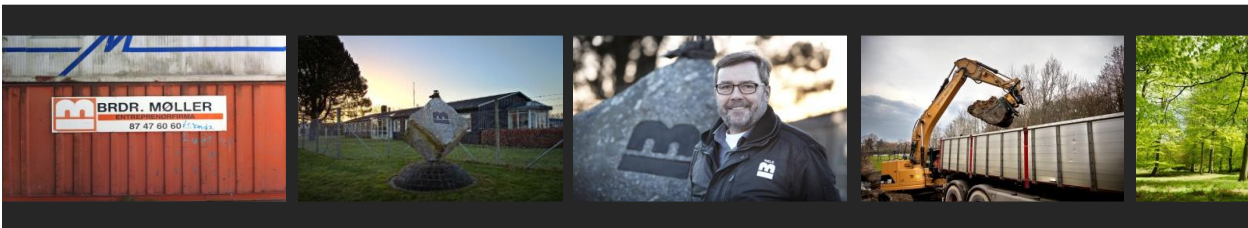


BRDR. MØLLER A/S
EDWIN RAHRSVEJ 77
DK-8220 BRABRAND
DENMARK

(+45) 87 47 60 60
MAIL@BRDRMOLLER.DK
WWW.BRDRMOLLER.DK

BRDR. MØLLER A/S CSR BASIC-REPORT 2014



"WHY SHOULD I CARE ABOUT POSTERITY?
WHAT'S POSTERITY EVER DONE FOR ME?"

GROUCHO MARX

Welcome to Brdr. Møller's Basic CSR Report 2014. Here you will find a description of how our company will approach the environmental, social and economic challenges in coming years – a statement that will form the basis for our efforts, as a part of the growth plan Brdr. Møller has put forward for the period 2015-2020. Our Basic CSR Report 2014 sets out the strategic objectives and strategies, we have outlined and the CSR reports for 2015-2020 will then continuously represent the company's actual CSR reporting.

We are working with 3 main strategic objectives – **Quality, Growth and CSR!** We are known for delivering solutions that meet our clients' expectations, and we would like to continue that way in the future – quality is a key area for us. At the same time we are a company that wants to develop in the coming years, so growth will also be the key part of this development. Through this growth we aim at strengthening our competitiveness; we will develop our company's potential, and hopefully ensure the creation of more jobs. Quality and growth then are important business issues for Brdr. Møller, like our CSR work is. This CSR report focuses on the CSR part of our strategic work, and is thus the starting point for the various activities, we will put into action during 2015-2020. We are now at the beginning, and will work hard to realize the objectives we have set up towards year 2020. No company today can exist in an independent vacuum, without any thought of how our business affects its surroundings. To meet this challenge, you can do so by either following the flow and living up to the minimum requirements of the law, or you can meet the challenge head on and turn it into a proactive tool for business growth. Not because it is statutory, not because it is economically advantageous, not because our image will be improved – but because we want to do it. Because we believe in it.

By stating that, we have also said that our CSR work in coming years will be developed and implemented as a fundamental core value of Brdr. Møller's DNA. We have chosen this ambitious objective, because we want to let CSR, including sustainable development, constitute a crucial business process within Brdr. Møller, in coming years. We do not see the environmental, social and economic element as opposites, but as elements that go hand-in-hand. In 1987 the so-called Brundtland report, defined what sustainable development is about:



Relating sustainable development to Brdr. Møller we see a crucial and continuous process of change, whose aim it is to achieve a steady reduction in the relative resource consumption and relative discharges to soil, water and air. At the same time it is a mindset that implies that we constantly consider the environment factor in our investment decisions and, at the same time, take responsibility for environmental conditions that are beyond the company's normal business area, for example through direct support to environmental projects of various kinds. Of course, we cannot "save the world", but we can at least – and hopefully – make it a better place to be for the people we are working with and the projects we do.

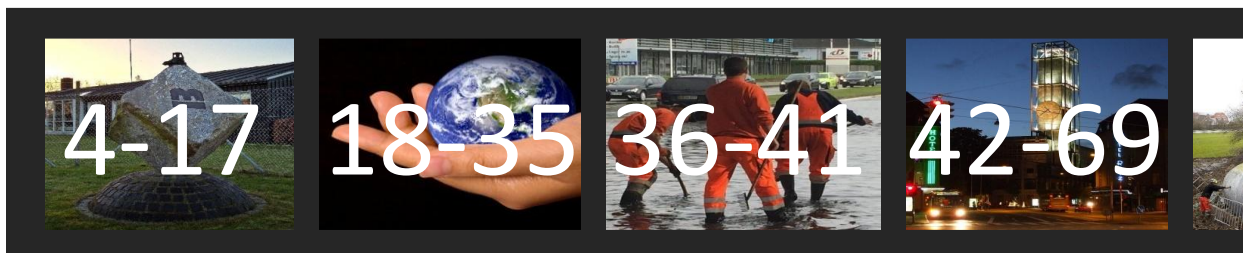
A crucial factor for such a sustainable development process to succeed, is a close and trustful cooperation between all the company's employees from each project member to each member of the company's Board of Directors. But not just internally within the company, must we work with these processes, also through our external partners, will we seek solutions that help to create a more sustainable development. It will unfold in cooperation with customers, suppliers, public authorities, and others we come in contact with. We therefore see our work with CSR as a process that involves all the company's stakeholders – from the largest to the smallest.

We are right now standing in front of an exciting future and I wish you a pleasant experience reading our CSR Baseline Report.

Best regards

Niels Juul
Managing Director,
Brdr. Møller A/S

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ABOUT BRDR. MØLLER A/S...



BRDR. MØLLER A/S IS A WELL CONSOLIDATED,
CONSTRUCTION COMPANY BASED IN THE
ÅRHUS AREA WITH STRONG COMPETENCIES
WITHIN SOIL, PIPESYSTEMS,
DISTRICT HEATING ETC.



1. About Brdr. Møller A/S

Brdr. Møller is a small/medium-sized construction company located in the Aarhus area that has conducted business here for over 50 years. The company was started up by three brothers – Gert, Kurt and Jørn – in 1964, and we have since then been dealing in particular with land development, sewer systems as well as district heating, drainage and site preparation projects etc. In the past 50 years we have developed into a modern company that has taken advantage of a wide range of large and small tasks, especially in the Eastern Jutland area from snow removal and salting to the establishment of on-ramps to the Djursland highway, from moving smaller quantities of soil to participating in establishing Gellerupparken in Western Aarhus.

From having had a single excavator in 1964 unto today where we employ a range of modern machinery, working with GPS and computer controlled systems. Of course, a lot has happened during these past 50 years. Today, it is the family's next generation, represented by Sanne Juul Jørgensen and Mads Juul Møller, who stands as owners of the company, and which will lead the company into the new millennium. Our vision is clear – *Brdr. Møller will in the future be a regional construction company firmly rooted in sustainable operations.* The same applies to our mission, where we will *develop our company to become a player with core competencies in several areas, including targeted investments in the development of environmental business areas.*

Large and small projects

Over the years, Brdr. Møller has been involved in many different projects. One of the major projects was the drainage of a larger area of land in Skæring by Aarhus – a project that lasted for 3 years. Another significant project was the company's participation in the construction of the Circular Road in Aarhus where Brdr. Møller was the main contractor on part of this stretch. A large sewer project in Risskov, which runs from 2009-2015 is another of our major projects Brdr. Møller currently is involved with in a Partnering-project with AarhusWater.

We have also taken care of many other and smaller projects, such as purification of the lakes by Varna, the construction of bike paths, soil-moving operations, etc., but regardless of whether our projects are large or small, it is still the same quality requirements that apply, when faced with responsibility for undertaking a project.

One of the things that has not changed during these 50 years, are the values upon which Brdr. Møller, is founded. One of the company's founders Jørn Møller states that:

"It has been the hallmark of our company throughout the years that we've never been afraid to try something new and employ the latest technology. We were also among the first who used the laser. We are a modern company that has built on old values."

"We treat people properly. Both employees and our customers. It is also for this reason that many employees have been with us for such a long time, and customers are returning to us with new projects. They trust us and know we are keeping our word so it is with pleasure and pride that I look back on those projects, we have been involved in through time"

Jørn Møller

The Organization

Brdr. Møllers organization is a line-staff organization, where third-party main- or subcontracting, is the quite dominant area within our line of work. We are working within the construction industry, where areas such as land-development in connection with district heating, sewerage and building development are among the main areas.



In 2014 we employed an average of 45 people, of which 3 are women. The Construction industry is, as can be seen, quite predominantly male-oriented, often because a greater physical effort is required. At the same time working with heavy equipment such as tractors and excavators traditionally has been an area that has had more appeal to men than to women. This will of course also affect the culture within Brdr. Møller. We aim to get more women into the industry, but there are clearly still some historical, physical and cultural barriers that must be overcome, before we begin to see a more balanced representation of the sexes within this industry. The 3 women we have employed are, therefore, all employed within administrative functions. In general, the culture of Brdr. Møller is characterized by good communication, a willingness to help each other, and a strong support for the objectives that provides the stepping-stone for the company's future developments. The organizational structure is shown on the next page in a legal as well as in a commercial context. The current structure was formed in 2012, when Sanne Juul Jørgensen and Mads Juul Møller took over all shares of Brdr. Møller.

■ Values - Brdr. Møller A/S

Some call it *Codes of Conduct*, others *Ethical Guidelines* – within Brdr. Møller we simply call the organization's core values for our **Constitution**. This Constitution contains the very basic values that must permeate all our relationships within the organization, as well as outside the organization.

Brdr. Møller A/S - Our Constitution

Within Brdr. Møller, we have drawn up a Constitution, which contains the basic values, we want to be known for which are:

- **Respect**
vis-a-vis the common and the different
- **Transparency**
regarding all of the information we supply
- **Accountability**
concerning our activities and the people we are working with
- **Honesty**
in all contexts where we are working
- **Sustainability**
as the basis for all our business operations



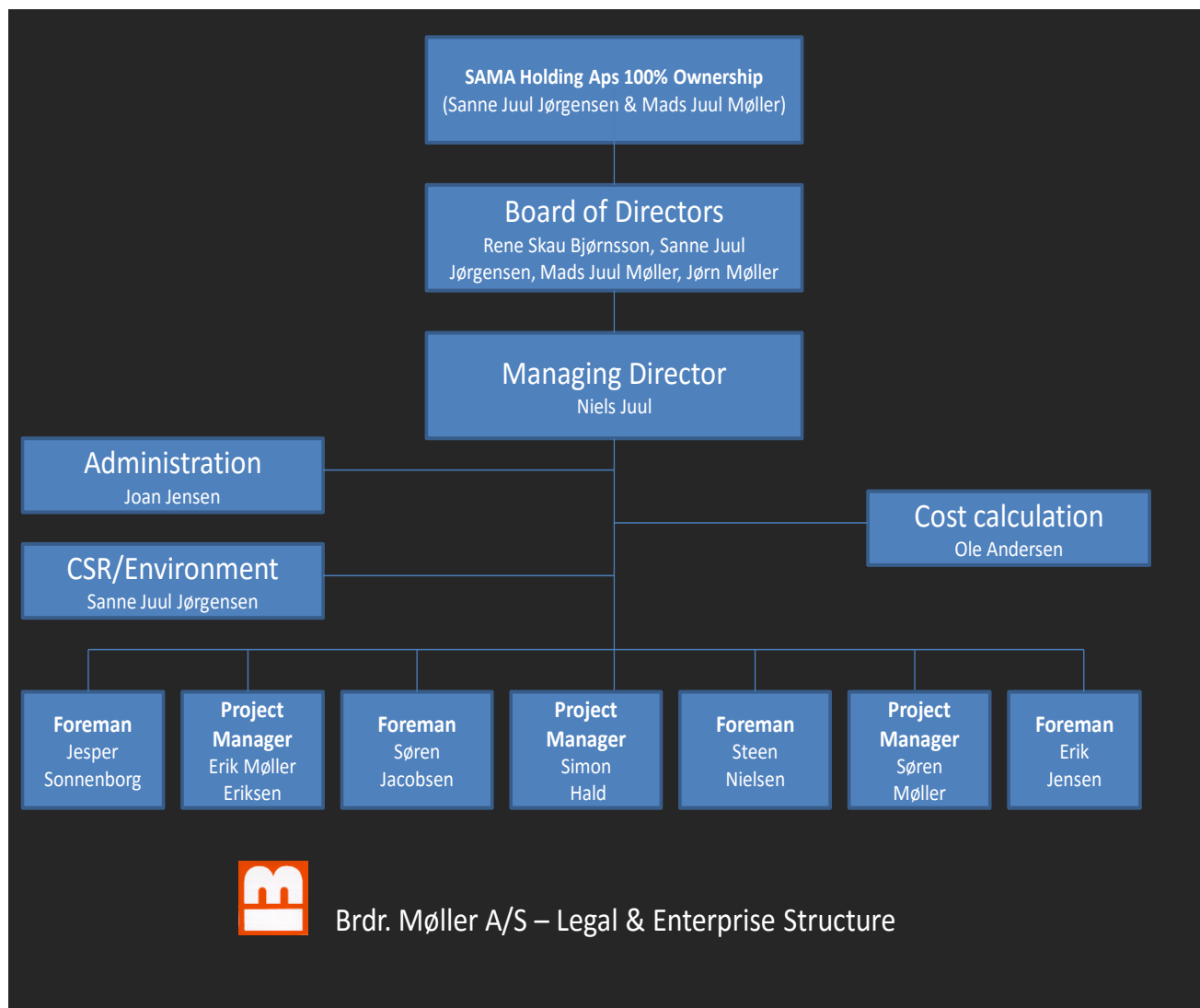
Through these values, on the one hand, we want to signal what we stand for, on the other hand, to provide a platform for the way we are working within our organization. It helps create clarity and serves as a guideline for us and our stakeholders. Everyone in our organization has the opportunity to discuss all elements of our Constitution with the Managing Director in order to clarify matters. In return, we expect these to be followed by all employees within Brdr. Møller. Non-compliance with regard to our Constitution will initially result in a warning, and in recurring cases it may form the basis for a case of dismissing people from our organization. We do not expect to be employing such drastic steps in the future on the contrary we believe that the values that forms the DNA of our company is shared by all who work here.

■ Brdr. Møller A/S – Our Value Chain

Our activities are placed in various stages of the conventional value chain which can be identified within the construction industry. We carry out e.g. site development located in the front part of the value chain, and at the same time, we carry out e.g. sewer restoration projects, that must be considered as activities undertaken in the latter part of the value chain.

■ Significant Impacts and Sustainability

Brdr. Møller will, by its very nature, create environmental impacts throughout the activities we conduct. It applies to our consumption of non-renewable resources, through our discharges to soil, water and air, through the use of noisy machinery, and generating waste materials etc.



It is equally clear that some of our stakeholders will experience problems due to our activities i.e. within the communities we work, vis-a-vis our employees and others. We are also aware that we, as a company, are part of a social context and have a responsibility in this respect. This applies first and foremost to our employees, but also to the local community, grassroots, suppliers etc. We accept this responsibility and would like to contribute through a variety of activities that are described in this report. Our priorities concerning these relationships is first and foremost to abide with laws and regulations, and then it will be up to a managerial assessment to determine which projects we undertake, based on where we can achieve the greatest overall benefits environmentally, socially and economically. We are ready to put our efforts into reducing such negative impacts during 2015-2020. With regard to longer-term risks and opportunities that will unfold over the coming years these are also addressed in the following sections. It is first and foremost up to the management to understand and exploit these trends and opportunities and such issues are currently being addressed at a more formal level.

Other

Brdr. Møller does not provide financial support for Danish political parties and has not been involved in matters relating to illegal marketing or failure to comply with obligations with regard to our sponsorships or similar. Likewise, we have not had serious cases of accidents concerning health and safety in 2014. In the winter of 2015, we have arranged a day for all the company's employees, where we will review all relevant facts about our new initiatives, including the process of forming strategies, our Whistleblower system, issues concerning human rights, corruption etc..



