

**CSR-report**  
**2025**



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*Appendix 1: Accounting practices for ESG data*



1234 5678  
Ecolabelled  
printed matter  
Meets strict  
environmental  
and climate  
requirements  
throughout the  
product's entire  
lifecycle



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# The future belongs to the resilient and the prepared

Changes and the unforeseen have a huge impact on organisations - often on multiple fronts simultaneously - which is why resilience is no longer something we associate only with finance and compliance. Increasingly, resilience is about how well a company understands the world and the big picture, prioritises correctly, and acts quickly - without losing direction.

Today, we approach Risk Management differently: from a classic approach that primarily protects the company against losses to a more holistic perspective in which sustainability, technology, customer demands and expectations, and our position as a workplace also play central role.

These are factors that affect our ability to deliver consistently to customers, attract and retain talented employees, and navigate a constantly changing market responsibly.

At ALPI, we work with resilience as a discipline that cuts across the business. We strengthen our decision-making and train our ability to adapt when

conditions change. These efforts will contribute to maintaining a resilient company, focusing on areas we can influence and where we can create real value for customers, employees, society, and ALPI.

We stay alert and prepare to the best of our ability to be both resilient and relevant, always with the starting point:  
Where there is a will, there is a way. And we are on our way.

**Happy reading!**



**Morten Høgsberg Nielsen**  
Managing Director ALPI Air & Sea



**Kjeld Tygesen**  
Managing Director ALPI Danmark

**Morten Høgsberg Nielsen**  
Managing Director ALPI Air & Sea

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# About ALPI

ALPI Group is a global freight forwarding company founded in Italy in 1945 by the Albini and Pitigliani families. The company remains owned by the two families. ALPI Group operates in 77 countries.

The Danish part of the ALPI Group, ALPI Denmark, was established in 1992, and ALPI Air & Sea in 2001. In this report, the Danish entities are referred to collectively as ALPI. Our head office is located in Herning, with additional offices in Kolding, Karlslunde, Padborg, Odense and Aarhus. A new terminal and office facility in Padborg was commissioned in 2025.

We provide full-service global transport and logistics solutions. In addition to road freight, air freight and sea freight, we offer courier services, rail solutions, warehousing, pick and pack, exhibition logistics and advisory services.

We operate according to a business model in which we do not own transport equipment ourselves. All transport is carried out in cooperation with experienced hauliers as well as recognised shipping lines and airlines.

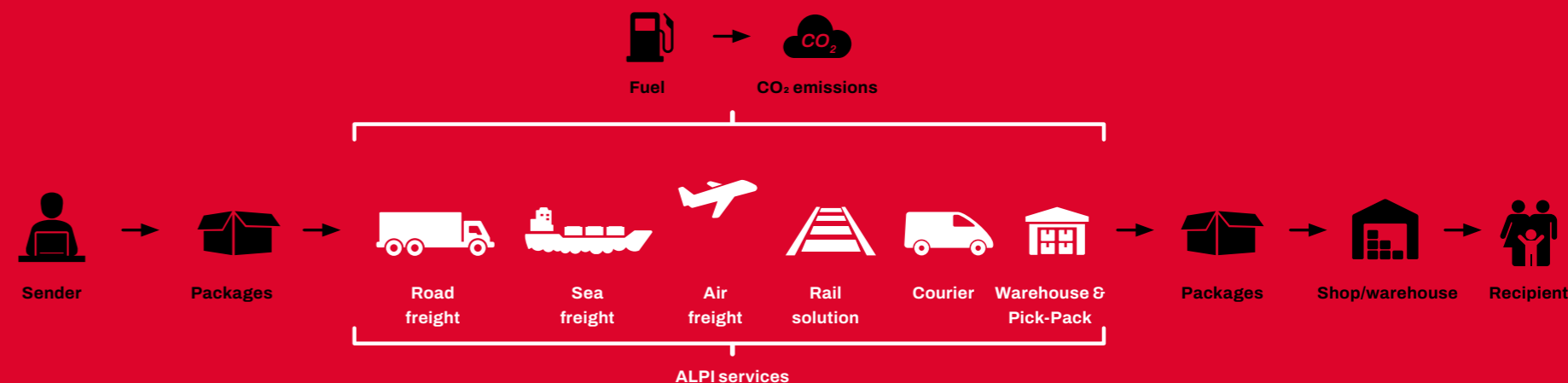
ALPI places strong emphasis on close customer relationships, and we strive to lead the way in service, collaboration, responsibility and sustainability. Our primary customer segment consists of small and medium-sized enterprises that require flexibility and hands-on solutions throughout the transport process. Experienced ALPI employees ensure global follow-up, professional sparring and advisory support.

Locations	Products
<b>Herning</b> (Group head office) <i>Established in 1992</i>	Road freight Air freight Sea freight Courier Rail/Intermodal solution Warehouse and pick-pack
<b>Odense</b> <i>Established in 2008</i>	Sea freight Air freight Courier Warehouse and pick-pack
<b>Padborg</b> <i>Established in 2015</i>	Road freight Rail/Intermodal solution
<b>Kolding</b> <i>Established in 2018</i>	Sea freight Warehouse and pick-pack
<b>Karlslunde</b> <i>Established in 2022</i>	Road freight Rail/intermodal
<b>Aarhus</b> <i>Established in 2024</i>	Sea freight Road freight

Responsibility has always been a cornerstone of ALPI. Social initiatives, both internally and externally, have been an integrated part of the company since its foundation.

We began working in a structured way with environmental initiatives in 2019 and launched the ALPI Go Green project in 2020. One of the objectives was – and continues to be – to build knowledge about developments and technologies and to take an active role in the transition of the transport sector. This enables us to inform and guide our customers and to provide transparent and reliable CO<sub>2</sub> data. As a result, we today act as a strategic sparring partner for many of our customers and business partners.

Transport today is about much more than simply moving goods from A to B. At ALPI, we place strong emphasis on the know-how, expertise and services required to ensure strong and future-proof collaboration. We offer our customers strategic advisory support on global supply chains and geopolitical trends.



# Key figures 2025



**281 employees**

**5,6 years of seniority**

**25 trainees**

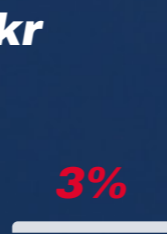
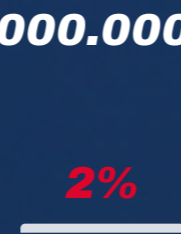
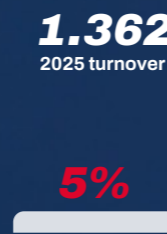
**Average age 43**

**605.736 kWh**  
renewable energy

**19.797 m<sup>3</sup>**  
natural gas

**204.920 kg CO<sub>2</sub>**  
in scope 1 & 2

**64.226.530 kg CO<sub>2</sub>**  
in scope 3



**1.362.000.000 kr**  
2025 turnover



# The Future Labour Market - Diversity and Neurodiversity

*The labour market requires rethinking*

ALPI is a company and a working community that welcomes difference and diversity. That is why we work to ensure that employees with special needs are included in the community, thrive and make a valuable contribution. For several years, we have had a special focus on neurodivergent employees who are on the edge of the labour market - often in flex jobs or similar schemes.

In 2025, we developed a policy to ensure that managers responsible for employees with special needs receive appropriate support and guidance. We create a framework for inclusion and for professional and personal development.

Going forward, we want to expand this focus to better support employees with different brains, benefiting the entire organisation.

## A Labour Market in Motion

The future labour market is not one thing – it consists of several simultaneous developments impacting businesses at once. Many industries continue to experience labour shortages, while a large group of people on the edge of the labour market needs support and a long-term, sustainable pathway into employment and education.

Danish companies today are characterised by the simultaneous employment of up to five generations, from young people in their first jobs to seniors continuing their working lives. This means expectations for work-life balance, management, and flexibility vary across life stages, and we need to embrace and understand this.

So, Danish companies are in the midst of a changing and evolving labour market. There is a labour shortage and a growing need to innovate and rethink inclusion, among other things. At ALPI, we see diversity and neurodiversity as strengths and part of our social sustainability. We create jobs based on people and the work community, and train managers and colleagues to understand and manage diversity in practice.

## Neurodiversity, More Brains in Play

Neurodiversity refers to the variation in how human brains function, and neurodivergent is often used to describe people whose ways of thinking, sensing, learning, or focusing differ from the majority. For example, people with ADHD, autism, dyslexia, or heightened sensitivity to light, sound, and stimuli.

*Continued on next page ▶*

It is estimated that 15-20% of the Danish population and 10-15% of the labour force have some form of neurodivergent profile. It's significant. The task and premise are that we need to actively work on inclusion. We need to ensure that this group of employees continues to be included and supported going forward. The challenge is often not ability but the environment and a lack of insight and understanding.

