



# SUSTAINABILITY REPORT 2022



KJAER GROUP CEO Mads Kjaer and Managing Director in Uganda, Florence Makada - proud of the 100% Electric NIU scooter



## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

At KJAER GROUP of companies, we are committed to driving sustainable mobility and reducing the environmental impact of our operations. This sustainability report provides an overview of our sustainability performance in the past year and outlines our priorities for the future.

We are committed to the principles articulated in the United Nations Global Compact (UNGC), which we joined in 2003. In 2007, we confirmed our support for a cleaner environment by joining UN's environmental initiative, Caring for the Climate.

The UNGC is an important point of reference for all activities and incorporated into the company's governance framework:

The KJAER GROUP Way of Management (KWOM).

The KJAER GROUP Way of Management presents the principles of the "Triple Bottom Line", whereby social and environmental targets and results are pursued in the same way as financial targets.

While we constantly adapt our business to meet the market's needs, the "Triple Bottom Line" ensures that we only promote responsible business practices.

### Environmental Sustainability

As a motor vehicle company, we recognize the importance of reducing the environmental impact of our operations and products. Thus, in 2020 we began our journey and our ambition to Move to Green.

In 2021 we set targets to start measuring on our carbon emission and investigating where our efforts should be focused. We are still in a learning curve to collect the right measures and change our processes, yet we are sure that we are on the right track both for the business and the environment.

The ISO Management System, implemented in 2012, forms the backbone of our environmental processes and in 2022 we were re-certified in ISO 14001.

### Social Sustainability

We believe that our success as a company is closely linked to the well-being of our employees and the communities where we operate.

The ISO 45001 Occupational Health & Safety Management Certification, which we also retained again in 2022, is largely a part of the business practice and culture that has become natural to for us. The benefits are also known by employees as risk is reduced and a healthy work environment created, while supporting the values of the Global Compact Principles and UN's SDG 2030.

Our People Survey measures areas that are essential drivers for developing the organization and our employees. Based on this result, we initiated empowerment of employees by delegating responsibilities and providing more education in 2022 . A work that will continue in 2023.

### Economical Sustainability/Governance

We believe that strong governance practices are essential for building trust with our stakeholders and ensuring that we operate ethically and transparently.

Through our recertification in ISO 9001 Quality Management, we ensure that our processes remain correct to ensure quality for our customers.

Since 2013 we have raised awareness on corruption through various channels promoting a professional climate of honesty, transparency and accountability in every aspect of the company.

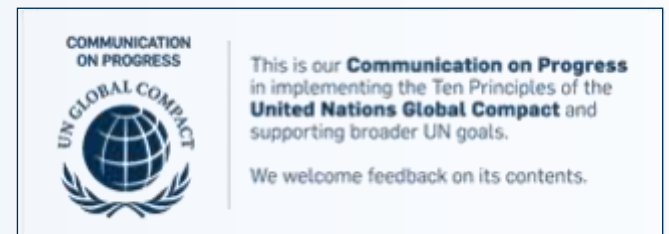
Together with our anti-corruption policy we have been supporting the Anti-corruption initiative set out by the UN, to create awareness and change corrupt business practices. In 2022, all very creatively supported the campaign, and I am proud of the teams, who used role play and production of a video to create awareness about this issue.

On behalf of all our employees in our group of companies, I reaffirm our commitment to comply with the 10 Principles of the Global Compact and support the Sustainable Development Goals 2030.

By acting with honesty, transparency and integrity in all our endeavors, we strive to illustrate to our customers and partners that we can be trusted and that we care.



Mads Kjær, CEO  
KJÆR GROUP A/S





# SUSTAINABILITY & TRIPLE BOTTOM LINE

The Triple Bottom Line (TBL) principle was introduced in 2008 to ensure that the businesses are developing in a profitable as well as responsible manner. Based on the Group's vision and values, specific targets and policies were defined for Financial as well as Social and Environmental performance. For us, this is sustainability.