2. Our Stakeholders

We have chosen to establish a wide interface



KEY DATA 2014 - BRDR. MØLLER A/S

EMPLOYEES

NUMBER OF EMPLOYEES	46
- WOMEN	3
- NEWLY HIRED	12
- RETIRED	13
- % MINORITY GROUPS	2

ECONOMIC DATA

NET TURNOVER	83,591 MIO. DKK
EARNINGS BIT	1,940 MIO. DKK
NET RESULT	1,087 MIO. DKK
ASSETS	48,506 MIO. DKK
EQUITY	22,498 MIO. DKK

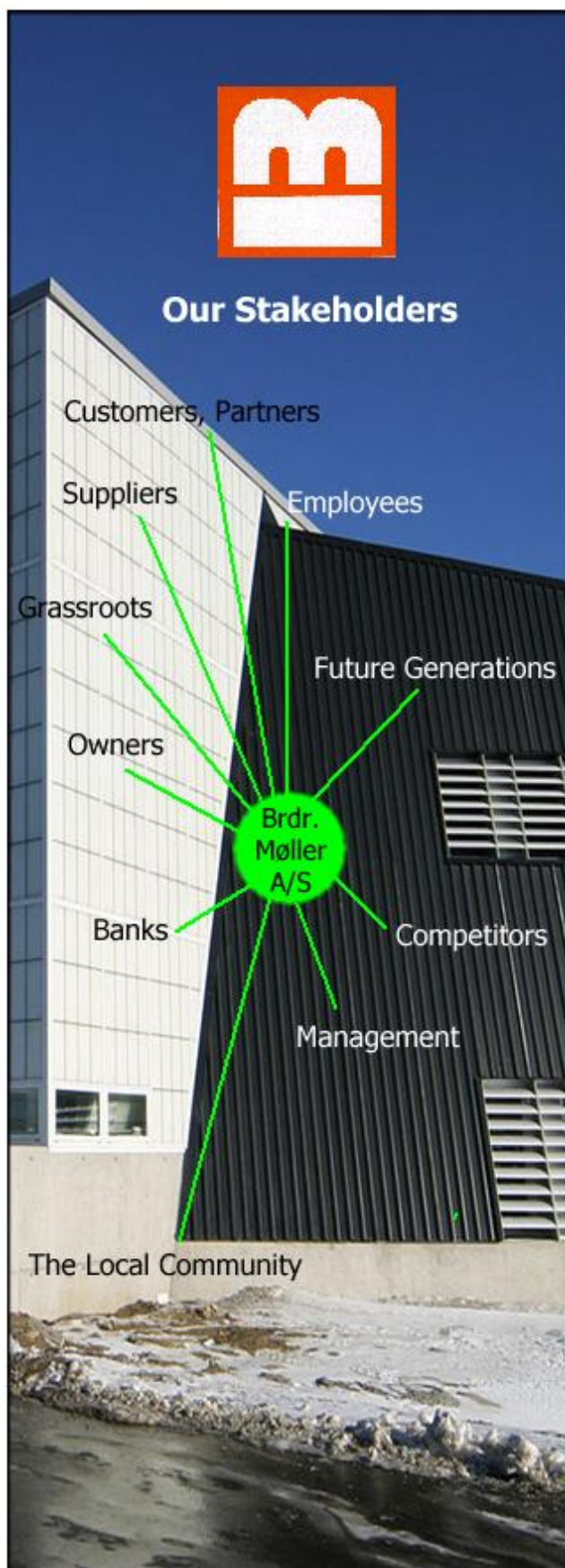
OTHER

NUMBER OF ACCIDENTS	2
NUMBER OF COMPLAINTS	0
SICK DAYS	108
ENVIRONMENTAL FINES	0

regarding our selection of stakeholders. We fully recognize that many different people, organizations and groups have a legitimate interest in our company. We welcome this interest by involving a broad spectrum of stakeholders, which we perceive as "ours". We have chosen our stakeholders based on criteria such as economic relationship, environmental impacts, employment etc. But we have gone one step further, since we also have identified *the future generations* as one of our legitimate stakeholders. This point of view represents the needs, wants and opportunities that we want our children and grandchildren to be able to benefit from. So our managerial focus must be a mix of short-term and long-term perspectives in order to honor such obligations. If, therefore, we want to alter our energy supply by using more renewable energy sources, our primary goal, in fact, is not to reduce the emission of greenhouse gases into the atmosphere — the primary goal is, moreover, to leave a future for the next generations that makes them better off than we were. In this way, the reduction of greenhouse gases becomes not the ultimate objective, but rather *the means* to reach the main objective of leaving a more sustainable planet for our descendants! Our CSR activities make good sense in this regard.

We are trying in different ways to engage our stakeholders e.g. through information sessions for employees, employees, the local area and other of our stakeholders, through financial support for different organizations, through a close dialogue and Partnering agreements with our customers and Partners, through the issuing of Newsletters, and the establishing of our new Web portal which provides information for our stakeholders, we do it through our Twitter and Facebook profiles where everyone has a chance to have their say, by participating in courses and conferences, where we meet with suppliers, etc. In short, we are interested in a dialogue with all those who have a legitimate interest in our company and the way we operate.

There has not, as part of issuing this specific CSR Baseline report 2014, been conducted any specific stakeholder consultations, but we do have - of course - a desire to be part of a strong and constructive interaction with our stakeholders and to engage in discussions with



selected groups in the future.

Brdr. Møller has not in 2014 – or at any other time - been involved in any kind of anti-competitive behavior. We believe that free competition, within the frameworks we operate, is good for business as well as for society. In autumn 2014 we issued a statement to our suppliers aiming to clarify how these tackle the environmental and social aspects associated with their activities. This declaration must be signed by our suppliers – new and old - in order that we can continue to ensure the proper functioning of our future cooperation.

■ Employees

Our employees are primarily manual workers, many of whom are unskilled. In addition, however, a number of our employees do have formal training within construction areas. Our employees are competent and skilled for the jobs they perform – a fact which Brdr. Møller has always tried to maintain, because we prefer employees who take responsibility for their own work situation. The employees of Brdr. Møller are loyal to the company and sickness absence is below industry average. All our employees have, of course, the right freely to organize themselves and negotiate through collective bargaining. We have consciously set out an ambitious training policy for all employees of Brdr. Møller, which will ensure that we achieve a high degree of quality within the projects, we take on. This quality is ensured through:

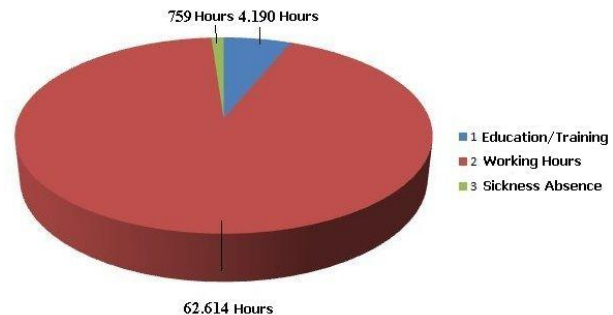
- *skilled and competent employees*
- *a high level of employee satisfaction*
- *retention of skilled employees*

Courses

Brdr. Møller has in cooperation with the AOF and 3F partnered on teaching employees who would like to have extended competences in Danish and mathematics. All employees who work within our company, participates furthermore in the course: *"The Road as a Workplace"*. In addition, relevant employees have also participated in a course on fuel-saving handling of machinery, which ensures a more environmentally friendly and economical handling of our cars and machines. In addition, we strive at having at least 10% of our young

people within the workforce participating in various training programs at all times.

Hours Spend



Remuneration

Brdr. Møller has established a profit sharing/bonus arrangement between the company and senior executives, while our other employees are paid on a fixed salary/rate. In the past we have, for these employees as well, had a system of profit-sharing, but at a point in time certain employees changed this in order to be remunerated with an increased hourly rate of pay rather than be remunerated with a profit share. So today it is only among the company's senior executives, this profit-sharing scheme exists. Such profit sharing amounts are calculated partly on the basis of turnover and partly on the basis of accounting profit before tax. All staff members are covered by this profit-sharing/bonus scheme.

Average minimum wages was 118.35 DKK in 2014 within the industry, and wages paid by Brdr. Møller was well above this amount.

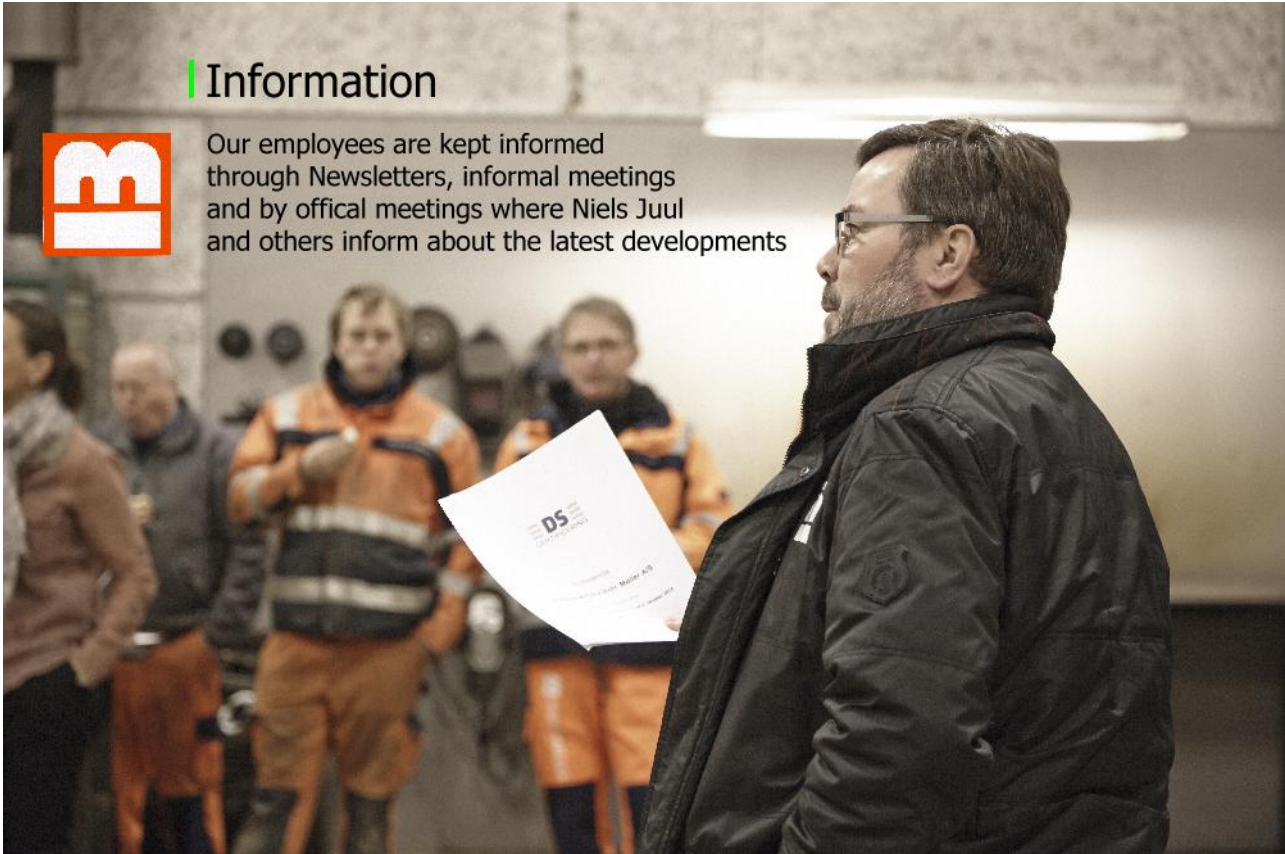
Information and Communication

We are conducting information meetings with all our employees, where we inform about upcoming projects, new initiatives, practical issues and anything else that might be of interest. These meetings are implemented as a two-way communication, where everyone has an opportunity to be heard. We regard it as important that we meet the relevant requests from our employees, whenever practicable. The most common issues raised by employees concerns wages and working conditions of Brdr. Møller, but also expresses a desire to be part of an exciting development of the company in coming years. In 2014 we have not received complaints from any of our employees due to current working conditions. Generally we try to solve conflicts in an amicable way. In addition, we send out weekly Newsletters to everyone in the company, which tells about large and small in the past week.

Information



Our employees are kept informed through Newsletters, informal meetings and by official meetings where Niels Juul and others inform about the latest developments



The Social Aspect

We also give priority to the social aspect within Brdr. Møller. Previously, all employees, has been invited to La Santa Sport in Spain as a recognition of their efforts, and in 2014, we held the company's 50th anniversary, with employees and their spouses/boyfriends being invited. Before we go on summer vacation, we have a summer get-together, where we enjoy ourselves with good food and drinks, and similarly we also have a Christmas party where we join together. We have, of course, also an Employees Association, which handles various social aspects. In short, we care about each other's well-being at Brdr. Møller.

Customers, partners ...

Our customers are, on the one hand, the organizations which are contracting with us, where we act as general contractor on a project and, on the other hand, the companies we work with as subcontractors (subcontracts). Our customers comes primarily from the local area, and have included organizations such as the Danish Road Directorate, the City of Aarhus, AarhusWater and many other large and small companies over the years. Partnering and partnering contracts is a part

of our way to arrange us with our partners.

Through a Partnering-Agreement we form a closer tie with our customers than we otherwise do in a "conventional" project, and we hereby reinforce our cooperative efforts considerably. The projects we enter into are normally not screened vis-a-vis human rights etc. We consider this as a given. We meet our customers in connection with the submission of tenders, through information sessions, networking activities and the like, and we consider our customer relationships to be a vitally important factor both in the past, but just as much in the future. It is through our customer relationships, we must build the future business and these relationships rest largely on the values which we believe to represent the core of Brdr. Møller; trust, confidentiality, reliability and quality in our task performance. We also believe strongly that our customers appreciate the values we represent. Through the new initiatives that have been launched in 2014 i.e. our work with implementing ISO 9001 certification (fully implemented in 2015), the introduction of formal objectives, goals and strategies in the area of quality, CSR, etc. it is our hope that our customers will receive these initiatives in a positive manner. Such activities are designed to strengthen our

competitive position. We also want to cooperate with our customers to find solutions to ensure sustainability, when we work on a project. Sustainability may prove to give significant results on the bottom line and help to achieve the social objectives, stated at the municipal, regional and national level. We are ready to participate in such a development.

■ Suppliers

We have a total of about 100 suppliers, with whom we regularly do business - companies like STARK A/S, Brdr. Dahl A/S as well as many others. In connection with our CSR Baseline Report a letter has been mailed to our suppliers counting for more than 2% of Brdr. Møllers procurement costs, in which we ask our suppliers to confirm compliance with a number of matters relating to human rights, the environment, corruption, etc. We do also have other types of suppliers like course providers, office suppliers as well as companies who provide subcontracting work for us and suppliers of equipment and machinery, etc. We work primarily with local suppliers, in the Region of East Jutland.

In 2014 they accounted for 1,78 mio. DKK of our total procurement costs. All suppliers who have a share of 2% or more of our total procurement costs – including new suppliers - have been screened for influences on society and for their environmental conditions in 2014, through their signing of a Supplier's Declaration and the extradition of existing CSR/Environmental reports. This screening will be incorporated as part of our normal future procedures for supplier selection, starting with 1. January 2015. We have not found or had reason to believe that some of our suppliers have received bribes, or had any risks of having conducted work using child labor, carried out acts that have had significant negative social or environmental impacts or not having complied with human rights.

We have not evaluated our suppliers working conditions in depth, including the right to freely organize and bargain collectively, but it would be contrary to fundamental Danish legislation and agreements, provided that such things should occur, and we regard it as wholly unlikely, that it should be the case.

■ CUSTOMER CONFIDENTIALITY

We have a very clear company policy with regard to confidential customer data – never to be disclosed to anyone other than the people in the company who needs this information. So far, Brdr. Møller has not implemented customer-surveys, but we are considering making such during 2015 in order to make sure that we are in line with our customers wishes and needs. Through the contracts entered, there will always be a commitment for us to remedy any deficiencies we are responsible for. We have not - in 2014 or before - had any complaints about breaches of our procedures regarding confidential or related customer data.