Our work to date has primarily focused on people who have struggled to gain a foothold in the labour market, but we recognise that neurodiversity exists across all job and skill levels.

Neurodivergent people can be very logical thinkers who need patterns and systems, while others are creative and innovative. So we need to utilise, understand, and leverage the value of these unique skills and brains to a greater extent.

At ALPI, we have had employees with unconventional brains for years, but we are seeing significantly more employees who need support, flexibility, and understanding in different ways. Therefore, we have increased our focus on knowledge and tools to support different needs. We want to create an environment where both neurodivergent and neurotypical employees thrive and where everyone benefits from a more flexible, inclusive framework.

### **Inclusion**

We have and will continue to make diversity and neurodiversity tangible in the workplace. It's not just about hiring, it's about inclusion. Our experience with including employees in flex roles and with neurodiversity has given us important lessons that we are now building on.

That is why we have both a pre-boarding and onboarding process for employees with special needs.

During pre-boarding and initial conversations, it is important to maintain an open and honest dialogue. What are the challenges? What does the job require? Can these conditions be accommodated? The onboarding process is about creating a sense of security through structure and patience, among other things. Tasks and expectations must be tailored. Importantly, prepare the team that the employee will be joining and assign a buddy to follow them closely.

Managers need to be trained, and processes and environments need to be adapted to some extent to support diverse neurological needs, both those with diagnoses and those without. Creating a better environment for one group often benefits the entire working community, and this will receive extra focus in 2026.

### **Recognition**

In 2025, ALPI proudly received recognition from Nordea and Mediehuset Herning Folkeblad for our work on social responsibility, including supporting people

with special needs while running a sound business. We take it as a sign that our approach is sustainable. That people with special needs can thrive and contribute when there is a good match, when the onboarding process is well planned, and when managers and teams understand, embrace and adapt the framework in practice.

Recognition is an obligation because the need for neuroinclusion will not diminish in the future, which is why we continue to put diversity and neurodiversity into practice and move from attitude to action.

This is how we build a working community where more types of brains can succeed, and where diversity becomes a strength.





## ALPI *Life* and ALPI *Health*

At ALPI, we work purposefully with social sustainability, based on one fundamental realisation: our results are created by people and through the relationships between us. In 2025, we introduced ALPI *Life* and ALPI *Health*. Today, both initiatives are key elements in our framework for a healthy, flexible, and meaningful working life.

### Retention and well-being are a strategic imperative

High employee turnover and absenteeism are not just well-being issues; they represent business risk. Internal calculations and external analyses show that employee resignations have significant financial and organisational consequences, including the loss of competencies, relationships, and operational continuity.

That is why we work strategically with retention, well-being, and employee development as an integral part of the business. A strong working community is not a supplement to operational performance - it is a prerequisite for our overall value creation.

### ALPI *Life* - A meaningful working life across life stages

ALPI *Life* is our life-stage policy and a structured dialogue tool designed to ensure that employees, regardless of their life situation, can contribute meaningfully and sustainably over time.

Today, age says far less about where we are in life. The need for flexibility does not arise at fixed ages, but in specific life situations. That is why ALPI *Life* is not based on generations, but on life stages.

Our ambition is for ALPI to be a workplace where there is room for different life situations and needs, and the purpose of ALPI *Life* is to:

1. Clarify and expand existing flexibility options for employees through a structured approach.
2. Support employee well-being and business operations by ensuring that flexibility can be planned effectively, thereby minimising disruption to operations and departmental activities.

ALPI *Life* is based on fixed-term agreements, mutual expectations, and a specific assessment of both individual needs and business considerations.

### ALPI *Health* - health and well-being

Likewise, in 2025, we introduced ALPI *Health*, which complements ALPI *Life*. ALPI *Health* is a comprehensive health programme for all ALPIsters, covering physical, mental, and collegial/social health.

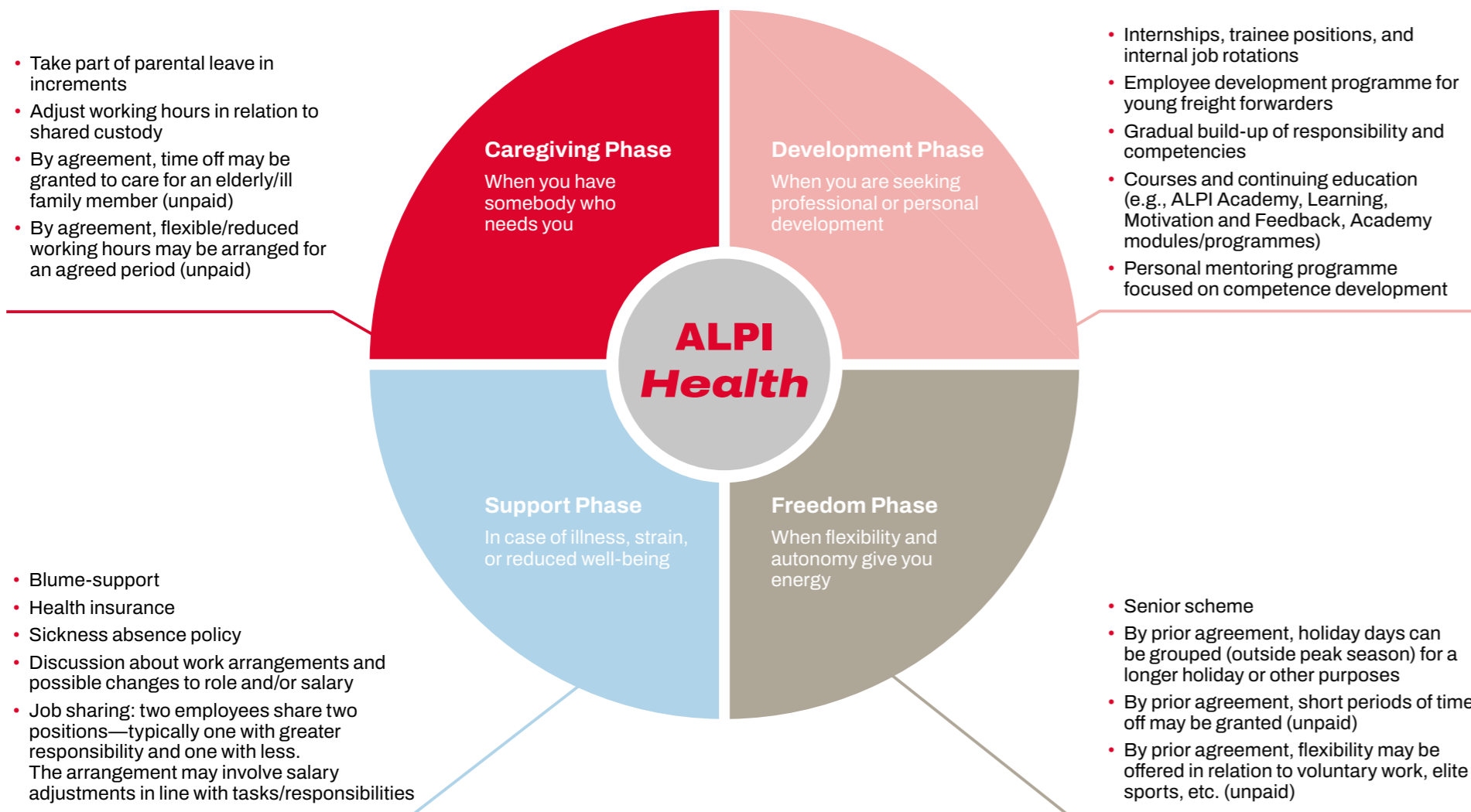
The aim is to prevent physical discomfort, increase well-being, and energise the working day.

Several employees act as health ambassadors and facilitate short, effective 10-minute physical exercises in their departments each day. The goal is for these exercises to become a regular part of the working day. We have organised kick-off events to raise awareness and motivation for the programme, including presentations by a sleep coach and internal walk-and-talk meetings.

According to the National Research Centre for the Working Environment, small amounts of exercise can significantly reduce both physical pain and sickness absence, and just 10 minutes of exercise three times a week can make a noticeable difference.

In addition, the collegial dimension is strengthened by doing the exercises together, resulting in better relationships and a stronger working community.





## **Sickness absence** – billions of reasons to take it seriously

*Sickness absence is often an overlooked topic in corporate sustainability efforts. Yet new knowledge suggests that this is where one of the greatest potentials lies, both humanly and economically.*

*An analysis from Kraka Economics shows that Danish companies could save up to DKK 5 billion annually just by working more effectively to reduce sickness absence. This is because absenteeism has a wide-ranging impact, including reduced productivity, increased pressure on colleagues, and possible loss of knowledge and continuity.*

*However, behind the numbers are people. For individual employees, prolonged sickness absence can lead to stress, isolation, and a sense of losing their footing at work. The longer the absence lasts, the harder the road back becomes.*

### **Early intervention and clear leadership**

Birgitte Elbrønd, HR Manager at ALPI, recognises this picture. For her, working with sickness absence is fundamentally about taking shared responsibility for well-being.