## ENVIRONMENTAL TARGETS

- All entities operating with a minimum of environmental impact
- Ensuring we conduct environmentally friendly initiatives and projects relevant to our business



## FINANCIAL TARGETS

- Striving for predictable, sustainable growth
- Increased enterprise value
- Solidifying our status as the preferred partner to international customers
- Developing a sustainably profitable company for investment ventures

## SOCIAL TARGETS

- Creating a happy, healthy, safe workplace
- Providing fair, competitive compensation

# VALUES

To ensure a platform for sustainable growth, KJAER GROUP has chosen to adopt a value based approach to Management in order to create a culture of caring and decency combined with independent decision making with the aim of finding and implementing sustainable solutions.

## PROFESSIONALISM

Fact based and competent in everything we do. This is how we conduct our business and how we interact with each other.

## RESPECT

Mutual respect between colleagues, partners, customers and other stakeholders we interact with is fundamental for us.

## HONESTY

We aim to conduct ourselves and business matters with the utmost honesty in all that we do, ensuring that we are reliable and honor our promises and commitments.

## DEDICATION

The success of every customer and partner is the key to our success.

# ALIGNMENT TO UN' SUSTAINABLE DEVELOPMENT GOALS 2030

## COMMITMENT AND SUPPORT

As a European business with operations and presence in emerging economies, we have an obligation and an opportunity to influence, support and change some of the most challenging global issues.

Since 2018, we have taken our sustainability commitment a step further. We support the 17 universal Global Sustainable Development Goals and the 169 targets to be achieved by 2030.

Certainly, all of the targets are important, but we focus on those for which we can have the most positive impact.

We focus our efforts to ensure decent, safe conditions for our employees, contribute to climate improvements and fight corruption in all forms.



**Target 7: Ensure access to affordable, reliable, sustainable and modern energy for all**

KJAER GROUP aims to invest in renewable energy usage where possible as a contribution to SDG7.2  
KJAER GROUP will monitor and continues to improve on energy efficiency measures through setting energy use reduction targets, as per SDG 7.3 KJAER GROUP has and continues to forge partnerships with various “green” energy companies to encourage enhanced use of renewable and energy efficient technologies, as well as promote investments in energy infrastructure per SDG 7.a



**Target 3: Ensure healthy lives and promote well-being for all at all ages**

Through the HSEQ system, KJAER GROUP works to reduce the number of deaths and illnesses from hazardous pollution and contamination at the workplace in accordance with SDG target 3.9  
Further KJAER GROUP aims to reduce deaths and injuries from road traffic accidents as per SDG 3.6



**Target 13: Take urgent action to combat climate change and its impacts**

KJAER GROUP will invest in its climate-related adaptive capacity and mitigation efforts, as per the SDG13.1  
KJAER GROUP tracks and monitors its emissions and will continue to look for ways to improve its operations and reduce its GHG emissions. This supports SDG 13.2



**Target 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

KJAER GROUP is committed to zero tolerance regarding anti-corruption, and to enhance transparency at all levels of the organization . This aligns with SDG 16.5 and 16.6



**Target 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development**

KJAER GROUP is committed to mobilize financial resources from multiple sources and own investment in business in developing countries, in line with SDG 17.3  
In accordance with SDG 17.7, KJAER GROUP is committed to promoting the development and transfer of environmentally sound technologies (specifically electric vehicles and other such technologies) to the developing countries.



## HUMAN & LABOUR RIGHTS

### COMMITMENT:

- KJAER GROUP bases its actions on the values of professionalism, respect, honesty and dedication.
- Understanding and accepting different cultures is a key element in our organization as is complying with local and international laws.
- We are committed to secure compliance with all relevant labour laws and regulations in order to secure a safe, fair and non-discriminative workplace for all employees.
- We exercise the right to freedom of association and we do not conduct or condone forced, compulsory or child labour.