■ Future generations

There are not very many companies involving future generations, as part of their stakeholders, but we felt it absolutely essential to include this particular group, because our CSR work actually is aimed at creating a more sustainable basis for the future generations. When we say we see the company as a system, it means, inter alia, that in designing our objectives, in organizing our resource consumption, by our continued focus on improving environmental conditions, we see an economic gains for the company, but also a sign of movement as part of a long chain that puts us in a position to be able to deliver sustainable results for the benefit of our children and grandchildren. So future generations are therefore also important stakeholders when we make decisions at Brdr. Møller. This focus helps us strengthening our determination for reaching short-term as well as long-term objectives.

It is obviously impossible to carry out stakeholder consultations with the future generations, but we can at least try to keep us up to date with the trends and tendencies, when we look around us and then assess the extent to which these will also prevail in the long term and thus – perhaps – form a megatrend and change the value basis of future generations. It is clear that the way we communicate today, has changed drastically in recent years, and we have also embedded this trend in the form of, i.e. our employee presentation on our website and the establishment of our new digital platform. The future generations – and our future employees – will ask for a completely different kind of communication than we have been accustomed to. We have begun to dig into the future within this area.

■ Management

The management of Brdr. Møller consists of our Board of Directors, our Managing Director, our administrative staff managers and our foremen. Design and modification of the company's values, objectives and strategies is an area primarily handled by Managing Director Niels Juul, in close cooperation with the company's various management levels. Director Niels Juul is associated family wise with the company's owners as uncle to Sanne Juul Jørgensen and Mads Juul Møller. Roles as generator of ideas, forming vision and mission etc. is undertaken by Niels Juul through interaction with many other people within the organization, while roles as transformer and implementer of the strategic elements into practical work mode are placed in the hands of the individual managers. Every employee can make suggestions for our management, during the information meetings, we host. The final decisions regarding our future value base, objectives and strategies are taken by the Board on the basis of documents and information supplied by Management.

Niels Juul's approach to leadership is to be "present", both in terms of recurrent visits to the various construction sites, through direct participation at fairs and exhibitions regarding new machinery and products, through his participation in internal meeting activities, as well as the initiation of development activities, etc.

Management has been partially fixed in pay, but is partly remunerated via a profit-sharing scheme. At Board level, there is a fixed remuneration without any kind of payment related to performance. The performance-related component of the remuneration is based on agreements between the Board and the individual senior managers. The management of Brdr. Møller is mainly recruited from the local area, which we here define as the municipality of Aarhus.

Management information is an important part of the managerial system. Our aim is that management constantly is updated on essential conditions and trends that may have an impact on the company's operations. Such information appears by using modern technology, through our participation in Danish and foreign fairs and information sessions. We have also established a new digital platform containing our new website, as well as our Facebook and Twitter profiles.

■ The Local Community

The local community we define as the neighbors and others, who are in the immediate vicinity of our headquarters at Edwin Rahrsvej 77 in Aarhus, and the immediate environment in which we conduct our projects. Our headquarters is located in an industrial area, so a direct effect on humans in residential areas is therefore very limited. Thus we have not affected the local community (here residents of the area around Edwin Rahrsvej) concerning the projects, we assume, because these take place outside the immediate local area. The local area has not been involved in our operational and development activities. When we implement projects in another area outside our local area, we always try to inform in advance about the things that we do, and which might affect the local area and its residents in the form of potential problems i.e. noise and transport etc. either through direct written information to the residents in the local area or through signage.

■ Owners

The company's owners, of course, are a vital part of Brdr. Møllers identity. It is through our owners, Board of Directors and the Executive Management, we have created the formal basis for the company's continued successful development. Only through the owners' full support for our CSR work is it possible to create sustainable results in the future. This support is fortunately present, and it must drive our future development, especially in the form of Sanne Juul Jørgensen's role as the CSR/Environmental Manager of Brdr. Møller.

■ The Public

We also see other bodies – authorities and other organizations as important players in relation to Brdr. Møller. There is thus an overlap, since a part of our turnover comes from contracts undertaken public organizations. Unlike many other countries, we do not consider corruption and the like to be a real problem in cooperation with government agencies in Denmark. There has been only very few, isolated cases of this kind at all in Denmark. According to Transparency International Denmark Denmark is actually one of the least corrupt countries in the

world, which is also shown by the Corruption Perceptions Index compiled each year (CPI- Corruption Perception Index) where Denmark is located at number 1 of 177 countries by 2014 with a score of 92 out of 100 points. The conclusion also covers our experience in interacting with the public authorities. It is done professionally and smoothly! The public has not been involved in stakeholder discussions. In principle, there will be a risk of corruption, of course, when you are in contact with public companies, since, after all, Brdr. Møller have working relationships with public companies. We strongly distance ourselves from any such corruption or corruption-like methods for project procurement, etc. They are criminal, they are unethical, and they will be more expensive for taxpayers. We have not used such methods, and also do not intend in the future to do so. A cooperation rests on trust and mutual respect – corruption encourages the opposite.

■ Financial Institutions

Our banking relationships are formed by Danske Bank A/S and Saxo Bank A/S. With regard to the guarantees we provide in connection with contract conclusion and the like, we use Tryg Guarantee A/S.

■ Competitors

We usually compete through open or closed tenders with our competitors about projects primarily in the range of 0.1 million. – 100 million DKK. The competitors we have, is, among other VAM A/S, Danjard A/S and Per Aarsleff A/S. We welcome the competition – it is simply a prerequisite for getting things done most efficiently and cheaply. We also believe we have the preconditions to meet with our competitors in the future marketplace through our commitment to Total Quality Management, growth and CSR and, not least through our efficient staff.

■ Grassroots

The grass roots, in relation to Brdr. Møller, is all the organizations we come into contact with, i.e. through our CSR work as The Church's Cross Army, Brabrand Athletic Club, Danchurchaid, The Christmas Stamp Home. It is often among these that grass-roots groups that we see the first signs of change that may affect the company's operations. It is often here, to a dialogue "on the edge" takes place, and it is many times within these groups, that a public opinion begins to form.

Therefore, we would also like to be close to the grass roots — to participate in the dialogue, and to organize ourselves after the trends that might manifest itself in the coming years. We also support the economic up on grass-roots

activities, ie. through advertising and through our financial support to the local sports club. World-Wide Fund for Nature (WWF), the United Nations Global Compact, and others, as we collaborate with or support.



Growth in Eastern Jutland

Brdr. Møller A/S is a company based in Aarhus and most of the projects we are involved in takes place in the area of Eastern Jutland.

Eastern Jutland will be an area of growth for the years to come and it is our aim to be part of that development.



3. Overall Objectives

We recognize the need to work long-term and strategic, and have formulated a strategic timetable covering the period 2015-2020. For this period, we have drawn up a number of overarching strategic objectives that we want to pursue during this period. These overarching strategic objectives are drawn up within the areas of:

- *Total Quality Management (TQM)*
- *Growth and*
- *Corporate Social Responsibility (CSR)*

These three areas form our strategic "spot lights" for the company's development during 2015-2020. We have not previously formalized our strategic work, but although this has not been written down or discussed in a wider forum, we have always known in which direction we should go. Now this strategic understanding gets a more formal appearance in the form of a description of our core values, our specific

strategic objectives and our efforts to introduce modern management standards such as ISO 14001 and OHSAS 18001.

We are of course well aware that it's going to take time before values, standards, vision, etc. is in place within the organization, but we think we have the future picture of Brdr. Møller drawn up, and we will work intensely and dedicated to achieve these strategic objectives.

■ Total Quality Management (TQM)

Brdr. Møller has over time been known to deliver high-quality services, and we would like this to continue in the future as well. We also want to future-proof this effort, and are doing so through a conscious work with Total Quality Management which we define as:

■ *a comprehensive effort to create continuous improvements within the the organization's culture and processes, and externally in relation to the company's services and other interactions with our stakeholders*

Our high-quality work, in other words, takes as its point of departure the fact that we always can improve things. It also means that concepts such as *Innovation* and *Lean Management* are important parts of our quality perception. Innovation aims to provide improved and more economically efficient processes within our organization etc., and Lean Management has, in effect, the same goals. We have therefore chosen to work with a common term for all of these parts – *Total Quality Management*. At the same time, our high-quality work are targeting to create quality for our "internal" customers each of which is dependent on the previous link in the value chain, as well as to our external customers and other stakeholders, whose projects we would aim to perform in accordance with expectations – or above. TQM therefore includes a radically new way of working in the organization next to deadlines, tolerances, calibration, material qualities, etc. In other words, we aim for Total Quality in all activities we perform within and outside of the organization. We regard one complaint as one too many, regardless of its nature.

Certification According to ISO 9001

As to formal quality, we have chosen to implement a certified quality assurance system as a framework for our activities. We do this in the form of a certification according to ISO 9001, which becomes implemented in early 2015. This standard will provide the framework for our quality work in the coming years. But like our environmental management standard ISO 14001 and our occupational health and safety standard OHSAS 18001 our quality system, cannot stand alone – we want to enhance and embed the value of performing quality work within all employees of Brdr. Møller. Through our certification according to ISO 9001 our customers now will have an "official" stamp on the work we carry out as well. This is the way we have always worked, but we now have a certified system which can underpin our commitment to Total Quality Management.

■ Brdr. Møller A/S Will Generate Growth

For many years, Brdr. Møller has worked as a small/medium-sized construction company with our base in the Aarhus area. In the future we will make an effort to create a more visible growth. We believe we have good potentials to grow from in order to realize this objective, and we also believe that our values and our goals for the future will make this growth both desirable and possible. We consider, however, basically, not growth to be an end in itself. Our growth, on the other hand, must be built on a sustainable basis, where we constantly focuses on how both to ensure earnings but also to ensure that our activities will be carried out in a responsible manner. We therefore deliberately distinguish between quantitative growth and qualitative growth where growth is defined as:

■ *a positive development in the number of employees, turnover, customers and similar measures, but also as a "growth" on the part of the people we interact with – "growth" within our employees who participate in courses and training sessions, "growth" in the pride associated with working for Brdr. Møller, "growth" in the recognition we receive from our customers when we deliver a project according to expectations - or above*

As can be seen the growth, we want to create in coming years, are closely associated with both our CSR work and our work with TQM – things go hand-

in-hand. We are not going to achieve growth at any price, but rather through sustainable development and a conscious commitment to deliver total quality results. Through our growth strategy, we will focus on developing the company's potential even more – through the establishment of a new information platform, through education, through the use of modern technology and through a conscious commitment to quality. These factors will help to ensure that our growth objective will be realized during the period 2015-2020.

■ Brdr. Møller A/S Involve Ourselves in Corporate Social Responsibility (CSR)

Brdr. Møller has throughout the years been known as a safe and good place to work – a relationship we also would like to maintain in the future. But we also recognize that modern corporate responsibility today extends beyond ourselves as well. We must assume responsibility for our role in the system of which we are a part as well as the people and organizations we come into contact with. We are also aware that in order to be able to operate on a future market, and in order to meet the needs of future generations, it is essential that we work on a sustainable basis.

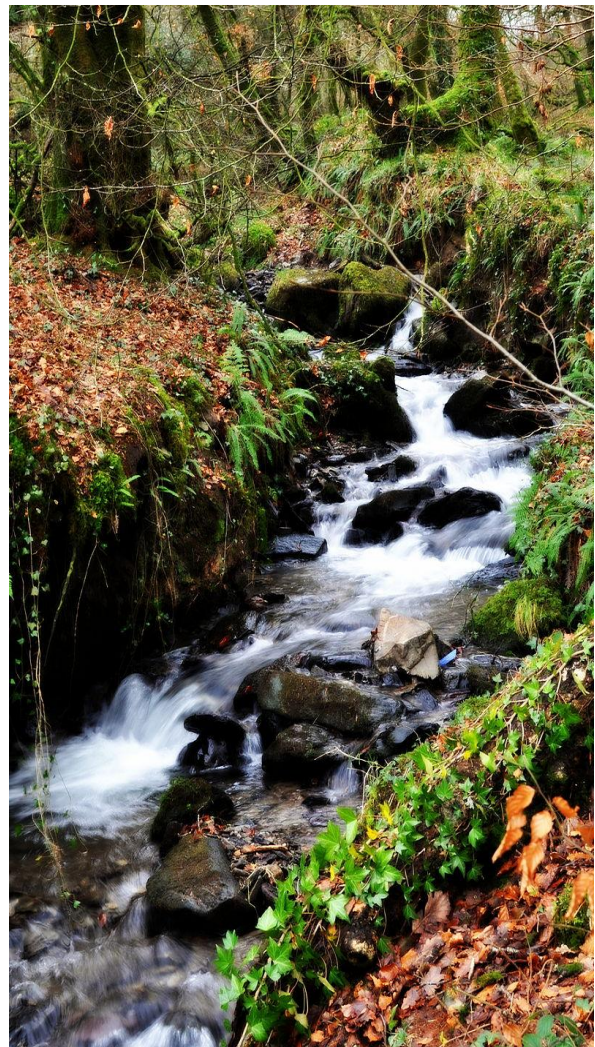
This is why we in coming years have chosen to make our work with CSR (*Corporate Social Responsibility*) into one of the cornerstones of our way of doing business. In this context, we will work on the basis of a precautionary principle, which dictates that we take the threat of potential negative environmental impacts seriously. If such significant potential risks might be present, we will do what we can to mitigate these or make the necessary project modifications. For purposes of clarification we define CSR as:

■ *a responsible behavior and conduct towards employees and other stakeholders in order to ensure that more sustainable environmental solutions are implemented, that social relationships are strengthened, and that we constantly are able to obtain economic results that will ensure the company's continued existence and development*

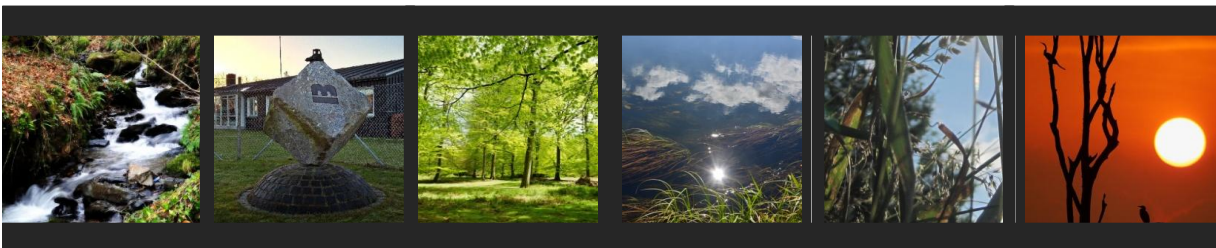
Environment, social responsibility and economic viability are therefore key areas of our work with implementing the CSR idea within Brdr. Møller.

Environmental and social responsibility has for long been discussed – and in some cases also realized – in several companies, but we are of course also aware that around the World we see countries where these conditions cannot be found in corporate strategy. We consider it as a definite advantage to be part of a society and a culture where these matters are taken seriously, and we also believe that we as a company have an obligation to work to achieve the social objectives that apply. We owe it to each other – and not least the future generations.

When we talk about environment, we also see us as part of a chain, and not as a free-floating element which are exempt of any responsibility! We assume responsibility.



ENVIRONMENTAL ISSUES



IT IS BRDR. MØLLER A/S GOAL TO
BECOME THE MOST SUSTAINABLE COMPANY
IN THE CONSTRUCTION INDUSTRY BY 2020



4. WE ARE AMBITIOUS

We have huge ambitions with regard to minimizing, and preventing environmental damage. The environment is an essential part of our working conditions, a place we are living in and working in, and therefore it is not that peculiar that we, as a business company, would like to help create more sustainable solutions, where environment and economy is seen in context and not as separate entities.