“The longer an employee is away, the greater the human and financial consequences. Uncertainty, anxiety, and feelings of disconnection can quickly arise. This is why early dialogue and action, as well as targeted follow-up, are crucial both for the individual and for the working community,” she says.

At the same time, she points out that policies alone do not make a difference. The effect only manifests itself when it is translated into action in everyday life. This requires clear leadership, a clear framework, and shared responsibility, with both managers and employees actively contributing to preventing job dissatisfaction and long-term absence.

### **Care, dialogue, and early follow-up**

In 2025, ALPI introduced a sickness absence policy to ensure consistent monitoring and follow-up, thereby enabling early support and action. The policy requires the manager to invite the employee to a care conversation after six days of sickness absence within a six-month period. Repeated short-term sickness absence can also be a crucial signal of job dissatisfaction and the need for support.



***Behind the numbers are people: The longer the absence lasts, the harder the road back becomes.***

The aim is not control, but dialogue. The conversation should create space to talk about well-being, any challenges, and support needs - before problems escalate. Experience and research suggest that early intervention can be crucial in preventing long-term sick leave and maintaining attachment to the workplace.

The sickness absence policy is part of ALPI *Life* and is included in the support phase as a specific tool to strengthen employee well-being and working life. For us, lower sickness absence is not a goal in itself. Low sickness absence results from a strong working community, attentive management, opportunities for personal and professional development, and, not least, a focus on people.



## Sustainability Strategy 2026

ALPI's vision and ambition are to be a company that combines profitable global transport and logistics solutions with a workplace and working community that prioritises social sustainability, employee well-being, and our responsibility to the environment, society, and people.

At ALPI, sustainability is an integral part of our business.

With ALPI Go Green, we have launched initiatives and set ambitious goals to minimise our environmental impact, promote social initiatives, and ensure responsible business practices.

Environment - E	Social - S	Governance - G
Renewable energy	Employee satisfaction and well-being	Ethical business conduct
CO <sub>2</sub> reduction	Lifelong learning and career development	Diversity
Waste	Employee needs in relation to life stages	Risk Management/IRO
Global environmental insight and professional expertise	Social responsibility in the community	Data security

## E - Environment

Initiatives	2030 ambition	2026 initiatives
<b>Renewable energy</b>	ALPI's electricity consumption is covered 100% by renewable energy through PPAs, certificates and increased own production.	Thoroughly analyse opportunities to increase the share of self-generated electricity.
<b>CO<sub>2</sub> reduction</b>	Scope 1 & 2 : 60% absolute reductions* in 2030 (2021 baseline) Scope 3: 30% intensity reductions** (CO <sub>2</sub> /tonkm) in 2035 (2021 baseline).	Mapping suppliers with a reduced climate footprint. Further development of the CO <sub>2</sub> data foundation and scaling of the Fuel Swap solution. In addition, a focus on identifying new Scope 1 & 2 initiatives.
<b>Waste</b>	70% of waste sorted for recycling.	Monitoring of waste and automated alerts. Continued analysis and employee training with a focus on warehouse and terminal operations.
<b>Global environmental insight and professional expertise</b>	ALPI aims to be a value-adding sparring partner and knowledge hub for our customers through proactive communication of environmental requirements, market trends, and relevant climate initiatives.	Identification and communication of global environmental initiatives, including CO <sub>2</sub> taxes and its impact on customers and the industry.

\* Absolute reduction shows the total amount of CO<sub>2</sub>. It is the actual emissions measured relative to zero. An absolute reduction of 60% means that the total CO<sub>2</sub> emissions are 60% lower than the baseline in 2021 – regardless of the level of activity.

\*\* Intensity reduction is a relative measure where CO<sub>2</sub> emissions are assessed in relation to activity, for example per tonne-kilometre. It shows how much CO<sub>2</sub> is emitted per unit – not the total emissions. An intensity reduction of 30% means that CO<sub>2</sub> emissions per tonne-kilometre are 30% lower than in 2021. This method provides a more accurate picture when there are fluctuations in activity and volume.

## S - Social

Initiatives	2030 ambition	2026 initiatives
<b>Employee satisfaction &amp; well-being</b>	Employee satisfaction of min. 85% in the satisfaction survey.	Embedding ALPI Sund through daily movement and physical exercise in everyday work, along with other initiatives focused on mental health. An employee survey on ALPI Sund will be conducted.
<b>Lifelong learning &amp; career development</b>	Cross-generational career support programmes and skills development courses.	The pilot project on cross-generational competencies will continue, and a career pathway model with leadership and specialist tracks will be developed.
<b>Employee needs in relation to life stages</b>	At least 70% of employees think that ALPI takes into account adapting working conditions and development opportunities to meet the changing needs of employees throughout their lives.	Embedding ALPI Life (life phase policy), including as a fixed agenda item in employees' 1:1 meetings. A survey on employees' experience of ALPI Life will be conducted.
<b>Social responsibility in the community</b>	Continue to provide significant, active and engaging support to local projects and initiatives that promote social sustainability and communities.	Together with Ungeløftet, we create internship placements for young people with school absenteeism or other social challenges. The initiative will begin as a pilot project at two locations.

## G - Governance

Initiatives	2030 ambition	2026 initiatives
<b>Ethical business conduct</b>	All our business partners are committed to transparency and accountability throughout the value chain and comply with the UN Guiding Principles on Business and Human Rights for the business community.	Rollout of the Code of Conduct across the value chain in foreign subsidiaries.
<b>Diversity</b>	ALPI has an inclusive culture and a diverse workforce that reflects age, gender, ethnicity and skills, as well as employees with special needs and women on the board.	The policy for employees with special needs is being tested in practice. Support tools for managers in dialogues with neurodivergent employees are being developed and piloted.
<b>Risk Management/IRO</b>	ALPI has a robust and transparent risk management framework that effectively identifies, evaluates and minimizes risk across our global value chain.	Development and implementation of a risk management system, including risk assessments of all Tier 1 suppliers.
<b>Data security</b>	Data and cyber security is an integral part of all processes and decisions to future-proof ALPI's digital business activities.	Implementation of an AI policy and awareness training in IT security for relevant employees.

# Freight forwarders

operate with *changes* and *uncertainty*  
– and **resilience** as requirement

*2025 was a turbulent year for international supply chains. War, geopolitical unrest, new trade barriers, and increased regulation have made uncertainty and change a fundamental condition. There is no sign that 2026 will become any more predictable. On the contrary, businesses and societies must adapt to the fact that instability is a permanent condition.*

*In this reality, the role of freight forwarders takes on a new and greater importance. Logistics is no longer just about efficient transport - it has become a social responsibility. We spoke with Martin Aabak, CEO of the Danish Freight Forwarders Association, about the industry's outlook for 2026.*

## A stabilising player in a turbulent world

According to Martin Aabak, freight forwarders have always worked in a field characterised by change and unforeseen events.

“Often it has been the freight forwarders who have ensured that supply chain disruptions were dealt with before they were felt by businesses and consumers.”

Today, this function is more visible and more crucial. When supply chains break down, they affect manufacturing, healthcare, and critical infrastructure. As a result, security of supply is now at least as important as price and efficiency, and companies are increasingly working on resilience and risk diversification in their supply chains.

## Responsibility in complex choices

Geopolitical tensions mean that transport and logistics choices increasingly involve dilemmas.

“Responsibility is not about perfect solutions, but about thoughtful and transparent decisions,” says Martin Aabak.

CSR in supply chain is therefore about understanding risks, managing them professionally, and advising customers openly about the consequences and alternatives. At the same time, the role of the freight forwarder is evolving from operator to strategic advisor on risk, regulation and resilient supply solutions.



*At the same time, the role of the freight forwarder is evolving from operator to strategic advisor on risk, regulation and resilient supply solutions.*

*- Martin Aabak, Danish Freight Forwarders Association.*

## Regulation and the green transition in practice

EU regulation increases the complexity of transport and logistics, and places higher demands on both systems and skills. According to Martin Aabak, it is crucial that regulation is implementable and takes operational reality into account.

The same applies to the green transition, where the focus has shifted from ambitions to specific operations.

“Sustainable solutions must also be resilient solutions, otherwise we lose security of supply,” he emphasises.

## People as the most important source of resilience

Although technology is crucial, according to Martin Aabak, it's people, experience and relationships that create real resilience.

“When crises arise, it's people and collaboration that make the difference.” Resilient supply chains are built on skilled employees and long-lasting relationships, and resilience is co-created among companies, authorities, and society.