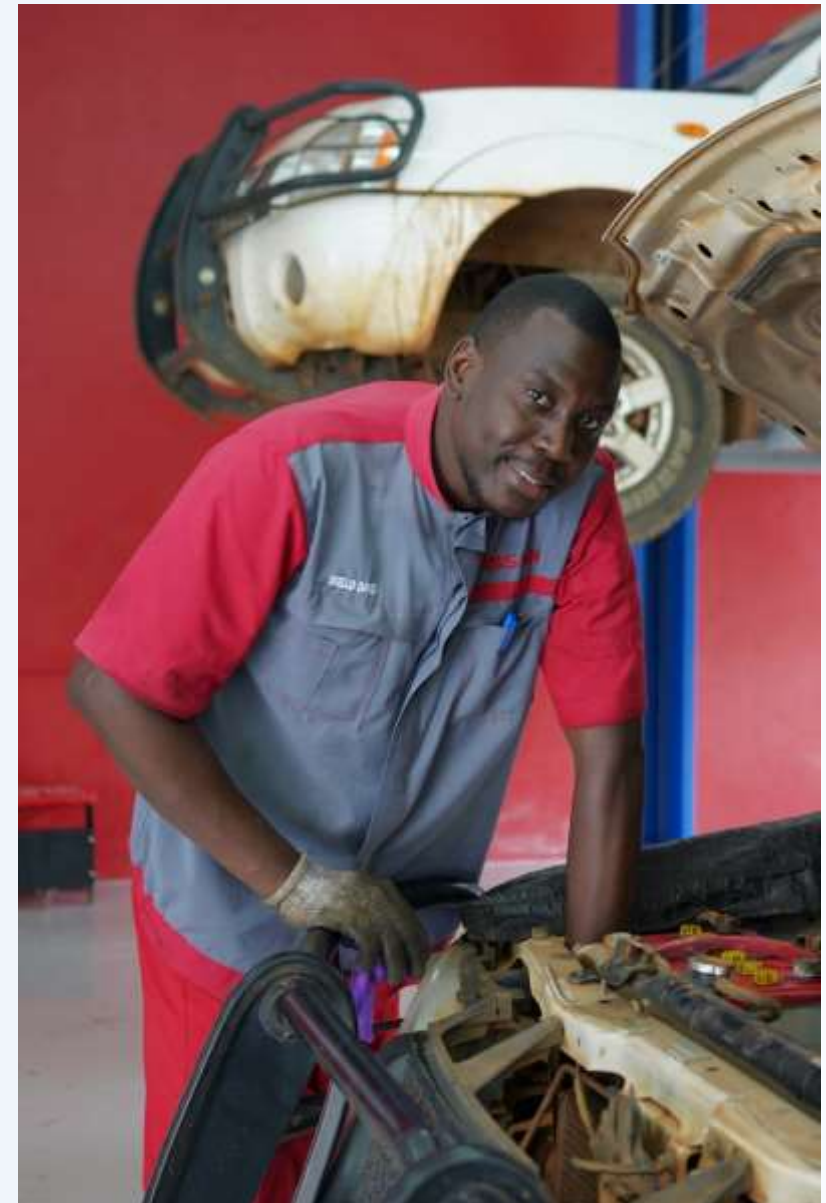
### DECENT WORKPLACE

In the KJAER GROUP of companies, we offer employment within a framework of legal, healthy, and safety provisions respecting local laws and international best practices.

The overall result of 2022 People Survey showed that 85% of employees are generally satisfied with their workplace. The highest score in five years. The response rate was 94%. Only 13 people did not fill in the questionnaire. Our high response rate makes the survey very reliable, though we are aware that we always need to be vigilant to keep that level.

For many years, our focus has been on delegating responsibility within own job role to employees. We believe this is the best way of achieving personal motivation together with business efficiency. The response from the employees in 2022 was an acknowledgement of our efforts as 88% believes that the authority in their job has increased. (When lowest - 64% in 2019).

New actions are set to ensure that training will be better evaluated and more efficient in 2023, based on requests from the employees.







# HUMAN & LABOUR RIGHTS

## REMUNERATION

We aim for a fair, competitive and performance-based remuneration system comprising both fixed and flexible components.

Compensation and performance of our employees is reviewed on a yearly basis. We adjust salaries against market fluctuations and we benchmark externally as well as internally.

## EQUAL OPPORTUNITIES AND FAIR TREATMENT FOR ALL

We foster a culture of employee empowerment, equal opportunities and fair treatment irrespective of gender, disability, age, race, colour, nationality, sexual orientation, religion or personal beliefs.