Just as in business, we are faced with environmental opportunities that could help to make a difference. We know that there will be areas where we can improve ourselves, and we are determined to bring about a more sustainable development of our company. Within the construction industry, we have numerous environmental challenges, whether this applies to the working environment, the use of non-renewable resources, emissions of greenhouse gases to the atmosphere and other, but we will work hard to reduce such negative environmental impacts as much as possible. Our ambitious goal is therefore that Brdr. Møller in year 2020 will be considered as the most sustainable Danish construction company. There are many challenges ahead for achieving this objective, but we think are ready to approach such challenges.

■ ISO 14001 & OHSAS 18001

We have taken up the challenge, and we will work hard to achieve our objective, partly through the introduction of environmental standards such as ISO 14001 and OHSAS 18001 and, partly by implementing a wide range of other tools within the organization, and informing openly and honestly about our environmental matters.

The latter will take the form of our annual *CSR Reports*, which tells about our actions, and the results we have achieved. It will also happen through the forming of an information platform on the Internet, where we would like to enter into dialogue with the stakeholders who care about environmental issues and sustainability.

We will simultaneously join *UN's Global Compact*, as well as *the Global Reporting Initiative (GRI)*, which contains a number of requirements for our CSR reporting, which we believe, will mean that we will now have a much better basis for assessing the quality of such reports.

All these activities have a common source in our desire to act on a *sustainable basis* in the markets where we operate. We consider it absolutely essential that we, as a business company, are helping to lift the responsibility for the environmental problems we will experience in the future.

We want to measure the achievement of our overall goal, partly by measuring ourselves in relation to our competitors on selected targets, partly through making sure that we by the year 2020 at the latest has won the *Corporate Social Responsibility Award*, which is awarded by a Danish Association for best CSR reporting.





YOU MUST PLANT A TREE

You must plant a tree.
You must make one deed,
Who live, when you go to your knees,
One thing that should last
And be worthwhile and shelter.

You must open yourself
You must be one single step
On an ongoing road
You must be part of a lot,
That stretches beyond.

You need to bloom and expand.
Your fruits must satiate,
If so only the simplest creature.
You have part in a future.
For that you must plant a tree.

Piet Hein



5. Are Environmental Problems Really That Serious?

But why this focus on sustainability and environment at Brdr. Møller? There are two main reasons for this. Firstly, it is often good for business to be at the forefront of environmental issues, so we save money when funneling the environment into our decisions. The other main reason is that we take our responsibilities seriously with regard to creating a more sustainable World.

We view ourselves moreover as part of a chain, and we would like to help leaving an Earth for our children and grandchildren, that are a little bit better off than the one we ourselves inherited. We see, in other words, not just tomorrow's companies' work in order to earn money, but also as a part of other important contexts.

The environment has really been a key issue since the 1980s, where we stood on the brink of an environmental disaster that could have had serious consequences. In the 1980s we began to understand that nature is not just an inexhaustible source for covering an ever growing resource consumption, and that the environment is not just a place where you are free to throw your waste and other disposals. We began to think in terms of sustainability! And there were actually good reasons for that.

Problems with an increasing consumption of non-renewable materials, an increasing scarcity of resources, climate change and population growth have thus already told their clear and unambiguous language! The challenges, with a historical background in industrial development still ongoing today, means that we must work as problem solvers rather than problem creators.

We've got a handle on many issues but we also recognize that there are still many unresolved environmental issues left. Brdr. Møller is prepared to be a part of helping to solve such problems in the future. Below we have sketched out three of the most important unsolved environmental issues – the increasing resource consumption, the increasing resource scarcity and the rising problems with climate change. This invites us to handle new challenges, which we are ready to help to solve.

However, such moves do not begin with joining the agenda from a Worldwide environmental movement, support environmental policy initiatives or participate in marches for the World's protection – the work begins first and foremost with us. It is by our goals and our actions, we must be judged, and these two things cannot be delegated. In other words, we put *"action into position"*. One of the ways to do this is by getting involved – and so we do at Brdr. Møller.



Limits to Growth

"Over the last 200 years, we have spent far more resources than all the generations in the previous 499.800 years"

In 1970, the so-called *Club of Rome* released a report which, through 10 scenarios, illuminated different consequences of continued industrial growth. The trends drawn up back then, more than 40 years ago, still seems to be true. We are experiencing an ever-increasing population growth, increased consumption of non-renewable resources and increasing pollution, please see the Exhibit below. ^[in]

The non-renewable resources will in the future represent an increasing problem for our children and grandchildren. They will be the ones who suffer the consequences of our decisions.

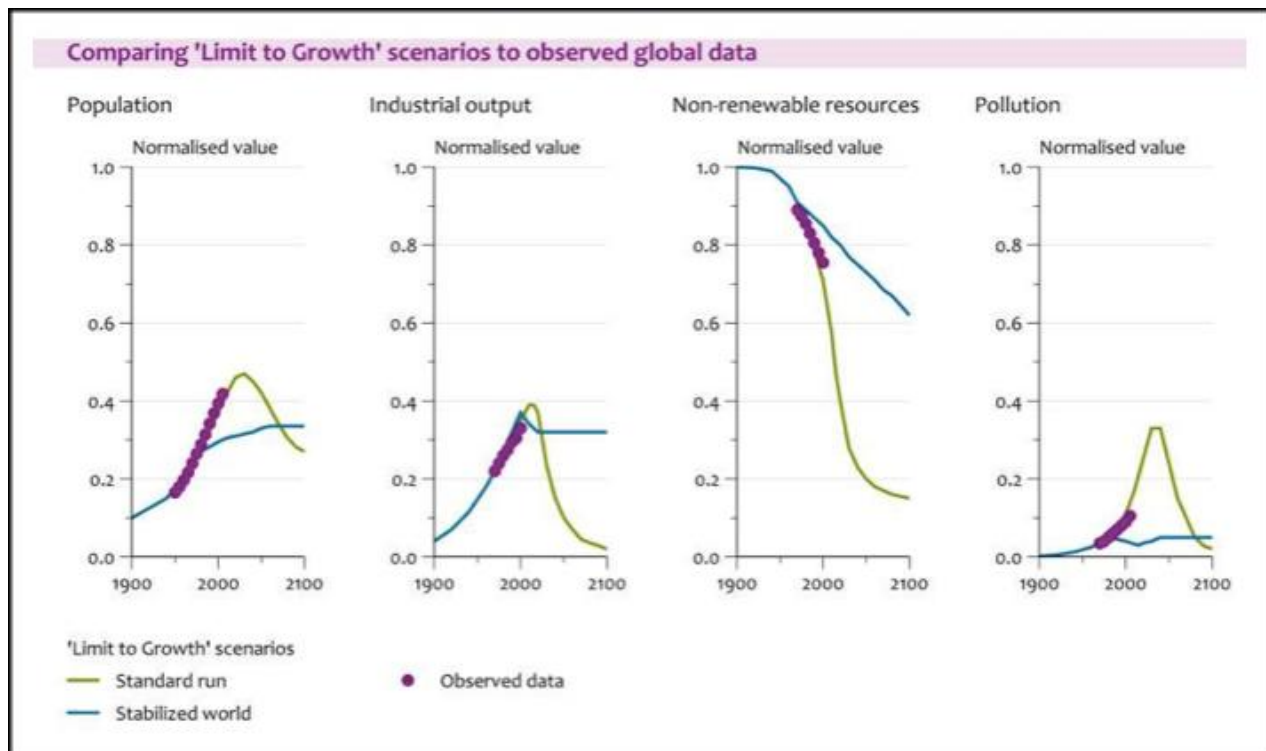


Man is at least 500,000 years old, but it is just over the last 200 years, when industrialization in earnest won forward, that we have had to recognize that the generations within these 200 years have consumed far more of the planet's resources than all the generations in the previous 499.800 year. With the increasing population growth it does not take any major skills to be able to see that such a development cannot continue!

It is also a necessity, when you look at the population growth that will unfold towards year 2050. The growth rate has admittedly decreased, but the total population on Earth continues to increase. In the year 2014, we were about 7 billion people on Earth. By a condition of low fertility we will be around 8 billion in 2050, and if we do experience a high degree of fertility in the future, forecasters say, that we will be 10.5 billion people on Earth in 2050. It provides us with some major challenges, when we talk about growth — economic as well as the increased demand for physical consumer goods. Within Brdr. Møller, we actually feel like a very small part in this big machinery, and the better we are able to improve our efficiency and recycle, the better we will be able to tackle the great challenges that await us in the future. And the future is actually waiting just around the corner.

So we would like to grow as a company that is true, however, we want to achieve this growth in a sustainable manner without compromising the limits we have imposed on our own way of doing business. This way of doing business will be patterned around the need for sustainable operations and for all employees to work as a team to achieve our future objectives and goals.

The following overview shows the scenarios, the Club of Rome set up in conjunction with the actual development. ^[iii]



Resource Scarcity

"In the course of the next 40 years, 14 of the 28 most common minerals such as lead, copper, zinc, silver, etc. will be used up ..."

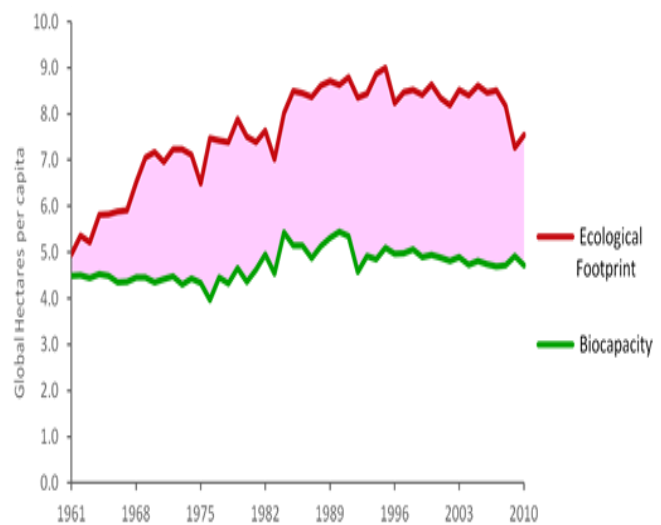
If we look at the World's use of the 28 most common minerals, 14 of these will be exhausted within the next 40 years with the current consumption rates, — it applies to minerals such as copper, zinc, lead, gold and silver. It's going to happen in our children and grandchildren's lifetime! ^[iii] They will not get the same opportunities, which we ourselves got! We would like to contribute to stretch these resources as far as possible by reducing our consumption of non-renewable resources! We will in the years to come, make an effort to clarify how much we actually consume of these non-renewable materials and, where possible, replace them with renewable resources. Economically it makes sense, because we must reckon with

the fact that the non-renewable resources become increasingly scarce in the future with price increases to follow. By trying to convert as many non-renewable resources as possible to renewable resources, where feasible and economically justifiable, we will strengthen our future market position and – not least – realize our objectives in the field of the environment. Our goal concerning the proportion of renewable resources in relation to non-renewable resources, however, is only one of the initiatives that we are considering. Another is to measure the ecological footprint of Brdr. Møller.

An ecological footprint is a measure of how much we consume compared to the share we ought to consume. It's been an internationally accepted measure of whether or not, we are moving in a more sustainable direction.

There are several models for how we can quantify our ecological footprint, and we have decided that we - beginning with our CSR Report for 2015 - will run a CO₂ balance which indicates how far we are from being CO₂ neutral. A company like Brdr. Møller can never be completely CO₂ neutral and we know this very well, but we can at least use such CO₂ accounts to target our investments and prioritize in our day-to-day operations, so that we constantly seek to reduce our ecological footprint.

As can be seen from the figure to the right, we consume more than we are allowed to in Denmark, if we were to move in a more sustainable direction. We see this statement as an input also for Brdr. Møller to be part of a process that aims to reduce ours and the Danish ecological footprint.



Climate-IPCC (Intergovernmental Panel on Climate Change)

"Global emissions of greenhouse gases has grown to an unprecedented level in spite of an increased effort to reduce climate change" ^[iv]

The IPCC (International Panel on Climate Change) has concluded that climate change is now happening with a disturbing speed which exceeds the worst assumptions, we have had so far. Today, no one doubts that global climate change, to some extent, is man-made, and the crucial problem is: what do we do about it?

We know that the Earth's ozone layer has become thinner and therefore allows more radiation from space. We also know that the many tonnes of emitted gases – hydrocarbons, methane, HCFCS, etc. create the so-called "greenhouse effect" that occurs because these gases are like a film surrounding Earth, that do not allow heat to be sent back into space but instead remain in the Earth's atmosphere – in other words, a warming of the Earth is happening thus creating a Greenhouse effect, which affects the climate negatively, in the form of floods in some places, more widespread droughts elsewhere, soil erosion, violent stormy weather, etc.

From the political establishment there has been made a major effort to tackle the problem, and it has, among other things spawned a quota trading system from the EU, where you can trade CO₂ emission credits between companies. The effectiveness and efficiency of this system, however, seems not to have been entirely satisfactory, because there has been a greater supply than demand for these quotas. The price for 1 tonne of CO₂ was estimated to be traded for € 30 per tonne – however, the real price has been down at € 4 per tonne.

With Brdr. Møller, we would also like to contribute to reduce future climate impacts, through reducing the number of substances and emissions of greenhouse gases alien to the

environment, the best we can. We will, in other words, scan through all our activities for finding the sources that contribute to these climate change problems, and do what we can to reduce such impacts.

We will do so based on the recommendations from WRI and WBCSD. Some of these gases – i.e. HCF, PCF and SF₆ – are generally already prohibited in Denmark, and it requires a special license to be obtained provided that such gases are to be used. ^[v]

Climate Change and Goals for Renewable Energy

The construction industry is specifically characterized by having multiple sets of environmental challenges. We work in an industry that requires the use of heavy machinery, we are using substances and materials that contain environmentally harmful substances, we carry out work that results in the formation of wastes of different types, we are working in an environment which may involve different risks for our employees, and we consume scarce resources.

In other words, we are faced with a number of environmental challenges for which we must create an effective remedy in coming years towards our 2020 goal.

We take the conclusions put forward by the IPCC, the Rome Club etc. seriously, and we would like to be part of the innovative companies that makes an effort to help reduce the effect of these problems. Our work with CSR work is one such initiative.

■ How Will We Seize The Challenges?

There are many methods, models and tools that can be used to deal with the environmental challenges we face. More specifically, we have chosen to build our CSR/Environmental Management System around the concept of *sustainability*. This concept implies that we are working with 3 areas of CSR/Sustainability – the environmental area, the social sphere and the economic sphere and not least - working with relationships between the three areas. The following Exhibit illustrates an overview of our management model. This model was developed by the English company SustainAbility Ltd., and has gained a World-Wide recognition. This model tells us that any decision taken by Brdr. Møller will involve at minimum 3 key areas that need to be taken into account when such decisions are made – the economic, the social and the environmental dimension. It is precisely these 3 areas that the GRI (*Global Reporting Initiative*) have built their CSR Reporting model upon. We will use this model to examine how we "get the most value-for-money", when we work with sustainability. Where do we find "the low hanging fruit", and where are we going to seriously work to make ends meet, when we talk about correlations between the economy and the environment?

Climate Change And Targets For Renewable Energy

Brdr. Møller is not directly affected by climate change today, but it is clear that our areas of activity i.e. district heating, building development and sewer sanitation, to a certain extent, will be affected by such changes. The UN climate scenarios predict that in the future Denmark will get a warmer and wetter weather with more extremes, where the main changes towards 2050 is expected to be as shown in the table below. ^[ii] It has not at present been possible to calculate the economic consequences of these changes, in addition to what is listed under the section on external costs (see page 45).