## **ALPI Care**

### – Support and projects that make a difference

*In 2025, we once again had the pleasure of contributing to external projects and initiatives driven by dedicated people who make a tangible difference every day for individuals in need of support. Here we present some of the projects that ALPI Care has donated to in 2025.*

PLADS  
TIL  
FORSKEL

## **Room for Difference** – a social housing masterplan

A collaboration between several housing organisations in Herning Municipality. The Room for Difference project aims to strengthen education, employment, crime prevention and active citizenship in disadvantaged neighbourhoods through collaboration with residents, schools, authorities, and local associations.

The project focuses on making complex challenges easier to manage.



## **WELCOME HOME**

### – support for veterans and their families

There are an estimated 40-60,000 veterans in Denmark. The private organisation WELCOME HOME supports this group, consisting of individuals who have been deployed to at least one international military mission. 94% of veterans are men, and 6% are women. The average male veteran is 49 years old, while the average female veteran is 46 years old.

WELCOME HOME supports veterans and their families during the transition from military service to civilian life.



## **Football for all**

### – a football festival for children and young people

In May, Hårslev Football Club organised a festival for children and young people with disabilities and special needs. Football was played, as well as other activities such as football darts and speed shooting. The football team from Hårslev Football Club meets weekly and is part of Parasport Denmark.

The donation from ALPI Care made it possible for participants to enjoy a festive day of football, activities, and a strong sense of community.



## Mødrehjælpen – winter help for vulnerable children

According to Statistics Denmark, more than 49,500 children are growing up in poverty. Growing up in poverty can leave lasting effects well into adulthood - socially, economically, health-wise and psychologically.

Mødrehjælpen distributes snowsuits to children in vulnerable families. A snowsuit is not a luxury; it is a necessity that enables children to participate in play and social activities without freezing.

ALPI Care is proud to support this initiative.



## Christmas gifts for children in hospital

Once again this year, ALPI Care made a donation, and ALPIsters distributed Christmas gifts to children hospitalised on Christmas Eve at: Kolding Hospital, Nordsjællands Hospital - Children's and Adolescent Department in Hillerød, H.C. Andersen Children's Hospital in Odense, Aabenraa Hospital, Aalborg University Hospital - Department of Children and Adolescents, and Regional Hospital Gødstrup.

The reception we receive at the hospitals is always very touching. We are grateful to be able to spread a little joy to the children and, while also recognising the dedicated healthcare professionals who care for them at Christmas.



## Sclerosis Appeal

The Danish Multiple Sclerosis Society advocates for the more than 120,000 Danes who, as patients or relatives, are affected by multiple sclerosis.

ALPI Care has supported the Sclerosis Appeal, which in 2025 involved many initiatives. The funds raised contribute to the development of new treatment methods and to improving the lives of people affected by multiple sclerosis in Denmark.



## Hjælpesporet

In 2025, the Staff Association at ALPI in Herning launched a special initiative: Through the organisation Hjælpesporet, we had the opportunity to help children in vulnerable families fulfil a wish.

The Christmas tree in reception was decorated with red Christmas hearts. Each heart represented a wish, and behind each heart was a child facing a difficult life situation or growing up in a family with limited financial resources.

ALPIsters purchased the gifts, and ALPI Care supported the initiative with a donation. The parcels were placed under the Christmas tree in December, ready to bring joy to very special children during the festive season. Small actions can make a significant difference.



We are proud of the projects we have supported in 2025 and look forward to continuing our efforts to create positive change.

#ALPIcare&commitment

# ***The role of the business community in social causes - In the field of employment***



*Over the years, ALPI has participated in numerous employment initiatives across several municipalities where we have offices. This includes Herning Municipality, where ALPI is involved in and contributes to various initiatives that create employment opportunities and support vulnerable citizens in entering the labour market.*

*We spoke to Søren Aalund, Director of Social, Health and Employment in Herning Municipality, about why and how companies can play an active role in helping more people into employment, including those furthest from the labour market.*

## **A new playing field**

According to Søren Aalund, several developments make partnerships and joint efforts across municipalities, the business community, organisations, and civil society necessary.

A new employment reform requires new ways of thinking about employment. On the one hand, legislation has been simplified, giving municipalities greater freedom to focus on what works for the individual, and on the other hand, there are demands for significant savings in municipal initiatives. At the same time, the complexity and scope of the social elements of municipal employment programmes have increased. A long-standing economic boom has led to a persistent labour shortage, while the global situation is characterised by uncertainty.

“All of this means that we are on a new playing field when it comes to employment,” says Søren Aalund. “We are becoming increasingly interdependent. It’s important to recognise that many people in the unemployment queue are not just unemployed; there are often additional challenges at play. The notion of the “ungrateful welfare recipient” is neither particularly relevant nor constructive. I am convinced that most citizens want to contribute and be part of a positive community at work. The task is – together with, among others, companies – to create the framework that enables more people to contribute to and be part of the labour market.”

## **Diversity and community**

Søren Aalund also points out that we often live and move among people who look like us. As a result, we are rarely exposed to diversity in our everyday lives.

“It is necessary that we succeed in being together in diversity.

Many companies are already doing a lot in their social responsibility work, and we must continue to be curious and courageous in our cross-sector collaboration. Patience, honesty, and trust are essential to long-term partnerships between the business community and municipalities.” At the same time, he emphasises that the partnerships must remain sustainable, even when efforts fail, both in general and in relation to the individual citizen.

“It’s a condition when we work with vulnerable and at-risk people,” he emphasises.

## **Professional liberation and new frameworks**

The new employment reform provides municipalities with greater political and professional room for manoeuvre and relieves them of many administrative requirements. Fixed procedures are increasingly being replaced by more meaningful and effective interventions tailored to the individual’s needs.

The previous, more standardised programmes will be phased out, and efforts will focus more on what actually helps the individual find employment. At the same time, the target group system is being simplified, enabling fewer, broader categories and thereby contributing to more coherent processes for citizens and more streamlined administration.

“Simplified processes, more mobile and flexible initiatives, increased complexity in social tasks, and fewer resources - this is the framework of the new employment reform,” summarises Søren Aalund and concludes that strong communities and collaborations are crucial to creating sustainable solutions and results.

# Initiatives and involvement

## – Social Sustainability in Practice

ALPI is committed to social sustainability, including in the local communities where we have branches. Our commitment to employment stems from both a values-based responsibility and a strategic realisation. The labour market of the future requires us to think more broadly about recruitment, skills, and communities.

We participate in initiatives that support young people and vulnerable citizens in establishing connections to education, the labour market, and valuable communities. There are several reasons why ALPI is involved in and contributes to these efforts:

- We want to actively contribute to development and inclusion in this field.
- The labour market is increasingly diverse in terms of cognitive profiles and ways of working. We see diversity as a strength that can create dynamism and innovation.
- The logistics and transport industry of the future will need new and complementary skills.
- The general labour shortage requires us to recruit more broadly and inclusively.

### Partnerships

For several years, ALPI has participated in employment-oriented projects in Herning Municipality, among others. Here, we contribute to initiatives that help citizens connect more closely to the labour market through collaboration between the municipality and the business community.

In 2025, we also joined Ungeløftet, a nationwide initiative that supports young people at risk of exclusion from education and employment. Through collaboration among the municipality, the business community, and associations, we work to improve well-being and create pathways to education and employment for young people aged 15-24.

At the same time, we have launched a pilot project targeting children and young people with school refusal. In recent years, several municipalities have seen an increase in student absenteeism. According to “Folkeskolen”, the proportion of students with more than 50% and 75% absenteeism has doubled over the last ten years, with a significant increase since COVID-19.



### Communities

ALPI remains a partner and an active part of FCM Society, which works to promote health and well-being for children and young people through football and committed communities.

Every year, 50-100 young people participate in the project Together we go on the pitch - an employment and development-oriented programme for young people over the age of 18 who face significant personal and social challenges.

Through FCM Society's Christmas gift initiative, around 250 children from financially disadvantaged families are given the opportunity to become part of a football club every year. This includes both membership fees and equipment and provides access to strong social relationships and positive communities.

### Perspective

For ALPI, social sustainability is not about one-off activities, but about long-term partnerships and shared responsibility.

By engaging in employment and well-being initiatives, we aim to contribute to resilient communities while strengthening our understanding of the future workforce and the skills that will drive the company forward.



# Fuel Swap

## - A pragmatic approach to reducing transport-related carbon emissions

The transport and logistics industry is facing a major green transition.

The industry contributes significantly to direct & indirect carbon emissions across the corporate value chains (Scope 3). While technological alternatives to fossil fuels remain under development and are not yet fully scalable across all transport modes. Therefore, the transition requires solutions that reduce emissions now and support the adoption of future technologies.