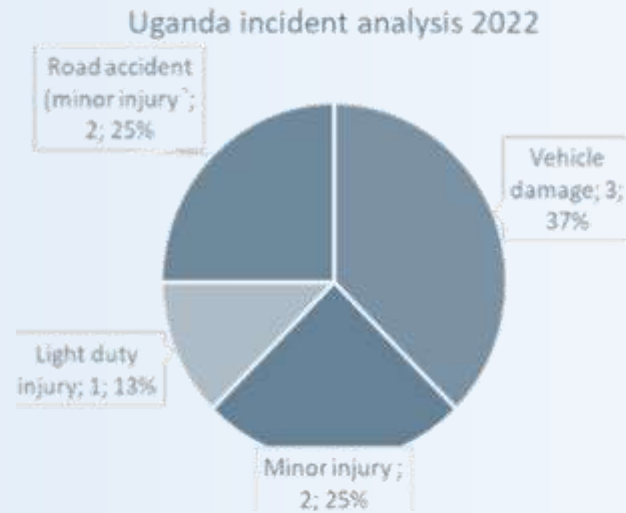
Each year, we ask the employees if they experience fair treatment at their workplace. In 2022, again 86% believed that discrimination does not occur in the organization, which is a high level. Yet, our target can only be to achieve 100%.

## HEALTH & SAFETY

Since 2014, we are certified ISO 45001 (OHSAS 18001). Adhering to the above standard means that we take good care of our employees, treating everyone according to high international standards.

In 2022 we were re-certified of the ISO standard in all entities in Mozambique and Uganda.

There were reported 39 incidents in Mozambique and Uganda in 2022. 64% were vehicle related. 2 minor personal injuries. Here example from Uganda:



### ISO 45001

An internationally recognised occupational, health and safety management system which requires MOTORCARE to have appropriate health and safety standards, policies and practices in place to operate safely.





Site visit to a solar panel installation of the local partner Nexus. Similar installation is planned for MOTORCARE Uganda in 2023





## MOVE TO GREEN

The KJAER GROUP ambition is to create an eco-system for mobility and green consumption of power – we call it MOVE TO GREEN.

**MOBILITY:** by transforming the fleet of vehicles from fossil driven to hybrid and/or electric driven – e.g. e-scooters and EVs (electric vehicles).

**ORGANIZATIONS:** the transformation lies in the consumption of more renewable energy and focus on own footprint – e.g. solar systems and changed work habits.

The transformation can take place by using already developed technologies yet putting them together in a new way and with the support of funding/grant opportunities.

The MOVE TO GREEN concept ambition is to be carbon neutral by transforming mobility and consumption to zero fossil use.

Our aim is to do this by involving relevant stakeholders from the governmental, non-governmental (multi- and bilateral and NGOs), and private business sector – to be an example for scale in other cities and countries.



**COMMITMENT:** We are committed to operate with the lowest possible impact on the environment.

## MOVE TO GREEN

It is our vision to Move to Green – being a “green” company that also moves people to “green” automotive services.



In 2021 we initiated a strategic project funded by the Investment Fund for Developing Countries (IFU) to develop a green strategy for 2025. A carbon footprint baseline was calculated for 2020 and ambitious targets were set to transform mobility to electric and to change our consumption to use more renewable sources like solar power.

Whereas the carbon footprint 2020 was to an extent based on estimations, we acknowledged that processes needed to be changed or optimized in order to start more accurately measuring and reducing our carbon emissions going forward.

It is very clear that the majority of our carbon footprint comes from the lifetime emission of the Internal Combustion Engine (ICE) vehicles that we sell. With that in mind, we see clearly that our largest impact on the environment will be to change our product portfolio to offer our customers electric vehicles. At the same time we need to influence and change the behavior of our customers to start requesting electric vehicles.

In 2020, we introduced our first electric/zero emission product as part of our Move to Green campaign. Though the market is still slow to respond, we have increased our efforts to influence the buying behavior.

An essential partnership for our Move to Green initiative is the cooperation with Fleet Forum - a not-for-profit membership association that brings together key stakeholders, which operate humanitarian fleets.

We have been invited to share our knowledge on several webinars in 2022 to humanitarian fleet operators, who have a common interest in green mobility in emerging countries and have helped them start their “Green” journey, introducing the EV’s into their fleets.

In 2022 we identified a solution to implement solar systems in our own entities in Africa and to invest in a

water recycling system. We will start a pilot project in Uganda in cooperation with a local solar system supplier to use renewable energy and reduce the usage of the generator. In future we hope to also make energy source available to electric vehicles.

The solar system and the water recycling are both being installed in beginning of 2023.