The fewer frost days will mean that Brdr. Møller will experience fewer disruptions in the work in winter as a result of frost, while the increase in rainfall could have an impact on the excavations carried out in a negative way. We expect, however, not to any significant extent that climate change will have an impact on our

operation towards 2050. On the other hand, there will be a degree of probability that the level of activity within the drainage area could rise, as a result of the increased rainfall that is expected towards 2050. The Danish Government's energy and climate policy objectives, predict that Denmark in 2050 is 100% self-sufficient in renewable energy. During the period 2015-2050 it is predicted that electricity and heating will be 100% based on renewable energy (in 2035), while the use of coal and oil will be phased out by 2030. Contained in these 2050 goals are also targets for 2020 that predicts that renewable energy here will make up 30% of energy consumption, wind power will make up 50% of electricity consumption, and that renewable energy will make up 10% of energy consumption in the transport sector. These objectives will obviously lead to greater activity in the restructuring of the Danish energy supply, which could also be playing a part when looking at Brdr. Møller' opportunities to work with projects during this transition phase.



■ The United Nations Climate Change Scenario 2050

- 1. More rain.** We get more rain in winter and less in summer. In the summer we get both drought and heavier downpours.
- 2. Milder winters.** Winters will be milder and wetter. This means that the plant growing season can be extended.
- 3. Hotter summers.** Summers will be warmer, and there may be more and longer heatwaves.
- 4. Higher water levels.** A general rise in water levels is expected in the seas around Denmark.
- 5. More wind.** We can expect more severe storms.
- 6. Greater cloud cover.** We will generally see a slightly increasing cloud cover (greatest in winter)

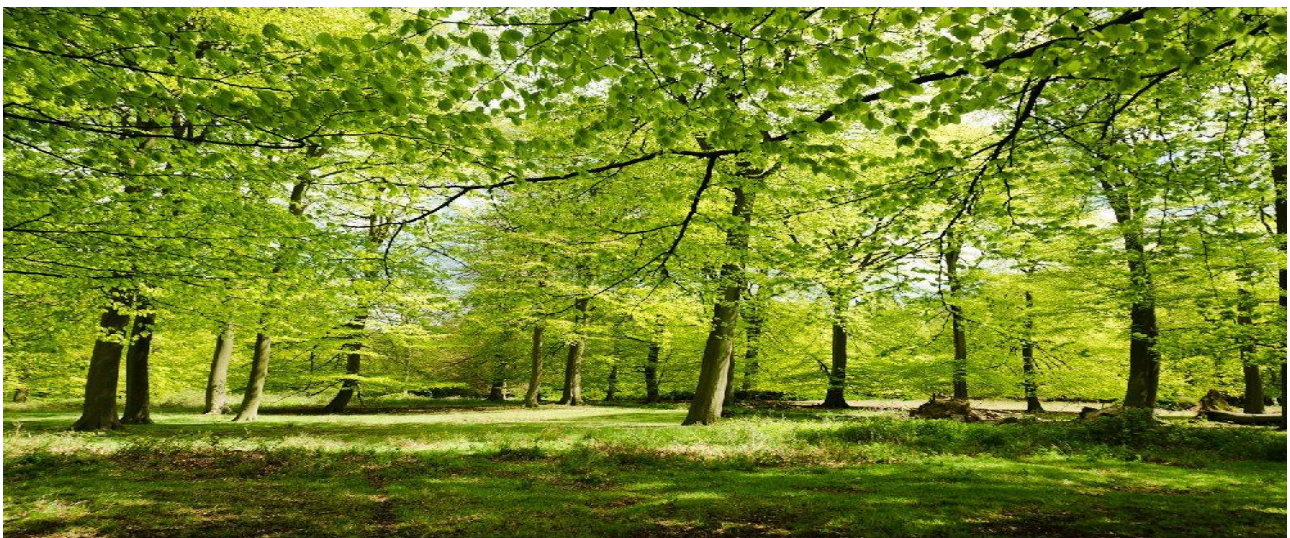


Climate change in Denmark up to 2050 according to the medium scenario, United Nations [UNU](#)

Annual Mean Temperature	+ 1.2 ° C (± 0.2 ° c)
Winter	+ 1.5 ° C (± 0.2 ° C)
Summer	+ 0.9 ° C (± 0.1 ° C)
Annual Mean Precipitation	+7% (± 3%)
Winter	+ 11% (± 3%)
Summer	+ 4% (± 4%)
Sea	
Mean Wind	+ 1%
Sea + country	
Mean Wind	+ 3%

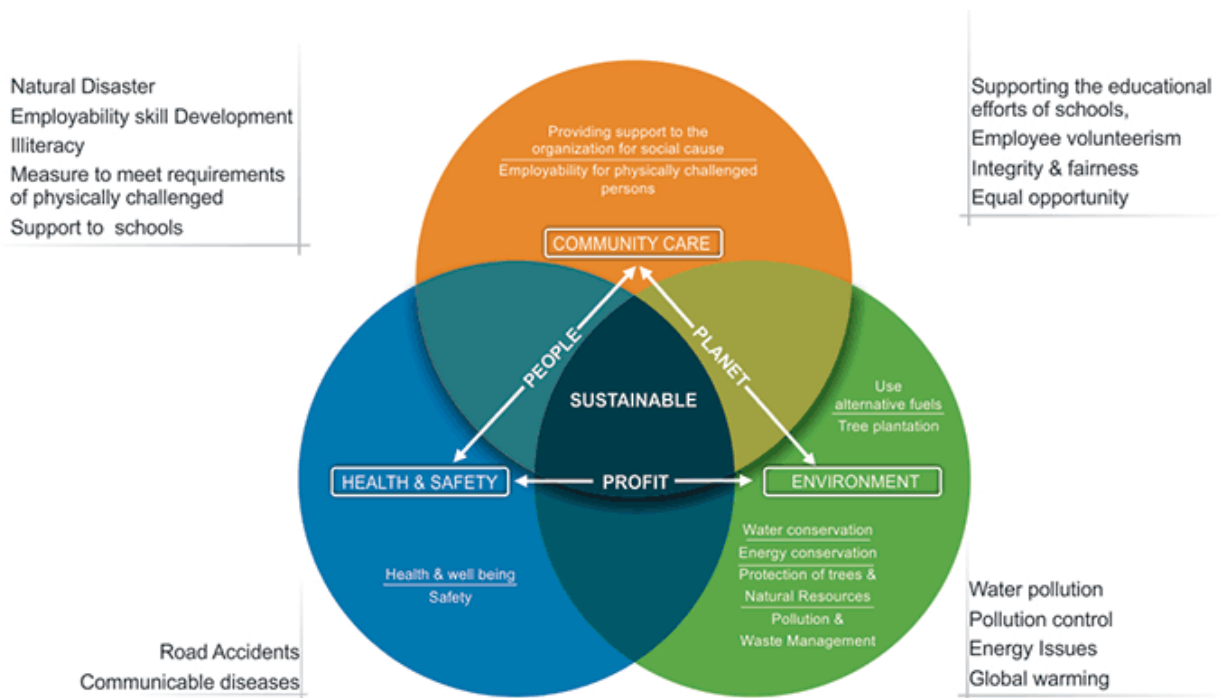
Change in extremes up to 2050, according to the United Nations product scenario

Frosts	-24 days/nights
Growth Season	+ 40 days/nights
Heatwave	+ 1.3 days/nights
Tropical Nights	+ 5 days/nights
Number of days with more than 10 mm of precipitation	+ 3 days/nights
5-days rainfall	+ 6 mm
Medium intensity, precipitation	+ 0.2 mm
Powerful events, precipitation	+ 1 day/night





Managerial Model of Brdr. Møller A/S



■ Working Environment – What Is The Problem?

We work with large machines in environments, which can sometimes involve risks for our employees, and others. We want to minimize these risks by ensuring that all operations are carried out under maximum protection. In other words, it should be safe to go to work! If working environment regulations are not respected by our employees, for any reason, it can cause Brdr. Møller to impose sanctions for such violations. It is clearly inappropriate to be fined for such incidents - on the contrary, it is in everyone's interest that rules are complied with.

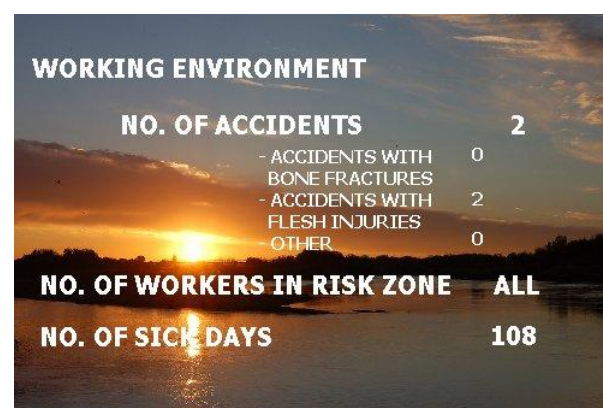
When we are dealing with the working environment, it is of course not only the physical conditions we think of – also the psychological work environment is of very big importance. A bad work environment can thus often be spotted by the number of sick days among our employees. We can fortunately say that the number of sick days at Brdr. Møller is not significant, but of course we would like to see that the number of sick days is reduced as much as possible – in order to ensure both the physical and the psychological work environment is in the top. Noise is another problem, to which we are exposed in connection with the work that we do. That is why it is also required that all employees wear hearing protection in such situations.

■ Working Environment – How Will We Solve Issues?

The first part of our solution was to implement the Health and Safety standard OHSAS 18001. By a certification in accordance with this standard, we have established a system ensuring where our work environment is going to unfold best possible. This certification, however, is not considered an end in itself. The aim is, on the contrary, that it should be our individual employees, who are the key people – employees, who take responsibility for themselves and for each other's well-being. Only in this way can we create a safe and secure working environment. Our work over the coming years, therefore, also begins with impacting attitudes of everyone within the company, to ensure that everyone understands the importance of our health and safety measures – and act accordingly. One of the consequences of a bad work environment is, of course, that our employees' life and health can be put at risk – a risk we want to avoid. We

therefore wish also to avoid that absence is increased. If one of our employees is sick, we try to do what we can to support him, whether we are talking about rehabilitation or medical visits etc. We work against negative bullying at work, and we don't want people to just accept things the way they are. If there is a problem between individual employees we will do what we can to promote openness, for only through an open dialogue, are we able move forward. We use many means to ensure our physical working environment – safety glasses, hearing protection, safety roof supports, respirators, safety shoes, helmets, etc. but we also want to make sure that these are not just being used willy-nilly – they **must** be used in any situation where there is a requirement to do so! One accident is one too many!

An important part of this work is our Working Environment Committee. This Committee involves workers, staff and management sitting in a common forum dealing with all questions that might arise regarding the mental and physical work environment. Such issues are discussed and action plans are adopted. Our employees participate as members of this Committee. Another important part will be our information about our health and safety costs. These costs include the financial resources we spend on working environment i.e. costs of safety products, Committee meetings, wages, environmental fines, consulting work and other costs that can be related to our working environment. This cost aspect will be commented later on in the report.



■ Waste – What Is The Problem?

The largest part of the waste we generate

comes from soil, asphalt coatings and concrete when we work with pipelines or cables in the ground. Such asphalt- and concrete materials include a number of substances which may affect the environment in a negative way, requiring that such waste is treated in accordance with the prescribed rules. Soils are classified according to whether it is clean, slightly polluted or contaminated. Economically, there will be a big cost difference between the treatments of these individual types of soil. In addition to this waste we also have a smaller share of household waste and waste paper from our headquarters at Edwin Rahrsvej. This waste is handled by the municipality's waste handling system. Such waste is not sorted today.



Waste – How Will We Solve It?

The concrete waste produced will be driven to a handling plant, where it is crushed and then reused. This is a good and sustainable way to deal with the waste problem! We will strive to use as many of such recycled materials as possible within the projects we are working on. Soil is driven to special handling facilities for treatment if contaminated. We do not have any opportunities to affect the degree of pollution of the soil we are working with. In 2015 we will begin a source separation of our household waste and, through new procedures, we will try to minimize our paper consumption to an absolute minimum by letting most of our internal and external communications take place by electronic means.

Fuel Consumption – What Is The Problem

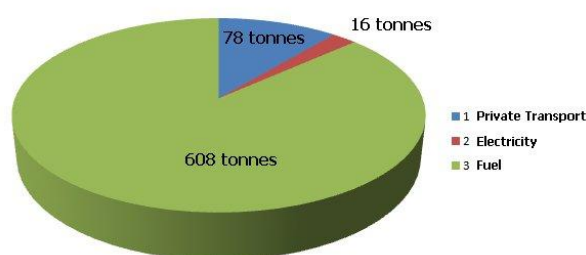
The use of diesel fuel for our machinery constitutes by far the most important part of our environmental challenges. We know that diesel fuel emits several substances into the atmosphere, including CO₂ (carbon dioxide), NO_x (nitrogen oxides), HC (hydrocarbon), CO (carbon

dioxide), NO_x (nitrogenoxide) and, not least, particles that both contributes to air pollution as well as the greenhouse problem. Usually such particles are divided into groups of coarseness, fine and ultrafine particles, and unfortunately several hundred deaths is a result of this particle pollution. Our employees are among the groups most vulnerable to this problem and we would like to do something about it. Our CO₂ emissions also contribute to pollution, since every liter diesel causes a leakage to the atmosphere of 2.63 kg CO₂. This will also contribute to the so-called "Greenhouse effect" which affects the global climate. Alongside this usage we are also responsible for consumption of fuels when we travel in private cars to and from work, as well as in connection with the transport operations carried out during working hours. We want to reduce this consumption of fuels as much as possible beginning with 2015.

Fuel Consumption – How To Solve It?

There are several ways to solve/minimize our fuel consumption for our machinery, for example through avoiding idle driving, application of various diesel types (i.e. bio-ethanol), or through the reduction of emissions through the use of particulate filters (i.e. SMF-CRT filters), but also through educating our employees in environmentally friendly machinery handling we will be able to achieve improvements.

CARBONDIOXIDE



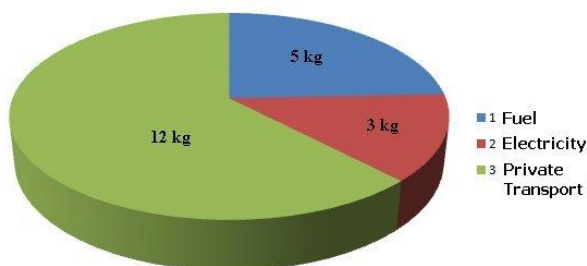
With regard to the reduction of fuel consumption when driving to/from work, we encourage our employees to use carpooling, wherever possible. We will also explore ways to reduce idle runs during work.

In 2014, it is our goal to reduce consumption of diesel fuel by 2% as compared to 2013

Energy Consumption – What Is The Problem?

We use energy both in connection with the construction work we are doing, and the energy we consume in our office buildings and in our portable containers. Energy resources today comes from many different sources – coal powered plants, wind farms, biogas plants and imported energy from foreign energy companies. Part of this energy is created through the use of non-renewable fuels such as coal, oil and gas, while another part is derived from renewable resources such as wind, biomass, solar and thermal sources. The problems created through the burning of resources such as coal, oil and gas are discharges into the atmosphere helping to exacerbate the greenhouse effect and, on the other hand meaning, that fewer and fewer resources are left for our children and grandchildren. At the same time, we know that this energy consumption will grow significantly throughout the World in coming years. It requires us to find efficient solutions for the future.

SULPHORDIOXIDE (SO₂)



Energy Consumption – How To Solve It?

In order to address these challenges, we will increase the share of renewable energy in our overall energy supply from non-renewable resources to renewable energy resources. Concerning the energy consumption of our office buildings, we are planning on the one hand, the use of solar energy in the form of setting up solar panels; on the other hand, we will re-engineer our energy supply, so that we take on delivery of our energy from wind farms. We will work with behavioral changes as well, so that all appliances which do not constitute a necessity, instead of being on stand-by, now are turned off when not in use. We will also provide our employees with the necessary skills to mitigate excess energy

consumption through external courses and seminars.

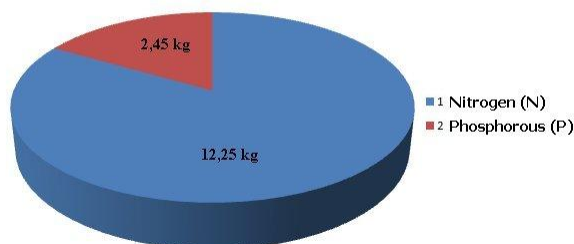
Water Consumption – What Is The Problem?