In this context, in June 2025, ALPI launched the Fuel Swap programme - a flexible and documentable solution that enables customers to reduce carbon emissions from transport without changing their existing transport set-ups.

### Fuel Swap - flexible emission reduction in practice

Fuel Swap is based on the use of certified biofuels, including HVO100 for road transport and Sustainable Marine Fuel (SMF) and Sustainable Aviation Fuel (SAF) for sea and air transport. The programme operates on the mass-balance principle, whereby all biofuel purchased and refuelled is included in ALPI's overall supply chain.

Customers choose how much carbon emission they want to reduce, above a set minimum. The reduction is documented through third-party-verified certificates that can be used in customers' ESG and carbon reporting. In this way, Fuel Swap supports the documentation and transparency requirements for CSRD & similar regulations.

### Green fuels as a transitional solution

Developments in the transport industry indicate that biofuels will play a significant role in the transition, especially in segments where electrification is not yet practical. Today, HVO is more accessible and widely used as an efficient transition solution in road transport. SAF and SMF are still available in limited quantities and at higher prices, but demand is increasing, and upcoming carbon taxes in the EU and Denmark are expected to strengthen their competitiveness over time.

For heavy road transport, aviation, and parts of maritime transport, biofuels are crucial to achieving short- and medium-term reductions while new technologies mature.

### Transport technologies of the future

Significant technological advances are happening. Electric lorries are gradually gaining traction, and the latest generation can achieve a range of 500-600 kilometres, a significant improvement over previous generations. The expansion of charging infrastructure - including MCS fast chargers with capacities up to 1 MW - helps to reduce charging time as a significant barrier.

In parallel, investments are being made globally in synthetic fuels such as eSAF, e-methanol and e-ammonia, produced from green hydrogen and captured carbon. These fuels are expected to scale more efficiently than traditional biofuels in the long term and could play a significant role in future climate-neutral transport.

### A responsible and realistic approach

ALPI's approach to the green transition is based on accountability, transparency and realism. The transport industry's overall climate challenges cannot be solved by a single solution. Fuel Swap is therefore not a final solution, but a specific step that allows for proven reductions today while preparing for the technologies of tomorrow.

Through dialogue and collaboration with customers, suppliers, and partners, we work to create solutions that balance ambitions with actual market opportunities and contribute to a gradual, yet measurable, reduction in transport carbon emissions.

At ALPI, we closely follow developments and continuously assess how new solutions can be integrated as they mature and become commercially viable.

# CSRD – from reporting requirements to real action

In recent years, the Corporate Sustainability Reporting Directive (CSRD) has been central to many companies' ESG work. At ALPI, the focus has been on understanding the requirements, building internal competences and ensuring a solid foundation for both reporting and action. However, developments in EU regulation in 2025 have significantly changed the framework - creating new opportunities to prioritise specific actions over administrative burdens.

## ALPI's preparations for CSRD

ALPI has been working hard for several years to prepare for CSRD and the associated ESRS standards. The work has included reviews of the Directive's requirements to create a common understanding of what CSRD includes in terms of governance, processes, and data from a Danish and global perspective.

At ALPI we conducted double materiality assessment (DMA) and a review of the existing data setup, identifying gaps related to CSRD requirements, in collaboration with our parent company, Albin & Pitigliani, and EY. These efforts have provided us with a solid overview of ESG risks, impacts, and opportunities, regardless of the legislative development.

## Omnibus Package I - changed framework conditions

In spring 2025, the EU adopted the so-called Stop-the-Clock Directive, which postponed the CSRD requirements by two years for companies that would otherwise have had to report from 2026 and 2027. ALPI was among the companies included in this postponement.

Later, in winter 2025, a new proposal was adopted as part of Omnibus Package I. The aim was to reduce both the scope and the reporting requirements under the CSRD. The changes included, among other things:

- 61 % fewer mandatory data points
- Fewer data quality requirements from the supply chain
- A significant reduction in the overall administrative burden

At the same time, the EU determined that companies with less than 1,000 employees or a turnover below EUR 450 million are no longer required to report under CSRD. This is a significant change from the previous EUR 50 million turnover limit.

## Action over administration

With the Omnibus Package I, the European Commission has clearly signalled its intention to reduce the administrative burden, especially for small and medium-sized enterprises. EU's own assessments indicate that the number of companies covered by CSRD has been reduced by up to 90%. At the same time, the debate at EU level has shown that many companies have found CSRD complex and resource-intensive and that a significant proportion have not felt adequately prepared for the reporting requirements.

For ALPI, this development has allowed a clearer focus on action rather than reporting. The time and resources previously spent on extensive administrative processes can be better utilised for specific ESG initiatives. This includes further developing initiatives under our sustainability strategy, ALPI Go Green 2026, which focuses on real improvements in environmental, social, and responsible business practices.





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*I decide my own working hours, but I like to get an early start. That way I get something out of the day*

## **Keep moving** and you will live better and longer

This is how 80-year-old Leif Schiøtt Madsen thinks and lives, and he is still part of everyday life at ALPI.

Twice a week, Leif arrives at 3:45 am and is responsible for cleaning parts of the terminal and the driver facilities at ALPI in Herning. When the weather permits, he naturally cycles to work.

“I decide my own working hours, but I like to get an early start. That way I get something out of the day,” Leif explains.

“It’s important to me that the driver facilities are clean and tidy so that the drivers have good conditions when they are here. Many are far away from home.”

Leif started at ALPI in Herning 25 years ago and was responsible for all cleaning when there were around 25 desks. Today, the number of employees has grown to approximately 180, and the work is therefore distributed among more people.

Outside work, Leif is part of a group of older men who meet for fitness twice a week at 6 am.

“There is plenty of room in the gym at that time,” he says and continues: “I recently underwent cancer surgery, and the hospital expected a longer hospitalisation and rehabilitation. However, after three days, I was ready to come home and resume work. There’s no need to just lie there and do nothing.”

Leif has no plans to retire.

“I meet wonderful people of all ages at ALPI and enjoy the community, for example, at the breakfast buffet. That’s why I’ve never considered stopping working,” Leif concludes.

# Short excerpts from **ALPI's CSR policy**

*ALPI has developed a comprehensive CSR policy to ensure all employees work within the same guidelines. Here are some extracts from the policy.*

## Equal opportunities

We want a diverse workplace and will work to increase the number of women in leadership positions. All employees should have equal opportunities based on skills, experience and performance.

## Terms of employment

ALPI complies with all laws, agreements and industry standards regarding working hours and compensation. We respect recognised trade unions and the right of employees to join a union of their choice.

## Anti-corruption

ALPI will neither participate in nor support any corrupt practices. We have an internal whistleblower scheme that protects employees who come forward with information about wrongdoing regarding our business.

## Diversity

We recognise each other's differences and skills and believe that diversity provides dynamism and space for the development of ALPIsters and ALPI. Bullying is not tolerated.

## Child labour

Child labour is not tolerated.

## Human rights

ALPI supports and respects internationally recognised human rights, including civil, political, economic, social, and cultural rights.

## The local community

ALPI contributes to the community. We support elite and grassroots sports, as well as social and charitable organisations and associations.

## Work environment

We focus on creating a good and healthy working environment. We offer a range of benefits at work, including healthy food in the canteen and the opportunity for massages during working hours. Through the pension scheme, employees are covered by private health insurance, as well as an externally facilitated and preventive well-being programme to deal with life's challenges at work, personally and in the family. The well-being programme is offered to all ALPI employees and is 100% anonymous.

## Environmental impact

We have set an ambitious sustainability strategy heading towards 2030 and 2035. At our locations, we work to minimise waste and reduce energy and water consumption.

## Discrimination, coercion and harassment

All employees must be treated with respect. Discrimination, physical or verbal harassment and unlawful threats will not be tolerated. Any form of corporal punishment, as well as mental and physical coercion, is prohibited at ALPI.

## CO<sub>2</sub> emissions

We have, in collaboration with GreenRouter, further developed our own tool, a CO<sub>2</sub> calculator, which makes CO<sub>2</sub> emissions and data from each transport visible. Our CO<sub>2</sub> calculations are based on GLEC 3.1 and are ISO 14083 compliant. In addition, we actively seek to enter into partnerships to reduce the climate footprint of the transports we arrange.