### “GREEN” EMPLOYEES

In our latest People Survey, we asked all employees if they agree in KJAER GROUP’s ambition to reduce our carbon footprint. The result showed that the strategic “green” ambition is supported by 98%, and 97% of the employees believe that a “green” business is important for our customers too.

We appreciate this engagement and support from the organisation and trust this will lead to solutions, processes and products with tangible impact on the environment and our business.



## ENVIRONMENTAL PERFORMANCE 2022

All processes were revisited in 2022 to be able to make more accurate measures for the purpose of reducing our carbon emission.

The accuracy and quality of measurements and the increased activities in 2022 is illustrated in the data comparison below. Therefore, it is important to note that these increases do not necessary represent a negative development.

### Development by country from 2021 to 2022:

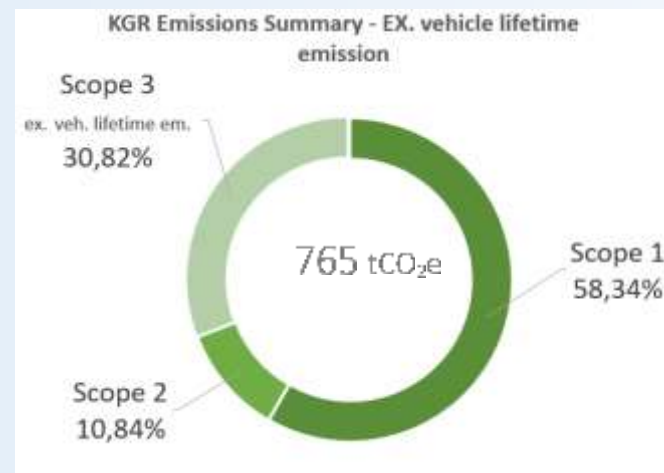
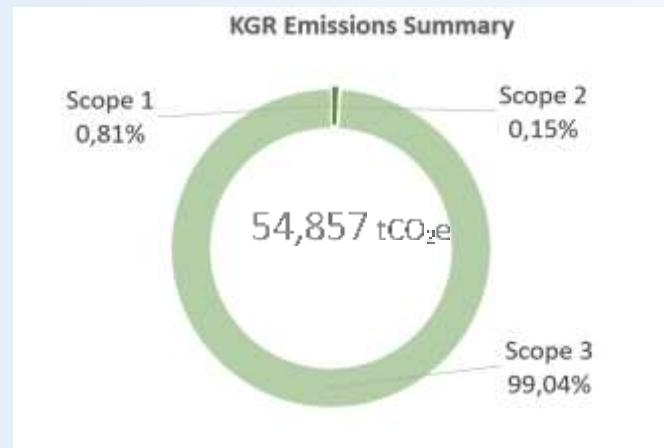
Country/Usage	Uganda	Mozambique	Denmark
WATER	62%	-18%	22%
WASTE	-33%	-31%	57%
ELECTRICITY	27%	-10%	-7%
CARBON	65%	-4%	30%
FUEL	64%	42%	-48%

With the investment in solar system and water recycling systems in 2023, we expect to be ready to measure the benefit of our investment.

### CARBON EMISSION

Carbon emission reduction has from 2020 been our focus point. Yet, as described we are still challenged to collect all measurements according to the GHG protocol, which is divided into scopes 1, 2 and 3. The factors included in our carbon footprint are as listed in the table on this page with the GHG protocol standard.

Included in scope 3 is the use of sold vehicles/lifetime emission, which represents almost the entire emission of our carbon footprint. To illustrate that, note the substantial difference in the diagrams below, where lifetime emission is excluded in the second diagram:



### ISO 14001 CERTIFICATION

MOTORCARE Mozambique and Uganda were re-certified in ISO 14001 standard (Environmental Management System) in 2022.

At MOTORCARE, all employees across our organization strive to respect the guidelines within ISO standards - it is part of our culture.

We strive to see everyone engaged with the Standards to encourage them to preserve resources like water and electricity, reduce carbon emissions, waste management, recycling and, in general, care about the nature and environment.

### ISO 14001

Certification criteria followed by MOTORCARE stipulates the standards to identify and control our environmental impact and with this, we can constantly improve on our performance on the environmental front.