Denmark is one of the few countries in the World that have good supplies of fresh water, both for industrial purposes, and for drinking water, while the water supply in many other places in the World can be an extremely scarce resource – in Denmark we annually use 400 million m³ water from our ground-water resources, in addition to this we use a further 300 million m³ in dry years for irrigation, etc. In the period 2000-2010, the demand for tap water remained at a reasonably stable level. In 2011 businesses within the Aarhus consumed a total of 10.7 million m³, and assuming that this consumption pattern stays at a reasonably constant level this amount will be increased to 14.8 m³ in 2050. It is assumed that the development of water consumption according to current trends, in 2050 will amount to 16.6 million m³. We will therefore see an increase in water consumption in the future. ^[in] This can cause some problems. It takes many years to form groundwater, and if these water resources are over-exploited groundwater levels can fall, causing nickel can be released as a result. This nickel cannot be removed by the water-works, and can cause allergies for human beings. ^[ii] This one set of problems identified therefore is the increasing future drag on local water resources. The second problem related to water resources is the pollution of our water reservoirs.

Water Consumption – How To Solve It?

Brdr. Møller consumes part of these water resources both at our sites and at our main office. We consider it to be important to save these water resources as much as possible – especially since we will see an increased draw on such resources in the coming years. With regard to water consumption on our sites we will constantly monitor this consumption and try to reduce it as much as possible – also because it is a good idea financially. With regard to our drinking water consumption, we do not see it as our task to contribute to increase the major environmental costs needed to carry tap water in bottles around the country. We have therefore banned bottled water in our own head office - water from faucets is a much cheaper and a much more environmentally friendly alternative.

WASTE WATER (245 M³)



Problems In Water Supply

The problems with regard to the Danish water supply is represented here, first and foremost, by pollution/contamination of the water resources we have at our disposal, especially through agricultural and industrial application of substances alien to the environment, which penetrates down through the soil layers, and thus could pose a threat, when such substances reach the groundwater. This contamination occurs as a result of the agricultural use of pesticides, herbicides and insecticides, the industry's dumping of poisoned materials, from old dumps and tank installations and from private use of pesticides in gardens, on courtyards etc. It has meant that many drinking water wells in Denmark have had to close down due to contamination. Brdr. Møller handles everyday substances alien to the environment as well, which we will ensure do not come in contact with the ground and that storage and disposal is done in a responsible way. We have also established a goal for 2014 to reduce our use of such environmentally hazardous substances by 50%.

■ Habitat Protection – What Is The Problem?

We often work in urban areas, which usually do not contain endangered animals, birds or plants. In connection with our site development activities we can, however, with rare intervals experience certain problems with threatened habitats. However, in 2014 we have not had such cases. The activities we undertake when cleaning up lakes, ponds and streams happens of course in places where there are stocks of fish, amphibians, birds, and other beings that might be affected. We are trying here to take account of these facts and have, for example previously established water holes with the aim to support the biodiversity of an area.

Habitat Protection – How To Solve It?

We try as far as possible to avoid affecting vulnerable habitat areas, when we make purification of ponds, lakes and streams. However, we have not yet worked in Natura 2000 areas where special rules must be observed. In Denmark the protection of rare and endangered animal and plants are exercised through the so-called yellow and red lists. If a species enters on the red list, it will be threatened by extinction or be rare, while a yellow listed species will include species that are in decline. We try to get outside support in those cases where there may be risks involved for a given area, where biologists, ornithologists, etc. comes and assess the area before any activity is undertaken. In 2014, we have not been involved in projects which have necessitated special precautions concerning protection of habitats.

■ Environmentally Hazardous Products – What Is The Problem

Within Brdr. Møller, we work with many different products which, in different ways, may have adverse effects on the environment, if not treated properly. The more products we are working with, the greater the work of course to adhere to the specific rules that apply for handling these products. Today we have about 135 different products, which can be categorized within the category "environmentally hazardous products", and we want to do something about it!

Environmentally Hazardous Products – How To Solve The Problem?

We would therefore like to limit the use of such environmentally hazardous products as much as possible, and have therefore formulated the following target for minimizing these:

In 2014, we will reduce the number of environmentally hazardous products with 50% as compared to 2013

■ Non-renewable Resources – What Is The Problem?

In order to work on a sustainable basis, it is important that we know our consumption of renewable resources and non-renewable resources. We would like to make a change

so that we are moving away from consumption of non-renewable resources, to a situation where we are using more and more renewable resources. The problem is well known – we use too many resources that cannot be renewed in terms of what the planet can sustain. In other words, there is an upper limit for this overuse! In the future we will see rising prices at the most critical of these non-renewable resources, and of course, there is a potential danger since these resources will possibly be able to trigger conflicts internationally. We now begin to work with the problem for gearing ourselves for the future.

Non-renewable Resources – How Will We Solve It?

We will in the near future examine the areas where a substitution of non-renewable resources could be economically and environmentally sensible. In other words, we will try to replace these resources either through recycling or through replacement with renewable resources. This replacement can for example happen via resources that occur in larger quantities or – the best alternative - through resources that are renewable. This process does not happen in the short term, on the contrary, it is a problem, we will have in mind for coming years.

Environmental Management System – What Is The Problem?

"For he who does not know what Port he seeks, no wind is favorable". We also believe in this quote, when it comes to management systems or environmental issues. Without having a good data basis, without having adequate analysis methods and without having a framework that can serve as a planning and control tool in connection with our environmental activities, one cannot create the results we want to achieve with our CSR activities. In other words, we cannot further a more sustainable development within the enterprise, without an appropriate management system.

Environmental Management System – How Will We Solve It?

In order to cope with the many challenges, we therefore need a management system that can cope with these. It is important here to be able to document the materials and resource consumption flows, it is important to know where large volumes of waste are generated, and what they are composed of, it is important to keep track of all employees living up to the safety and health

requirements, etc. To get a handle on these data sets is one of the challenges we have set for ourselves in the coming time.

We are already well underway to establish an effective management system to handle both the establishing of future objectives, goals and strategies as well as a follow up on these supported by an information system that allows us to articulate these goals and provide data that shows us to what extent, we reach these goals.

One of the forums, in addition to the Board of Directors and Management, is our Working Environment Committee, where representatives of all the company's employees are participating. Age and gender composition of the Working Environment Committee moves in the interval between x and y years and 1 woman is participating in the Committee's work, as shown by the figure below. The members of the Committee are elected democratically among the company's employees.

We would very much like to further diminish this quantity and, if possible, preferably completely avoid the use of such environmentally hazardous products. So in the future we will try to reduce this number even more.

Discharges Into The Atmosphere – What Is The Problem?

We emit substances into the atmosphere, which contribute to climate change, global warming and dilution of the ozone layer. But also particle pollution is one of the major problems when discharged into the atmosphere. It affects additional instances of deaths among the population and i.e. by denigration of facades, etc.

According to climate scientists, it will require a reduction of CO₂ emissions by 85% by the year 2050 compared to the year 2000, if we shall limit warming to +2 degrees Celsius compared to a pre-industrial level.^[iii] This will require a huge effort from all sides in order to cope with such a requirement.

We would like to reduce our emissions as much as possible. The largest emissions originate from the exhaust gases from our machines, which includes a number of substances that will contribute to climate change.

Emissions to The Atmosphere – How Will We Solve It?

We will take initiatives to reduce these emissions to the atmosphere through the establishment of action plans in the near future. In order to quantify our emissions of greenhouse gases, we have taken on the recommendations of the WRI (World Resource Institute) and WBCSD (World Business Council for Sustainable Development) who has developed three "Scopes" that are listed in the following figure, WRI demands that, as a minimum, emissions are reported according to "Scope 1" (emissions from operations that are owned or controlled by Brdr. Møller) and "Scope 2" (purchased electricity), while

You can choose if you want to report about the so-called "Scope 3" emissions, see the figure below. We have chosen to record our "Scope 1 and Scope 2" emissions within this framework.

K) Other

According to GRI's requirements Brdr. Møller must also provide information about a number of other matters in the field of the environment, and of course we would like to do so. Brdr. Møller has not been sentenced to fines or had other environment issues in 2014 and has not received any complaints about its environmental or working conditions.



■ Environmental Certification of Brdr. Møller A/S

In order to get a good impetus for our work we have implemented the environmental management standard ISO 14001 in 2014 and also introduced the Occupational Health and Safety Standard OHSAS 18001. These two standards provide the overarching framework for the environmental activities, we put to work. This ISO 14001 applies to our primary work areas and will provide us with a good starting point for further environmental work to be conducted. With these ISO standards we commit ourselves to work for continuous improvement through relevant goals and targets for resource consumption and emissions. This means that we now have set numbers which we can use to prioritize and manage after. At the same time we are aware of the fact that ISO 14001 cannot stand alone. This system is a framework, where we fill in the contents. We want to do this through sustainable solutions, in so far as it is at all possible. We consider sustainability as the foundation stone, which will form the framework for our activities in this area in the coming years. It will require major efforts of our company, but we are ready to ensure that this objective will also be met in the future!

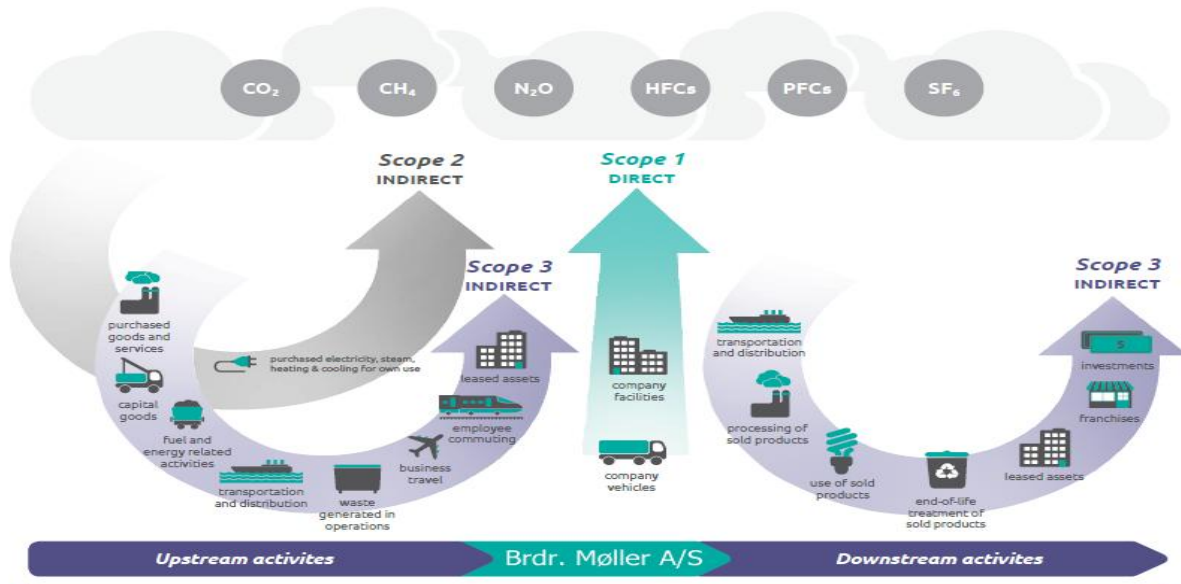


■ Occupational Health And Safety Certification of Brdr. Møller A/S

We are also certified in accordance with the Occupational Safety and Health Standard OHSAS 18001. This standard places emphasis on identifying the health and safety risks involved in our work processes, and paves the way for the establishment of targets for our occupational safety and health performance. Manual work can cause problems with the spine, arms and legs. These problems occur mainly as a result of manual labor and inclement weather. We are aware that such problems might occur, and if they occur, we make sure to help those affected, in the best possible way through physical therapy and possibly medical treatment. Through our certification according to OHSAS 18001, we are prepared to establish even more ambitious targets for our occupational health and safety efforts in the coming years. It is, in other words, our objective that in the future we must become a company that has a handle on its working environment-related conditions. It requires that we all stand together to achieve this goal. It is crucial that Brdr. Møller A/S is a safe place to work.



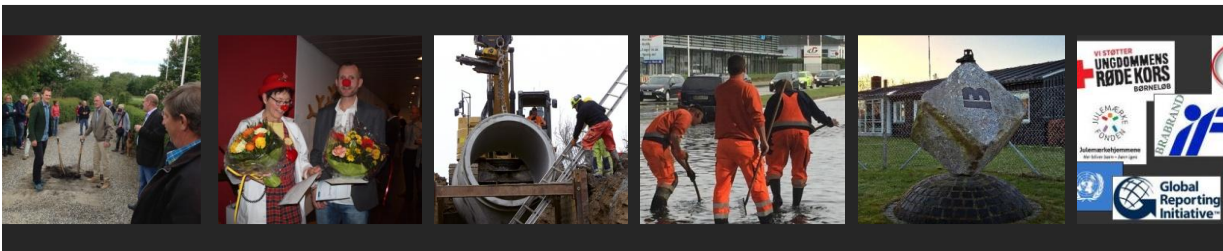
THE THREE SCOPES – WBCSD & WRI



BRDR. MØLLER A/S – WORKING ENVIRONMENT COMMITTEE



SOCIAL ISSUES



IN YEAR 2020 BRDR. MØLLER A/S IS TO BE
RECOGNIZED AS A DRIVING FORCE
FOR DEVELOPING SOCIAL RESPONSIBILITY
WITHIN THE CONSTRUCTION INDUSTRY

Brdr. Møller has for many years been known as a good and a safe workplace. We think it is an element in our DNA, that we want to cherish and develop over the coming years. We would also like to extend our societal commitment during 2015-2020! Today, we have many employees who have been employed at Brdr. Møller for 5, 10, 20 or even more than 30 years, and we are of course pleased and proud of this fact. We see ourselves a company that wants to take part in promoting social responsibility within the industry.



7. Whistleblower system

We also recognize that it would be sensible to strengthen our internal efforts so that we all take part in achieving our goals. That is why we will introduce a Whistleblower system from 2015 in order to strengthen corrective action, like many other Danish companies have done. Such a system implies that all employees – anonymously – can approach management, if they find conditions etc. are being dealt with contrary to the objectives of Brdr. Møller.

We hope - and do not expect - that the scheme will be used substantially, but our employees must know that if they observe serious conditions which may have a significant impact on our employees' life and health or Brdr. Møller's vital interests, there is also an opportunity for anonymously being able to do something about the problem! There will not be undertaken any

kind of recording in connection with our Whistleblower scheme, and it is exclusively management who will be familiar with the issues raised, if a case should arise. We actually think "*prevention is better than cure*", and the scheme must, therefore, also be viewed in this light!

The scheme's purpose is fundamentally not to "hang someone out to dry", but to have a body that can act, if serious breaches of Brdr. Møller's core values, etc. are found. We then have an unofficial opportunity to get something done about the problem!

Management can then choose to take action to improve the situation through a conversation with the employee(s) in question. The contents of those conversations remain a matter between the management and the individual employee and no one else! We would **not** advance the perception of such a system being a kind of "informant" scheme, but is only meant to ensure that we are able to correct any serious relationships, which is so severe that they can pose a threat to our employees' life and health, or our company's vital interests.

This Whistleblower activity, however, must not only be seen as an activity aimed at ensuring that rules are followed. We also see this system as a more informal body where all employees – under strict confidentiality – freely can discuss the ethical and other issues that may be relevant to bring up with management. We therefore also consider our Whistleblower system more as a kind of advisory system, than as a control tool.

■ Whistleblower – Primary Purposes:

1. That some employees do not work against our efforts towards achieving an improved work environment/greater security
2. That the economic and other resources are not abused within the company
3. That society's laws and rules and Brdr. Møller's interests are not overridden
4. That a Manager do not abuse his/her authority





8. The Social Element In The Local Community – Problems?

In several areas of the Danish society today we are experiencing a pressure when it comes to social conditions. Today we find a great lack of apprenticeships for young people – only 1 out of 6 young people actually achieves an apprenticeship in a concrete company. Unfortunately we have not created the necessary integration of young people with an immigrant background into the Danish society. Crime and unemployment are simply too high for this group of Danes, while the level of education is far too low.