# Organisation and management

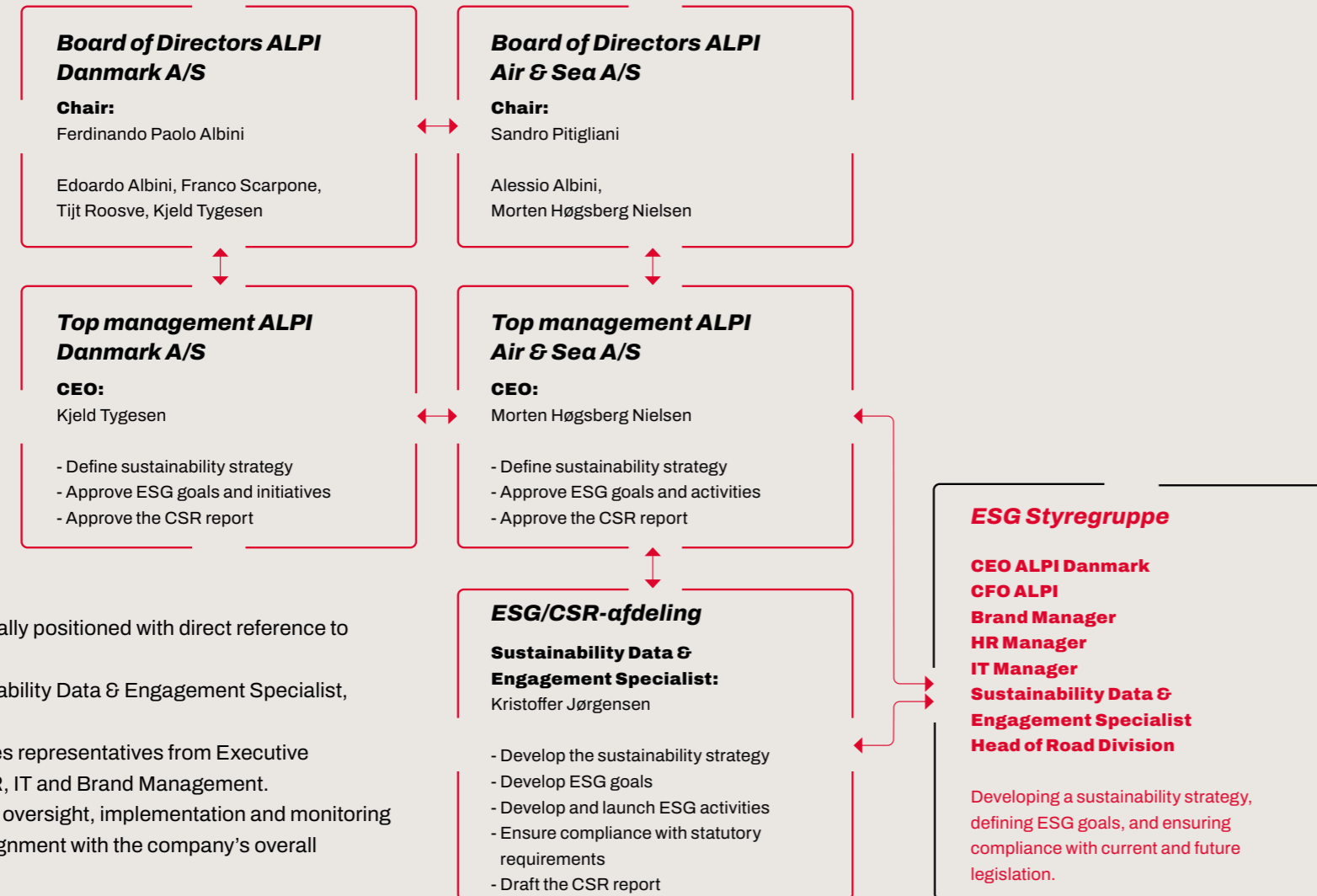
*ALPI operates with a dynamic business strategy that ensures a clear long-term goal for the company and is flexible enough to respond to changing market and social conditions. Each year, we adopt the strategic focus points for the next year, including through the involvement of the entire leadership team.*

We have defined ESG/CSR as a cross-cutting strategic action area that underpins how we want to do business. ALPI has a separate ESG/CSR department that further develops and drives strategy, initiatives and projects.

The strategic approach can be illustrated as follows:



# Organisational chart



The ESG function is organisationally positioned with direct reference to Executive Management. The function is led by the Sustainability Data & Engagement Specialist, Kristoffer Jørgensen. The ESG Project Group comprises representatives from Executive Management, Finance (CFO), HR, IT and Brand Management. The ESG Project Group supports oversight, implementation and monitoring of ESG initiatives and ensures alignment with the company's overall strategy and risk framework.

## Common ground is made visible through common policies

At ALPI, we have a number of policies that describe ALPI's fundamental values, rules and guidelines for responsible business conduct. These include, among others:

- Employee Code of Conduct
- Supplier Code of Conduct
- CSR policy
- Whistleblowing policy
- Data ethics policy and GDPR
- Policy for women in management
- Policy for Employees with Special Needs

The CSR policy, which applies to all ALPI employees, aims to ensure that our business model, products and services contribute to a more sustainable future. We comply with all international and national laws, as well as international conventions, including the Convention on Human Rights. In the CSR policy, we outline the rules on human rights, working conditions, the environment and anti-corruption, among other things. All employees are introduced to the CSR policy. See an excerpt from the policy on [page 38](#).

The policy on women in management mentions guidelines to promote the number of female managers. We always recruit the best candidate regardless of gender, race, religion, disability, etc. However, the policy ensures that we

prioritise interviewing female candidates and appoint the woman if the choice is between a man and a woman who are equally qualified. Over time, the policy should help us achieve a more equal distribution of female and male managers. The Data Ethics and GDPR policy ensures that our data processing always respects our business partners' interests and protects personal data and privacy.

ALPI has an internal whistleblower scheme that came into effect in early 2023. All employees are introduced to the whistleblower scheme.

These written policies reflect the conduct that ALPI has always endorsed and practiced. The policies make the common codes of conduct more visible and more manageable for employees to relate to.

## Tighter supplier management in the future

ALPI has always valued creating good and long-lasting relationships with our suppliers. They are important partners and crucial to our ability to deliver high-quality service to our customers. We continuously update our Code of Conduct, which outlines the most essential requirements regarding legislation, human rights, labour, the environment, and anti-corruption.

We also conduct a major mapping and risk analysis of the value chain, including the strategically most important suppliers. In the future, we will tighten supplier requirements and create further transparency in the value chain.

# Risks and opportunities

ALPI's activities affect our surroundings at multiple levels – economically, environmentally and socially. As a transport and logistics company, we contribute positively to society through value creation, employment and the efficient support of our customers' supply chains. At the same time, our business model also entails risks, particularly related to climate and environmental impact, working environment, compliance, and dependency on global supply and transport flows.

To ensure a responsible and resilient business, ALPI works systematically to identify, assess and manage both risks and opportunities across the organisation. In 2025, we have further developed our risk assessments, including climate change, regulation, human rights, employee conditions and business ethics. This work is based on a holistic risk analysis in which we assess both the impact on our surroundings and the business consequences for ALPI.

## Environment

### CO<sub>2</sub>-emissions

The transport sector accounts for approximately 30% of the EU's total CO<sub>2</sub> emissions. As a contributing part in the industry, we share responsibility for reducing the climate footprint. Our total CO<sub>2</sub> emissions this year amount to more than 60,000 tonnes of CO<sub>2</sub>. As we do not own the means of transport ourselves, close dialogue and strong cooperation with hauliers, shipping lines and airlines are crucial to identify and utilize opportunities to reduce emissions.

Developments within both environmentally friendly infrastructure and emission-reducing fuels are progressing rapidly, and we see a real transition of the transport sector moving closer. However, there is still a need for significant innovation before the potential can be fully realised.

### Actions

#### 2025

- Commercialization and identification of transport solutions with a lower climate footprint, as well as continued exploration of opportunities for partnerships within the environmental area.
- Revisiting our plans for CO<sub>2</sub> reductions with a focus on scope 3 – through customer dialogue and supplier collaborations.
- Continuous focus on expanding and improving our CO<sub>2</sub> calculations.

#### 2026

- Mapping suppliers with a lower climate footprint, hereby ideally being able to include that in the evaluation in procurement and collaborations.
- Scaling and roll-out of ALPI's Fuel Swap solution and general analysis of investments in emission reducing transportation.
- Identification and initiation of new initiatives within scope 1 and 2.
- Further development of the CO<sub>2</sub> data foundation and calculator, as well as mapping the VSME reporting format for potential usage.

### Energy Consumption

With 6 locations, we use a considerable amount of energy for lighting, heating of buildings and general operations. We aim to reduce this consumption.

### Actions

#### 2025

- Expansion and renovation of our office in Padborg with a strong focus on the environment, including energy optimization, water consumption, etc.
- Investigation of power purchase agreements (PPA), long-term commercial electricity contracts that support renewable energy production.
- Mapping the possibilities for scaling and storage of self-produced energy and smart charging.