### GHG protocol standard

#### Scope 1 - Direct emissions

Stationary (generator etc.) and mobile (company cars) combustion

#### Scope 2- Indirect emissions – owned.

Purchased electricity

#### Scope 3 - Indirect emissions - not owned.

Water consumption, marketing fuel, waste, flights, employee commuting and use of sold vehicles/MCs





# UNITING THE WORLD AGAINST CORRUPTION





## ANTI-CORRUPTION

**COMMITMENT:** We have a “zero tolerance” towards corruption.

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Every year we remind each other of the importance of our anti-corruption policy and behavior. It is not a battle that the company can do alone, as it is integrated in our community.

Everyone needs to assist each other to eradicate corruption.

We should therefore be proud that, according to the survey, 80% pro-actively wants to stop their colleagues in corruptive actions.

*Result of People Survey 2022*

### ZERO Tolerance policy

We have raised awareness regarding corruption through various channels in the past by establishing a professional climate of honesty, transparency and accountability in every facet of the company.

A Group Anti-corruption Policy was implemented in 2013 and states the code of conduct for all KJAER GROUP, MOTORCARE and KJAER & KJAER employees.

It includes a clear policy in regard to payments and gifts, partner assessment, risk evaluation and whistle-blowing procedures.

In support of the UN Sustainable Development Goals (SDG 16), we take anti-corruption initiatives seriously.

Corruption is a dominant factor that drives countries toward economic failure and furthermore has a negative impact on the business and market in which we operate.

By participating in the UN's International Anti-corruption Day initiative on December 9, we are joining a global developmental trend that strives to combat corruption.

By showing how serious and committed everyone at KJAER GROUP's companies are about combating corruption, we not only perpetuate an internal anti-corruption culture in our company, but also promote customer trust.

### UNITING THE WORLD AGAINST CORRUPTION

2022 was the eighth consecutive year that the Executive Management, the employees and our partners have focused on anti-corruption and discussed this in our business environment in accordance with UN's campaign.

Since 2014, KJAER GROUP has supported the UN Anti-corruption Day initiative, which this year will celebrate the 20th anniversary of the UN Convention Against Corruption UNCAC.

This is reflected by the theme of this year's international day, “UNCAC at 20: Uniting the World Against Corruption”.

On this day, as we mark 20 years of UNCAC, KJAER GROUP entities will support them to continue the work to unite the world against corruption for peace, security and development

In all entities, the awareness campaign is celebrated with discussions, speeches and visual effects such as t-shirts and banners.

In Mozambique the focus was on creating skills and awareness through role play.

In Uganda they decided this year to make a video, to share to new colleagues but also to customers and partners of our businesses. See the video [here](#).



# THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT



## HUMAN RIGHTS

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.



## LABOUR

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.



## ENVIRONMENT

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.



## ANTI-CORRUPTION

10. Businesses should work against corruption in all its forms, including extortion and bribery.



United Nations  
Global Compact

## ABOUT THE UNITED NATIONS GLOBAL COMPACT

As a special initiative of the UN Secretary-General, the United Nations Global Compact is a call to companies everywhere to align their operations and strategies with Ten Principles in the areas of human rights, labour, environment and anti-corruption. Our ambition is to accelerate and scale the global collective impact of business by upholding the Ten Principles and delivering the Sustainable Development Goals through accountable companies and ecosystems that enable change.

With more than 14,000 companies and 3,800 non-business signatories based in over 160 countries, and 69 Local Networks, the UN Global Compact is the world's largest corporate sustainability initiative. One Global Compact uniting business for a better world.

For more information, follow [@globalcompact](#) on social media and visit our website at [unglobalcompact.org](http://unglobalcompact.org)