In Gellerupparken, which is a part of our local community, we see a so-called ghetto, consisting of people from 80 different countries, particularly from Lebanon, Iraq, Turkey and Somalia. Surely it becomes clear that such a collection of different cultures, income levels, language skills, etc. can spur many of the problems identified in the area. A ghetto in Denmark is defined as a place where at least 3 of the following 5 criteria are met. In brackets are given the relevant figures for Gellerupparken for 2011-12 ^{III}:

1. *Non-Western origin (78.6 percent),*
2. *Unemployment (51,1%).*
3. *Crimerate (4.57%)*
4. *Share of residents with only a basic education (56.1% for the 30-56 years) and*
5. *Income level (49.3% receive an average regional income).*

We recognize, of course, that problems of this nature can occur in such ghetto-like surroundings, but we also believe that many immigrants has a lot of good and new elements to offer and inject into Danish culture.

Although it is very difficult for a small local company to make such a difference, we can at least - with the limited resources we have at our disposal - promote ways to lower the unemployment rate, to increase the level of education and to see that income levels are increased within the local area. It will surely be a demanding task for us, but we will make an effort to create a momentum which means that we also learn to take care of people from non-Western countries, which today is outside the employee circle of Brdr. Møller. It is a problem we will have

in focus in the years to come! More fundamental problems with regard to religion, crime, forced marriages etc, we do not have, as mentioned before, any opportunities to involve us with directly. We hope indirectly we can help to solve some of these problems through the employment of some of the vulnerable groups of people in society.

Social Problems In The Local Area – How Will We Help To Solve Them?

With regard to the problems listed above we do not have an aim or even ability to involve us more actively. We can only through our example show that dialogue is the best resolution model for solving disputes, if one actually and honestly would like to make a difference.



9. The Vulnerable Groups In Society And Among Us – What Is The Problem?

There are many small entities in Denmark which is under pressure in various fields, including the economic. There are also many places in our culture that find themselves put under pressure, where bullying, exclusion and violence do play a big part in social behavior. We distance ourselves from such exclusion methods, and believe that dialogue is the way forward for a better understanding and acceptance of the problems that occasionally can occur. We should have all options in Denmark for creating a strong and functioning network and an integral approach to problem solving. Where we will have the opportunity, we will also actively stimulate a dialogue aimed at understanding and acceptance of vulnerable as well as other groups within society



■ New Multifunctional District

However, there are also small points of relief. Aarhus City Council has adopted a new plan for Gellerupparken estimated at a cost of 1.3 billion kroner to transform Gellerupparken from a ghetto into a multifunctional town through modification of the physical environment and the opening up of the district towards the outside World. It can mean a new turning point for the entire Gellerup area. We welcome this plan and hope for a new momentum locally



The Vulnerable Groups In Society – How Will We Solve The Problem?

We have more strings to play on when it comes to our commitment to both society's vulnerable groups. **Internally** we'd like to do what we can to promote the employment of people with disabilities, promoting the use of adult apprentices, to help young people getting an internship and through up-grading of our employees, provided that they may be missing certain proficiencies in Danish, mathematics, or other. We can also support **externally** with financial aid and through direct involvement.

Some of these **internal and external measures** within the social sphere focused upon by Brdr. Møller is outlined in the following.



10. Internally - We Take Care Of Each Other

Within Brdr. Møller, we take care of each other, and the usual policy of "hiring and firing" is not an element, we make use of. We are trying to get things resolved without having to reduce the number of staff. Securing the employment of our employees is therefore also an area, to which we give a special priority. We want to be known as a company that is able to offer our employees safe working conditions. We take this commitment very seriously, and will if the rules, we have

established are not followed, not hesitate to intervene and correct any breaching of conditions. We cannot justify even a single accident at work, due to rules not being followed! That is why we have also taken the initiative for creating our whistle blower scheme as outlined above. We have employees with different disabilities employed by Brdr. Møller, and we are trying to adapt the job and machinery after the special needs that apply here, just as we also have taken in adult apprentices, as part of the company's efforts in this area. We also believe we have an obligation to ensure that young people today get an opportunity to further educate themselves, and therefore, we strive to have at least 10% of the young people of our workforce under training programs. In short; We are trying to take care of each other, so that we create the best possible framework for a meaningful work for our employees in a culture that is borne out of a desire to help, where we are able to make a difference.



11. Externally-We Support i.e. The Danish Hospital Clowns

We are also trying to provide financial support to the great work being done by the *Danish Hospital Clowns* working around the country's hospitals. In a situation where children are affected by disease, it is important to give them a much-needed encouragement and help to pave the way for making their situation just a little bit more bearable – even in the difficult situation they find themselves in. We would like to furnish our support for this vital work. Hospital clowns visits on a regular basis the Danish hospital children's wards and

create small clearances of partying for the kids. Christmas stamp homes also participate in this work to support children affected by the disease and at the same time working to prevent children's diseases. It is also a work that we support through financial aid. We can internally support activities intending to counter balance negative social interaction through a conscious effort to inform about these conditions and to respond to them, if the guidelines we have formulated are not respected. There have not been cases of discrimination, violation of human rights etc, in connection with the activities of Brdr. Møller has been involved in or among our employees for the year 2014.

12. Society

Brdr. Møller headquarters are located in an industrial area in Brabrand in the northern part of Aarhus. On the right side is an undeveloped plot of land and to the right side, we have our neighbors located far away from our headquarters. The activities we have on the square by the headquarters deals with, among other things, the storage of materials and equipment, repair and maintenance of machinery etc. There is no specific noise or other matters that will affect our neighbours.

13. Human Rights

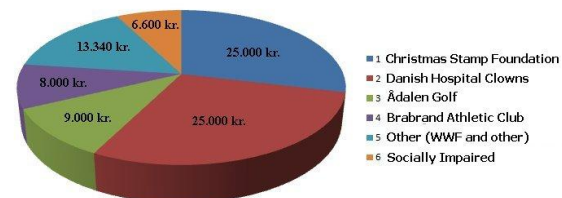
Brdr. Møller, fully support the 30 principles that form the basis of UN's Universal Declaration of Human Rights, and we support the content of the European Convention on Human Rights as well. Within Brdr. Møller, we do not work with projects that take precedence over respect for human rights in relation to the UN Declaration on human rights or the European Convention on human rights and have not experienced or been involved in cases of anti-trust activities, anti-competitive or monopolistic behavior, and has not been sentenced to any fines of any kind for breaching rules of the Danish society, laws and regulations, nor have we received any complaints about antisocial activities.

We have reviewed the human rights declaration requirements in relation to Brdr. Møllers overall activities and have not been able to ascertain any violation of the provisions of this Declaration.

We Are Among The Sponsors Of The WWF And Brabrand Athletic Club

Brdr. Møller is also sponsors of the WWF (*World Wide Fund for Nature*). WWF is one of the largest and most respected environmental organizations in the World today. Work to protect endangered species, protect sensitive habitats, create sustainable conditions, etc. are important areas for WWF – and areas, we fully support. Locally, we are also committed as sponsor for Brabrand Athletic Club.

DONATIONS - SOCIAL GROUPS





ECONOMIC ISSUES



IN 2020 THE ECONOMIC RESULTS OF BRDR. MØLLER,
AS MEASURED BY ITS RETURN ON INVESTMENT,
IS TO BE AMONG THE TOP THREE,
WITHIN THE CONSTRUCTION INDUSTRY

Brdr. Møller is today a well-consolidated company - a fact that we also would like to persevere in the future. In the coming year, we also want to achieve a satisfactory economic result because we work sustainable, because we provide quality, and because we actually care about anything other than the financial results! It may sound like a contradiction, but it is really not. We can only deliver good results due to our dedicated workforce. We can only deliver results if we behave as an environmentally responsible company. We can only deliver economic profits, if at the same time we recognize that we are an integral part of a sustainable development that also implies that we take the environment and the economy, into account in an integrated mode. So in addition to our ROI the environmental costs of Brdr. Møller are also seen as part of our management basis. This applies to both the costs for environmental purposes that we spend internally in the company, but also the environmental costs arising due to our activities, but that others may have to pay for – the so-called external costs. We work with different economic yardsticks as indicators of our economic performance. The measure we use to determine the degree of performance at company level is our return on investment (ROI). We define return on investment (ROI) as:

$$\text{Return On Investment (Roi)} \\ = \frac{\text{Result before interest and taxes}}{\text{Assets}} * 100$$



14. Brdr. Møller A/S – Historical Results

It is important for us to be able to create economic results, which enables us to promote the growth we would like to see in the future. That enables us to make the necessary investments and launch the projects that will prepare us for future competition and enable us to work with CSR and sustainability as core business values. In short; satisfactory economic results creates the prerequisites for achieving the objectives we have set out. Brdr. Møller' financial year runs from 1. May – 30. April. As from 2015 our financial year will be changed so that it follows the calendar year. The annual accounts of 2014 will then only cover the period 1. May – 31. December 2014. As from 2015, there will now be a temporal correlation between economic performance and the results obtained in the context of our CSR work. Our

historical results for the period 2009/2010 – 2013/2014 has been satisfactory. In spite of the financial crisis that has prevailed since 2008, we have managed to maintain a satisfactory financial basis for our future development. Please refer to table showing the absolute numbers and the table below that shows the financial ratios for Brdr. Møller.

Looking at the economic indicators they reveal that Brdr. Møller has a positive financial solidity and a reasonable level of profitability. Essential facts and figures for the period are presented in the tables below.



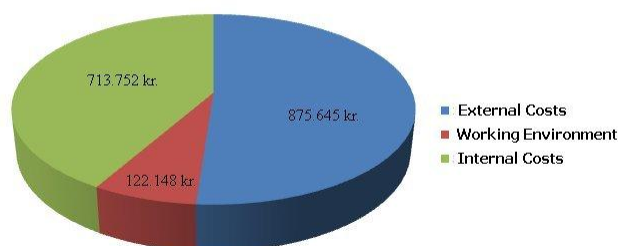
14. Environmental Costs – What Is The Problem?

The environment costs. And not just the financial resources our company must be spend in order to be at the forefront of improving our environmental performance, but economic resources society is spending in order to respond to the environmental challenge as well! We firstly look at the environmental costs we use in our own business that consists of various environmentally induced additions to the cost prices we pay for our resources - our energy/electricity, water, batteries, waste water, packaging, NO_x, CO₂, etc. We pay salaries and fees for fixed employees and consultants who work with the environment. We are holding meetings in the Committee on Environment and Security. We are implementing environmental courses for our employees. In short, we use a lot of resources that are derived from environmental conditions. Secondly cost of externalities that shows up in i.e. the number of deaths due to air pollution, reduction of biodiversity, soot on facades, etc. caused by industrial emissions. Such costs have been a part of the European Union's programs for quantifying what it costs, i.e. of sending one tonne of CO₂ into the atmosphere. We have chosen to include this type of environmental costs as a part of the information management works with to strengthen environmental priorities within Brdr. Møller. When we, for example would make an investment, we can, in principle, face a choice between two alternatives that for us are equally good, but where the cost to the wider community by one alternative might be twice as high or more.

To us the choice between one or the other alternative therefore would be insignificant, while it would have major negative economic consequences for the surrounding communities, if we chose the one – socially inferior alternative – rather than another. And why should we so choose the worse alternative? But we need information that can show us something about such external environmental costs.

these costs are within Brdr. Møller. The second problem is that we are in fact today do not know what our activities "costs" society, when we emit substances, into the atmosphere when we work with our machinery and to calculate what the level consumes energy and electricity. The EU investigated the area and one of the conclusions here is that: [1]

TOTAL ENVIRONMENTAL COSTS



Environmental Costs – How Will We Solve It?

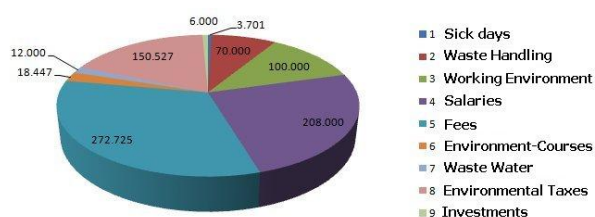
We find it appropriate to apply a detailed statement of our environmental costs as part of our toolbox aiming to separate our environmental costs into the three before mentioned categories. We will therefore, in 2015, establish a system that gives us an overview of both the internal and the external environmental costs, which allows us to prioritize our activities and investments in a wider perspective. Therefore, we will also build a system that allows us to record, analyze and make decisions, inter alia: on the basis of such environmental costs. We will furthermore try to estimate our externalities as part of our solution.

■ Externality costs arises due to the fact that the environmental costs of electricity production are huge in most EU countries and reflects the dominant share of fossil fuels in the energy mix.

In 2005 the average externality costs of electricity production was between 1.8 – 5.9 Euro cents/kwh. Despite progress these externality costs are not sufficiently reflected in energy prices. Consumers, businesses and policy makers therefore do not get the correct price signals to decide on the most effective use of our energy resources. "

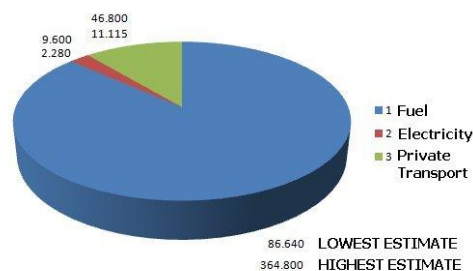
We have divided our internal environmental costs into two groups – a) working environment costs and b) internal environmental costs. The first group includes the costs related to our work environment, while the Group of internal environmental costs includes all other costs incurred as a result of efforts to create environmental improvements, pay environmental taxes etc. All of these costs are in principle represented by an invoice in our bookkeeping system. The impact on the environment we create in the surroundings is the second category we aim at recording. For such costs there is no invoice at hand but we know of course that such environmental costs exist – they are so-called "external costs".