#### 2026

- Launch of the PPA wind turbine project in Vindpark Ulkær Mose south of Ikast with expected electricity production in mid-2026.
- Participation in and implementation of additional PPA projects contributing to the establishment of new renewable energy facilities.
- Relocation into new premises at our Kolding branch, with focus on energy optimisation and environmentally friendly energy supply.
- Further mapping of possibilities for storage of self-produced energy and smart charging of vehicles.

## Employees and working conditions

**Heavy lifting**

Heavy lifting is a general problem in the transport sector. ALPI is no exception. There are many daily lifts at our terminals and warehouses.

At the same time, the trucks we have to unload are not always packed appropriately. When this happens, employees must manually lift heavy or unwieldy boxes out of the trucks when unloading.

It's hard physical work. We want to find solutions to this.

**Actions**

**2025**

- Several options to mitigate heavy lifting have been examined and tested (including exoskeletons), but they have not functioned optimally in practice.
- The number of container unloadings has been significantly reduced, and thereby also the extent of heavy lifting.
- Through dialogue with partners, the packing of trucks has largely been adjusted with the aim of reducing heavy lifting.
- The offer of weekly massage during working hours has continued.

**2026**

- Continued focus on heavy lifting, including follow-up on the extent of heavy lifting and the use of assistive equipment, as well as clarification of the next steps.
- The offer of weekly massage during working hours will continue.

**Safety**

Our terminals and warehouses are busy with forklifts and electric pallet lifters, which requires vigilance among employees and a high level of awareness to comply with the safety instructions.

**Actions**

**2025**

- We have enforced the use of high-visibility vests for everyone entering terminals and warehouses.
- Internal courses have been conducted with the aim of improving safety.
- Installation of fire extinguishing equipment, first-aid kits, eyewash stations, a defibrillator, and clearly marked escape routes in the new extension at the Padborg location.

**2026**

- Conducting an evacuation drill in the new extension at the Padborg location.
- Installation of fire extinguishing equipment, first-aid kits, eyewash stations, a defibrillator, and clearly marked escape routes at the new Kolding location.

**Stress and well-being**

The transport industry is currently experiencing major global and local changes. Navigating these changes and making quick decisions places great demands on ALPI employees, which is why we pay extra attention to stress and well-being.

High levels of busyness and a reduced sense of community can increase the risk of stress and poor well-being, which is why we make every effort to accommodate this.

**Actions**

**2025**

- Employees' needs across different life stages have been mapped, and the life-stage policy, ALPI *Life*, including a senior policy, has been developed and implemented.
- Launch of ALPI *Sund* with physical exercises as part of the working day and a focus on mental well-being.
- Completed a pilot project on cross-generational competences with a focus on "role swap".

**2026**

- ALPI *Life* will be anchored as a fixed agenda item in employees' 1:1 meetings.
- ALPI *Sund* will be anchored, and external presentations on neurodivergence will be held for managers and employees.
- A new pilot project on cross-generational competencies with a focus on professional skills development will be planned and implemented.

## Human rights

**Women in Leadership**

There is a shortage of female freight forwarders, and this is reflected in the number of female leaders in the industry. The same tendency is seen at ALPI. 14% of managers are women. There are no women on ALPI's Board of Directors.

A lack of diversity in leadership can lead to a lack of gender equality. Therefore, we are working to change the situation through a number of concrete initiatives.

**Actions**

**2025**

- Increased focus on the recruitment of female freight forwarding trainees through data-analysis of the applicant pool and qualifications compared with male applicants.
- Purpose: to increase diversity in the talent pipeline and, over time, also in the leadership pipeline.
- Established a cross-organizational working group identifying short- and long-term initiatives to increase qualified female applicants.

**2026**

- The working group will continue planning, implementation, and follow-up on initiatives to increase the number of female freight forwarding trainees.
- The employer branding strategy will be targeted at women with leadership ambitions – both within and outside ALPI.

**Working conditions in the value chain**

ALPI does not have direct employment responsibility for employees of our business partners and suppliers. Nevertheless, we regard proper and responsible working conditions in the value chain as a significant social responsibility. We work to ensure that employees in the value chain are treated with respect and in accordance with fundamental labour and human rights.

**Actions**

**2025**

- Further development of ALPI's Code of Conduct to make it more comprehensive and to set clearer requirements for suppliers and business partners. This strengthens governance in the value chain and ensures clear expectations regarding working conditions, conduct and responsible business practices.

**2026**

- Implementation of a risk management system.
- Roll-out of the Code of Conduct in the value chains of foreign subsidiaries.

## Anti-corruption

**Anti-Corruption**

ALPI has zero tolerance for corruption and bribery. At present, we have no knowledge of specific cases of bribery in our value chain, where transport is handled by external suppliers. At the same time, we acknowledge that the transport and logistics industry in general may be exposed to an elevated risk of corruption, including in connection with customs clearance and border crossings in certain countries.

**Actions**

**2025**

- Implementation of an expanded Code of Conduct as an integrated part of supplier management. This included the establishment of a more systematic process for identifying and assessing risks in the supply chain, as well as follow-up on compliance. The work is intended to help prevent corruption and strengthen transparency and accountability throughout the value chain.

**2026**

- Implementation of a risk management system.
- Roll-out of the Code of Conduct in the value chains of foreign subsidiaries.

# ESG-data

## Environmental data

Energy	Unit	2025	2024	2023	2022	2021	2020
Electricity	kWh	605.736	532.539	518.338	628.288	606.139	497.030
Renewable energy	kWh	605.736	532.539	518.338	626.786	592.071	0
Natural gas	m³	19.797	17.500	7.492	8.228	13.017	28.169
Oil	Liter	22.882	27.055	15.478	38.548	56.339	53.674
District heating	kWh	441.806	457.075	459.600	391.602	494.098	397.043
<b>Water</b>							
Water consumption	m³	3.458	3.021	2.861	3.613	3.333	2.317
Waste water	m³	3.458	3.021	2.861	3.613	3.333	2.317
<b>Waste</b>							
Recycling	Kg	88.394	62.021	79.653	82.436	93.600	172.650
Food waste recycled	Kg	14.224	10.649	2.366	6.063	3.680	0
Incineration	Kg	58.020	40.317	53.614	74.889	57.050	44.180
Landfill	Kg	0	0	0	0	0	0
Hazardous waste	Kg	0	0	0	0	0	242
Percentage of waste recycled	%	64	64	60	54	63	76
<b>CO<sub>2</sub> emissions</b>							
Scope 1 <sup>a</sup>	Kg CO <sub>2</sub>	192.755	346.612	212.177	300.564	325.618	355.282
Scope 2	Kg CO <sub>2</sub>	12.165	12.596	27.265	20.630	29.097	80.131
Scope 3 <sup>b</sup>	Kg CO <sub>2</sub>	64.226.530	57.597.660	45.862.745	47.403.259	50.999.408	45.509.664
CO <sub>2</sub> pr. Tonkm <sup>c</sup>	Co <sub>2</sub> e/tkm	23,3	22,4	20,9	20,6	21,3	21,2

a) The decrease in Scope 1 CO<sub>2</sub> emissions is primarily due to reduced diesel and gasoline consumption in company cars. This development reflects a gradual electrification of the vehicle fleet.

b) ALPI has experienced an increase in Scope 3 CO<sub>2</sub> emissions due to generally higher activity levels, including air freight and courier transport. This is reflected both in total emissions and in emission intensity (CO<sub>2</sub>e per tkm).

c) Ton-kilometers for 2022 and 2023 are based on qualified estimates due to insufficient data records.

## Social data

Employees	Unit	2025	2024	2023	2022	2021	2020
Men	FTE	189	187	144	158	143	140
Women	FTE	92	93	85	87	87	84
Salaried employees	FTE	231	236	192	198	200	184
Hourly-paid employees	FTE	50	44	37	47	30	40
Employee turnover salaried employees <sup>a</sup>	%	19	14	16	15	19	11
Employee turnover hourly-paid employees	%	10	18	46	24	67	78
<b>Female managers</b>							
Women on the Board	%	0	0	0	0	0	0
Female managers	%	14	9	14	18	23	10
Women at ALPI	%	33	33	37	36	38	38
<b>Sickness, absence and occupational accidents</b>							
Sickness absence <sup>b</sup>	Days/FTE	4,3	9,3	7,7	6,8	5,9	4,2
Occupational accidents with at least 1 day's absence	Number of accidents	1	1	1	1	1	0

## Governance data

Reported cases	Unit	2025	2024	2023	2022	2021	2020
Discrimination	Number	0	0	0	0	0	0
Child labour	Number	0	0	0	0	0	0
Forced labour	Number	0	0	0	0	0	0
Human trafficking	Number	0	0	0	0	0	0
Corruption	Number	0	0	0	0	0	0
Offences	Number	0	0	0	0	0	0

a) Employee turnover remains below the industry average. Turnover among salaried employees has increased from 14% to 19%, primarily because we divested part of the business, resulting in 8 employees being transferred from ALPI. Without this effect, employee turnover would have been 16% against a target of 10%. Turnover among hourly-paid employees has decreased from 18% to 10%, which is significantly below the target of 20%.

b) Sickness absence has been reduced significantly from 9.3 days in 2024 to 4.3 days in 2025. This is due to both a decrease in long-term sickness absences and an overall lower level of sickness absence among both salaried and hourly-paid employees. The level is the lowest since the start of ESG reporting and is well below our target of 6 days of absence per FTE.