# COMMUNICATION ON PROGRESS (COP)



## HUMAN RIGHTS

<p><b>COMMITMENT:</b>  <b>KJAER GROUP bases its actions on the values of professionalism, respect, honesty and dedication.</b>  <b>Understanding and accepting different cultures is a key element in our organization as is complying with local and international laws.</b>  <b>For further information, please see the KJAER GROUP way of management.</b></p>				
<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights                  Principle 2: Businesses should make sure that they are not complicit in human rights abuses</p>				
PROCESSES	TARGETS 2022	ACTIONS 2022	PERFORMANCE 2022	TARGETS 2023
KJAER GROUP Way of Management (KWOM)	Min. 80% of employees believes strongly in and support the company's future direction	Employee survey action plans in all entities	93% (94% in 2021) of employees believes strongly in and support the company's future direction. (94% participated in survey)	Min. 80% of employees believes strongly in and support the company's future direction
PEOPLE SURVEY	100% positive responses when asked "All employees in my team are treated fairly regardless of age, gender, family status, race, national origin, disability, personality, thinking, status or sexual orientation."	People Survey action plans in all branches	86% (86% in 2021) positive responses when asked "All employees in my team are treated fairly regardless of age, gender, family status, race, national origin, disability, personality, thinking, status or sexual orientation." (94% participated in survey)	100% positive responses when asked "All employees in my team are treated fairly regardless of age, gender, family status, race, national origin, disability, personality, thinking, status or sexual orientation."
Health, Safety, Environment & Quality (HSEQ) Policy	<p>Continuous improvement and ensuring continuing Certification for ISO 14001 standard in all branches in Mozambique &amp; Uganda.</p> <p>Ensuring HSEQ compliance and progress</p> <p>Consolidate the HSEQ management report for Motorcare branches in Mozambique and Uganda.</p>	<p>Action plan implemented and monthly follow-up.</p> <p>Quarterly management report</p> <p>Make suggestion to consolidated report</p>	<p>MOTORCARE Mozambique and Uganda both retained certification in ISO 9001, 14001 and 45001.</p> <p>Quarterly report has and reviews has been taken place.</p> <p>HSEQ annual report 2021 made for MOTORCARE Group Africa</p>	<p>Continuous improvement and compliance to ISO 14001 (Environment) standard in all branches in Mozambique &amp; Uganda.</p> <p>Ensure timely reporting structure for the quarterly reports.</p>
<p><b>SIGNIFICANT AREAS OF RISK WITHIN HUMAN RIGHTS FOR OUR BUSINESS:</b>                  It is our view that the most significant human rights risks relate to our employees' rights to an inclusive work environment that respects the individual's needs and rights to dignity, rest, and privacy. Failure to manage this risk may harm our employees, damage our reputation and may affect our business performance.</p>				

# COMMUNICATION ON PROGRESS (COP)



## LABOUR

<p><b>COMMITMENT:</b>  <b>KJAER GROUP is committed to secure compliance with all relevant labour laws and regulations in order to secure a safe, fair and non-discriminative workplace for all employees.</b>  <b>KJAER GROUP exercises the right to freedom of association, and we do not conduct or condone forced, compulsory or child labour.</b></p>					
<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining                  Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor                  Principle 5: Businesses should uphold the effective abolition of child labor                  Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation</p>					
PROCESSES	TARGETS 2022	ACTIONS 2022	PERFORMANCE 2022		TARGETS 2023
Remuneration Policy	Remuneration Policy compliance	Annual remuneration reviews	Remuneration reviews done for all entities		Make a consolidated MOTORCARE Remuneration policy and Remuneration Guideline
PEOPLE survey	Min. 80% are satisfied with their employment.	Employee survey action plans in all branches.	85% are satisfied with their employment (83% in 2021) (94% participated in survey)		Min. 80% are satisfied with their employment.
Gender diversity in management bodies	Minimum 30% target for the underrepresented gender in Board of Directors in KJAER GROUP A/S before 2024.	Ensure gender equality in our recruitment processes for board of directors.	No replacement occurred in the board.		Minimum 30% target for the underrepresented gender in Board of Directors in KJAER GROUP A/S before 2024.
<p><b>SIGNIFICANT AREAS OF RISK WITHIN LABOUR RIGHTS FOR OUR BUSINESS:</b>                  It is the view of the company that the most significant risk pertaining to Labor Rights is workplace accidents, which can cause injury to employees, fines to our business and may affect our business performance.</p>					