## About the Report

This CSR report covers the financial year from 1 January to 31 December 2025 and forms part of the management's review in the 2025 Annual Report of ALPI Danmark A/S.

The CSR report covers the Danish independent entities: ALPI Danmark A/S and ALPI Air & Sea A/S. ALPI Danmark owns 70% of the Norwegian subsidiary ALPI Norway AS, while ALPI Air & Sea A/S owns 51% of the Chinese subsidiary ALPI International Logistics (Shanghai) Ltd. and likewise 51% of ALPI Singapore Lte. Ltd., as well as 44.9% of the Swedish company ALPI Air & Sea AB.

The foreign subsidiaries are not included in the report.

The Danish group is referred to in the report under the collective designation ALPI. ALPI has offices, terminals and warehousing facilities in Herning, Kolding, Padborg, Odense, Aarhus and Karlslunde. The CSR report contains data from all locations.

The figures in the CSR report have not been verified by a third party. We make every effort to identify the correct data and verify them internally.

Appendix 1 describes the accounting policies for the consumption figures and the CO<sub>2</sub> accounts in the section on ESG data. For the remaining figures in the report, the basis of calculation or sources are stated in footnotes.

**Questions regarding the CSR report may be directed to:**  
Sustainability Data & Engagement Specialist,  
Kristoffer Gøtje Jørgensen: [kgj@alpi.dk](mailto:kgj@alpi.dk)

## Appendix 1: Accounting practices for ESG data

On the following pages, the accounting policies on which the data and CO<sub>2</sub> emissions stated on [page 46-47](#) in the report are based are specified. All figures are quality-checked and validated by designated key persons in the finance department. Certain figures are based on estimates, as we do not have fully available data for these. It is stated directly below each table on [page 46-47](#) if there are specific circumstances relating to a figure.

### Consumption data

#### Energy:

Total consumption of electricity, district heating, natural gas and oil in buildings owned or leased by ALPI.

#### Water:

Total consumption of water as well as wastewater in buildings owned or leased by ALPI. Water consumption and wastewater are currently reported as the same values since we do not have data on the difference.

#### Waste:

Total amount of waste sent for waste management from buildings owned or leased by ALPI, distributed across recycling, food waste, incineration, landfill and hazardous waste.

### CO<sub>2</sub> emissions from transport

The reporting of CO<sub>2</sub> emissions is based on the Greenhouse Gas Protocol, and the calculation follows the international standards GLEC 3.1 and ISO 14083. The results are prepared using internal and external data sources. Reporting is primarily based on WtW (Well-to-Wheel) and CO<sub>2</sub> equivalents (“CO<sub>2</sub>e”), which are considered the industry standard, as they provide the most comprehensive view of the total climate impact.

At ALPI, we continuously develop our CO<sub>2</sub> calculator to strengthen the calculations.

The calculations are carried out in cooperation with our partner GreenRouter.

ALPI enriches the data by adding business logic, validation, filters and route selection.

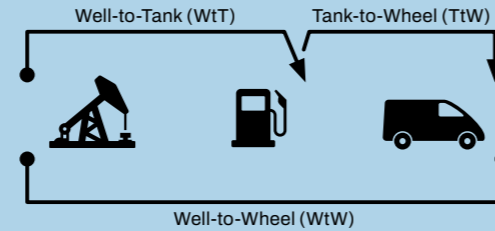
The calculations are based on specific shipments in ALPI’s internal systems.

Where available, emission factors are applied based on the individual shipment and its specifications. The CO<sub>2</sub> calculator uses gross weight as the primary indicator of the volume of goods. This is aligned with applicable standards and aims to create comparability within the transport industry.

The current CO<sub>2</sub> calculator was officially launched in April 2024 and is continuously updated. In this connection, all historical scope 3 data for 2020–2023 were recalculated using the new methodology to ensure comparability. ALPI continuously works with data quality, including automatic controls and periodic internal data sampling.

Further details about the current calculation methodology for transportation can be found in ALPI’s CO<sub>2</sub> calculator disclaimer.

The illustration below showcases different terminologies and methods for calculating and reporting CO<sub>2</sub> in the transport industry.



#### Scope 1: Direct CO<sub>2</sub> emissions:

Scope 1 includes CO<sub>2</sub> emissions that originate directly from sources owned or controlled by ALPI. This includes fuel consumption for company cars and trucks, as well as consumption of oil and natural gas for heating buildings.

#### Scope 2: Indirect CO<sub>2</sub> emissions:

Scope 2 includes indirect CO<sub>2</sub> emissions from purchased electricity and district heating in buildings owned or leased by ALPI. We invest in electricity with guarantees of origin from Danish wind turbines corresponding to our annual electricity consumption. This is deducted in the climate accounts in accordance with the provisions of the Greenhouse Gas Protocol.

#### Scope 3: Other indirect CO<sub>2</sub> emissions:

Scope 3 includes other indirect CO<sub>2</sub> emissions that can be linked to the business. In total, there are 15 categories of indirect CO<sub>2</sub> emissions under scope 3, of which 3 categories have been assessed as significant through the double materiality assessment.

At ALPI, this currently covers the following categories: Category 4 “upstream transportation and distribution”, Category 9 “downstream transportation and distribution”, and Category 5 “waste generated in operations”. These categories account for approximately 98% of ALPI’s total scope 3 emissions. Total scope 3 emissions are calculated using data from ALPI’s internal systems as well as consumption data from suppliers. Going forward, we strive to further map additional categories of indirect CO<sub>2</sub> emissions.

#### Road transport:

Road transport is calculated based on data from ALPI’s internal systems and processed via ALPI’s CO<sub>2</sub> solution in cooperation with GreenRouter. Rail operations, intermodal transport and ferry crossings are included as separate transport legs when they are part of road transport or similar. At present, the following specifications are assumed: 8% empty running, 80% loading factor, B7 diesel, loading capacity of 26 tonnes, and 95% Euro norm 6 trucks. We are working towards applying ALPI-specific primary data on loading factor.

#### Air freight:

Air freight is calculated via ALPI’s internal systems and, where sufficient data is available, the calculation is based on the specific aircraft type used. In this case, IATA identification is used, providing details on fuel consumption in the different phases of the flight. If such data is not available, emission factors based on flight distance and aircraft type are applied in accordance with GLEC 3.1. In all cases, the distance for air transport is calculated using “Great Circle Distance” from airport to airport, with an additional 95 km added to account for deviations.

#### Sea freight:

Sea freight is calculated based on data from ALPI’s internal systems and processed through ALPI’s CO<sub>2</sub> solution. Where data is available, the calculation is enriched with data from the specific vessel via the Maritime Identification system (IMO). Alternatively, standard values from GLEC 3.1 trade lanes are applied. Deviations from the shortest route are accounted for by adding 15% to the route distance. Long term, there is an ambition to differentiate between FCL and LCL in the calculator. This has not yet been implemented, and all cargo is currently calculated as LCL.

#### Courier:

From end 2025 and onwards, courier activities are included in our CO<sub>2</sub> calculator. ALPI uses emission factors distributed across courier transport products, supplemented with shipment data from our internal database. This ensures separation reflecting significant differences in emission intensity, for example between air and road transport via different courier products.

Courier data is now included in the total reporting under scope 3 for 2020–2025. This has resulted in a minor increase in scope 3 emissions across all reporting years compared to previous numbers.

### Employee data

**Employees:** Number of full-time employees at the end of the year. Temporary workers from external agencies are not included in the calculation.

**Salaried employees:** Employees who work primarily in an office with forwarding, sales, business development and administrative tasks.

**Hourly-paid:** Employees working primarily in warehouses and terminals, unloading and loading trucks and picking goods for shipment.

**Employee turnover:** The number of employees who left ALPI during the year is broken down into salaried and hourly-paid employees. The figure includes both natural departures and departures for other reasons.

**Female managers:** The number of female managers compared to the number of male managers at board level and in other management positions, including the number of women at ALPI in general compared to the number of men. The number of female managers is calculated as managers with personnel responsibility and reporting directly to top management.

**Sickness absence:** Average sickness absence per full-time employee.

**Accidents at work resulting in absences:** Number of reported accidents at work with at least one day’s absence.

### Governance data

**Reported cases:** Number of officially reported cases of child labour, forced labour, human trafficking, corruption and other offences.