# COMMUNICATION ON PROGRESS (COP)



## ENVIRONMENT

<b>COMMITMENT:</b> KJAER GROUP is committed to operate with the lowest possible impact on the environment. (KJAER GROUP HSEQ policy)					
<b>Principle 7:</b> Business should support a precautionary approach to environmental challenges <b>Principle 8:</b> Business should undertake initiatives to promote greater environmental responsibility <b>Principle 9:</b> Business should encourage the development and diffusion of environmentally friendly technologies					
PROCESSES	TARGETS 2022	ACTIONS 2022	PERFORMANCE 2022		TARGETS 2023
Health, Safety, Environment & Quality (HSEQ) Policy	Continuous improvement and ensuring continuing Certification for ISO 14001 standard in all branches in Mozambique & Uganda.  Ensuring HSEQ compliance and progress  Consolidate the HSEQ management report for Motorcare branches in Mozambique and Uganda.	Action plan implemented and monthly follow-up.  Quarterly management report  Make suggestion to consolidated report	MOTORCARE Mozambique and Uganda both retained certification in ISO 9001, 14001 and 45001.  Quarterly report has and reviews has been taken place.  HSEQ annual report 2021 made for MOTORCARE Group Africa		Continuous improvement and compliance to ISO 14001 (Environment) standard in all branches in Mozambique & Uganda.  Ensure timely reporting structure for the quarterly reports.
Move to Green	Implement resource conservation systems: water and electricity	Analyze and define a project to reduce electricity and recycle water.	A pilot project identified with purpose to install solar system and water recycling in selected branches.		Install solar system and water recycling in H1  Increase sale of EV's by 100%
<b>SIGNIFICANT AREAS OF RISK WITHIN ENVIRONMENT FOR OUR BUSINESS:</b> It is the company's view that a significant risk pertaining to the environment and climate arises from how safely our facilities handle waste, chemicals and spills. If we fail to do so, we may negatively impact the surrounding environment and damage our reputation.					



# COMMUNICATION ON PROGRESS (COP)



## ANTI-CORRUPTION

<p><b>COMMITMENT:</b> KJAER GROUP has a “zero tolerance” towards corruption</p>					
<p><b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery</p>					
PROCESSES	TARGETS 2022	ACTIONS 2022	PERFORMANCE 2022		TARGETS 2023
KJAER GROUP Way of Management (KWOM)	Min. 80% of employees believes strongly in and support the company’s future direction	Employee survey action plans in all entities	93% (94% in 2021) of employees believes strongly in and support the company’s future direction. (94% participated in survey)		Min. 80% of employees believes strongly in and support the company’s future direction
Risk Management Policy	Ensure compliance in all business entities	Annual audit	No non-compliances occurred		Make a consolidated MOTORCARE Risk policy
Anti-corruption Policy	Create awareness and communicate policy min. once a year	Organize international campaign in line with UN anti-corruption day the 9th December.  Measure commitment from employees to fight corruption.	Global awareness campaign held, including information in staff magazine and corporate meetings with guest speakers.  80% of employees (79% in 2021) states that they pro-actively wants to stop their colleagues in corruptive actions (94% participated in the survey).		Create awareness and communicate policy min. once a year
<p><b>SIGNIFICANT AREAS OF RISK OF CORRUPTION FOR OUR BUSINESS:</b> We consider corruption risk to be present across all our operations, where employees may make or receive payments or other means to illegally influence an outcome. Aside from the negative societal consequences of corruption and bribery, this could also potentially lead to fines, damage our reputation and affect our business performance.</p>					



In 1962, KJAER GROUP was established in Svendborg as a car dealership by the late Mr. Christian Kjaer. Today, the Group provides automotive mobility solutions internationally and employs 220 people.

The Group holds a leading position within its business segments in Mozambique and Uganda where we operate distribution, fully owned workshops and service facilities under the name of MOTORCARE.

Globally, KJAER & KJAER delivers vehicles, motorcycles, parts and accessories to customers in the International Aid and Development sector (NGOs, the UN, the EU, etc.).



Provides automotive mobility solutions which are tailor-made to organizations operating in the International Aid and Development sector, delivering high quality vehicles, motorcycles, parts, accessories as well as a number of supporting services such as worldwide logistical support, insurance and financing.

Through an extensive network of local dealers and service partners, customers receive quality aftersales, logistics and customer care services.



Based on international standards and certifications, it is MOTORCARE's value proposition to offer automotive mobility solutions to the market.

Customers are provided one-stop maintenance, service and repair services as well as insurance, financial and fleet management solutions through our countrywide dealerships in Mozambique and Uganda.





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