INTERNAL + WORKING ENVIRONMENT COSTS



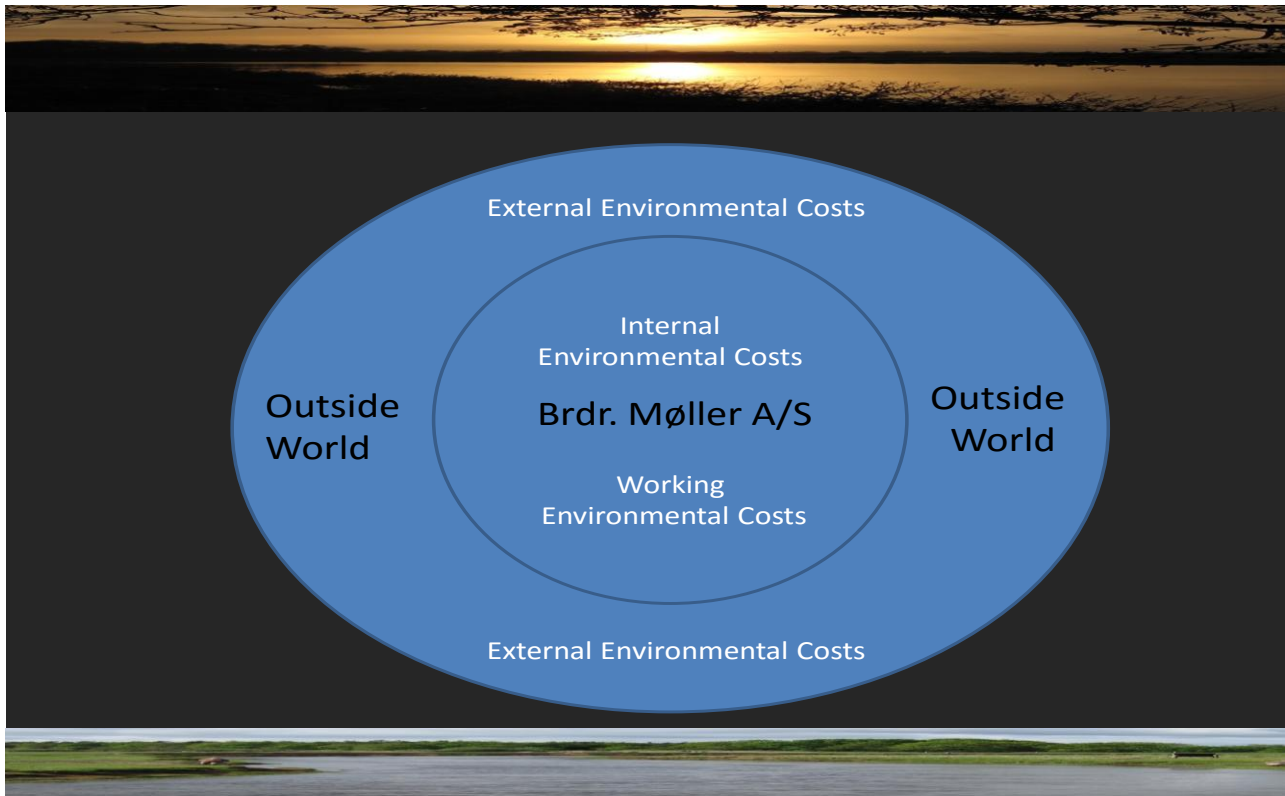
The environment today is a megatrend, and the economic resource that is put into – and in the future will be used – is also in the mega size. If we do not know the size of these costs, we have no options for controlling them. The first problem then is that we first need to determine how large

EXTERNAL ENVIRONMENTAL COSTS





ENVIRONMENTAL COST CONCEPTS OF BRDR. MØLLER A/S



BRDR. MØLLER A/S - ECONOMIC DATA 2009/10 – 2013/14

	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010
Net Sales	83.591	68.649	67.887	59.354	59.847
Operating profit	1.940.	8.727	5.426	6.972	8.635
Profit after tax	1.087	5.141	2.641	3.870	4.918
Assets	48.506	49.313	44.983	43.772	53.888
Equity	22.498	26.410	24.070	24.829	34.519
Dividend	0				

Economic results of Brdr. Møller a/s in the period 2009/2010 – 2013/2014 (financial highlights)

	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010
Return on Equity	5%	20%	11%	13%	14%
Return On Investm.	4%	48%	37%	45%	51%
Contribution margin	2%	13%	8%	12%	14%
Asset turnover	1,72	1.46	1.53	1.22	1.09
Solidity	46%	54%	54%	57%	64%

Financial ratios for Brdr. Møller A/S in the period 2009/2010 – 2013/2014



16. Governance

The Board of Directors is the company's highest authority, in terms of planning, management and control of the Organization's strategic decisions relating to the economic, environmental and social conditions. The tactical/operational part of this work is carried out by Brdr. Møllers Director in collaboration with senior executives. Director Niels Juul has the economic responsibility for the company's operational results. This responsibility is not delegated to the individual project managers and leaders in the organization.

The current Board is composed after one of company's founders – Jørn Møller – in 2012 made a handover with his two children Sanne Juul Jørgensen and Mads Juul Møller. They joined the current owners of Brdr. Møller as well. The last Member and Chairman of the Board - René Skau Bjørnsson – is professionally recruited, and have no other ties to the company than his role of Chairman of the Board. Neither Rene Skau Bjørnsson nor the other Board members hold other positions within the construction industry. Brdr. Møllers Board of Directors are therefore also characterized by being owner-/family dominated without representation of the company's other stakeholders. It is estimated, however, that this way of doing things will have positive consequences for the effectiveness of i.e. Brdr. Møllers work with CSR. It can be viewed as a strength, that two of the Board members have their fingers on the pulse on a daily basis, while at the same time have the possibility – informal - to be able to make quick decisions. It is of course clear that independence in principle is not present between the various levels of management, but we see it more as a formal rather than a real problem. There have not previously been any conflicts of interest.

The Board holds meetings every quarter and ad hoc meetings, in so far as there may be circumstances which the Board must decide on within a reasonably short period of time. The Board has a good knowledge of various social and health policy issues, among others. Through Sanne Juul Jørgensen's previous work as a nurse and her Master degree (cand. scient. san.) she has been confronted with many social and health related issues and the economically educated the

Rene Skau Bjørnsson Master (cand. oecon.) has worked in the Danish parliament through 12 years and current work with people with disabilities is also seen as beneficially for the Boards work.

Director Niels Juul carries out management in connection with the company's operation and stands as the initiator of a number of projects, including certification after OHSAS 18001 and ISO 14001. Niels Juul is responsible for the company's economic results on the basis of the overall objectives, determined by the Board. He is also responsible for all operational aspects of the Organization. When Sanne Juul Jørgensen is incorporated into the job as CSR/Environmental Manager, she will be responsible for establishing and carrying out all activities relating to environmental and social conditions.

In principle, all senior managers refers, which to Niels Juul who in turn refers to the Board of Directors. Niels Juul is uncle to Sanne Juul Jørgensen and Mads Juul Møller, so there are some family ties within management. Niels Juul has before his job as the company's Director, worked in various functions within the company through more than 25 years.

The work on the projects Brdr. Møller carries out is headed in the day-to-day operation of foremen and project managers, who are responsible for carrying out the tasks, outlined in the project description, including environmental, safety and social conditions. These managers do not have a financial responsibility related to their job at the moment.

Brdr. Møller is giving high priority to have the necessary competencies in place and Sanne Juul Jørgensen and Niels Juul has in fall 2014, begun a mini-MBA training program to strengthen managerial competencies.

Sanne Juul Jørgensen and Mads Møller along with Rene Skau Bjørnsson, all have had three have had a period of three years as members of the company's Board of Directors. The last Member-Jørn Møller – have, as former owner of the company, sat on the Board of Directors through a number of years and know about any company's historical development, the market and the conditions which must prevail in order to run a successful small/medium-sized construction company. There is a relation between the company's Board members and two senior

executives - Sanne Juul Jørgensen, which carries the position as the company's CSR/Environmental Manager and Mads Juul Møller, working with various projects in the organization. These two people are at the same time, as mentioned before, daughter and son of Jørn Møller.

Other

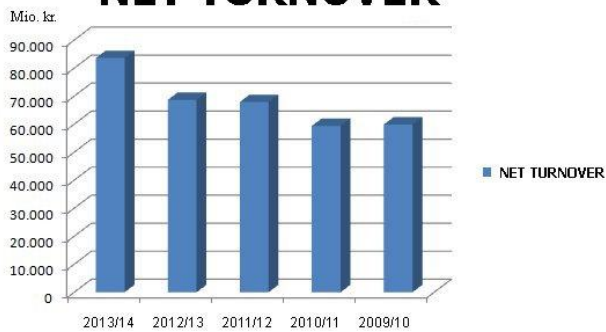
The pension arrangements that exist within Brdr. Møller are all covered, and the company has not received direct support from public authorities, besides what follows from the Danish rules about repayment of miscellaneous expenditure items.



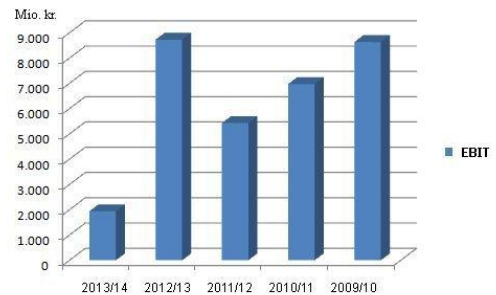


BRDR. MØLLER – OVERVIEW OF ECONOMIC DATA

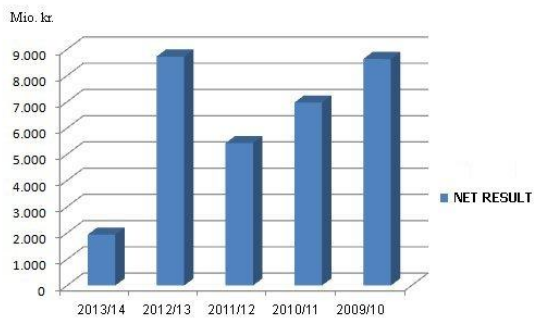
NET TURNOVER



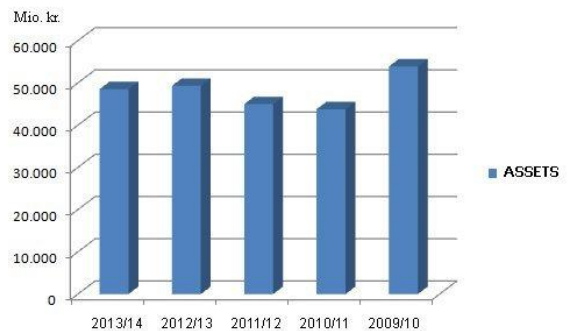
EARNINGS BEFORE INTEREST & TAXES



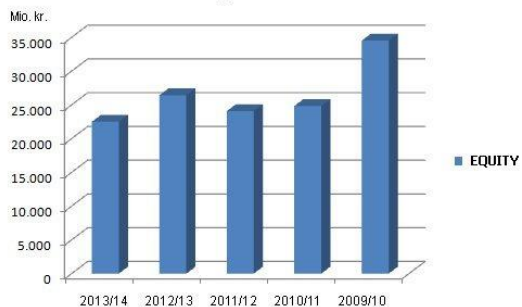
NET RESULT



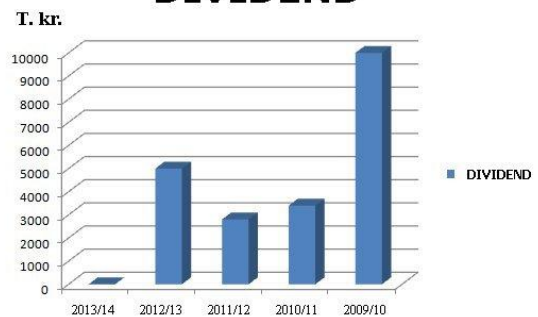
ASSETS



EQUITY



DIVIDEND





OUR KEY FOR SUCCESS

Our employees are those who really drive the cart. Without a loyal and skilful workforce we wouldn't be able to reach our objectives

Achievement of Goals 2014

In 2014, we have, as the first initial step, worked to get serious environmental objectives established with a view to reducing the number of sick days and reduced our consumption of

diesel and products alien to the environment. We have used these 3 areas as a first step in order to test the processes, and have found good results. Our concrete objectives are shown in the table below.

Goals	Goal Description	Met
Goal 1	In 2014 we will reduce the number of sick days by 5% compared to 2013	<input checked="" type="checkbox"/>
Goal 2	In 2014 we will reduce our diesel consumption by 2% compared to 2013	<input checked="" type="checkbox"/>
Goal 3	In 2014, we need to reduce the number of products alien to the environment with 50% compared to 2013	<input checked="" type="checkbox"/>

CSR – DATA, GRI ETC.



THIS CSR BASIC—REPORT 2014
IS THE FOUNDATION FOR BRDR. MØLLERS WORK
WITH CSR DURING 2015-2020,
AND FOUNDED ON THE DEMANDS
AS STIPULATED IN FN'S GLOBAL COMPACT &
GLOBAL REPORTING INITIATIVE (GRI)

■ About Our CSR Baseline Report 2014

This report is our first and initial work to incorporate CSR within Brdr. Møller. The report has been drawn up in accordance with the reporting requirements and recommendations issued by the *Global Reporting Initiative (GRI)*. This organization has some of the world's most stringent requirements for reporting of CSR and matches our own ambitions for an open and transparent dialogue with the outside World. Our CSR baseline report 2014 is designed according to the most recent guidelines – the so-called *GRI G4 model*.

GRI has two ways to report – either through a "*core criteria*" approach or through a more comprehensive model, the so-called "*comprehensive criteria*". We have chosen to report after the latter standard. In addition, we have observed certain reporting standards in the area of handling GRI requirements:

We have tried, as well as possible, to follow these reporting criteria – also in this CSR Baseline Report 2014 and will let these criteria be the future criteria according to which we structure our CSR Report's design and content. It must be emphasized, however, that this CSR Baseline Report 2014, as mentioned earlier, is the basis for our future work in fashioning Brdr. Møller's first CSR Report, which will be released in 2016 and covers the calendar year 2015. In this CSR Baseline Report 2014 we do design the foundations for this work by describing our value basis, objectives, strategies and plans for reporting as well as the work we will implement in the Organization in the coming months and years.

As from 2015, we also change our fiscal year so that this – like our CSR Report – covers the calendar year. This enables a better and clearer connection between our economic performance, and the results generated through our CSR efforts.

■ Reporting Standards

1.) Reporting content that includes:

- a) involvement of stakeholders
- b) reporting in a sustainability context
- c) materiality
- d) completeness and

2.) Quality of Reporting, which includes:

- a) balanced reporting
- b) comparability
- c) precision
- d) transmittal of real-time information
- e) clarity in reporting and
- f) reliability



Basic Data

There are a number of basic data we use for our CSR Baseline Report 2014 which are measured via specific stats or voucher material as well as partly calculated numbers. In the following table have listed the basis for the calculations we have used in the context of our CSR Basic Report preparation. Some data are very precise, for example payments for consulting work via forwarded invoices, other data, however, is less precise, but still relevant. This applies for example for data in connection with the statement of externality costs. In 2014, we have worked to establish a more advanced basis for recording of our environmental data. It applies to both the physical data in the form of quantities, but also to our environmental costs and externality costs that has been the subject of analysis of how we will record these data in the future. In section 10. *GRI Indicator Status* we have partly indicated the topic included in the CSR Report ("*Reported*"), and partly whether this topic/requirement has been adequately addressed ("*Met*").

Certain conditions that are included in the official GRI's listing of indicators are not relevant because they are not present in the case of at Brdr. Møller A/S. Transport of dangerous goods in accordance with the Basel Convention is an example. We do not transport such goods in Brdr. Møller. Such conditions are indicated by a "-". Our emissions of greenhouse gases are calculated according to the guidelines, which are developed through the reports that are issued by the so-called Greenhouse Gas Protocol (GHG) from WRI/WBCSD.





Basic CSR Report's Cost Data Basis

Area	Cost type	Calculation Basis	Reference/comment
Working Environment			
	Accidents At Work	Internal documents, reviews	None
	Sickness Absence	Absence Statistics Short-lived illness = < 2 weeks Prolonged illness = > 2 weeks	Governmental definitions of period of absence (short-/long term)
External environmental costs			
	Environmental taxes on polluting and lightly contaminated soil	Invoice data	Invoices
	Costs to repository	Invoice data, own calculations	Invoices
	Energy Taxes	Invoice data	Invoices
	Packaging Charges	Invoice data	Invoices
	Consulting fees, etc.	Invoice data	Invoices
	Electricity	The tax on electricity constitutes a total whilst the øre/kwh, while tax on electric heating constitutes 41,2 øre/kwh per 01.01.2014. Electricity to process use constitutes 0,4 øre/kwh	State-prescribed rates, invoices
	Energy taxes (PSO levy)	PSO tariff for 3. quarter 2014 amounted to 21,7 øre/kwh	Energy networks which stands for the levying of the PSO shall determine this each quarter. The charge stated in electricity bills and the money needed to support the production of renewable energy, research, etc.
	Reimbursement of energy tax and CO ₂ tax	Documents from the Authorities	None
	Reimbursement of water contribution, etc.	Documents from the Authorities	None
	Environmental Courses	Course cost + labour costs in the form of number of training days multiplied by a average rate per day	None

	Water Tax	The rate is 5,46 kr/m ³ in 2014	Governmental charges, invoices
	Contribution to the protection of drinking water	The rate is 0.67 kr/m ³ in 2014	Governmental charges, invoices
Occupational Safety And Health Costs			
	Costs for meetings of the safety Committee	Costs for meetings in our occupational safety and Health Committee has been calculated as an average. hourly wages for those who are members of the Committee, multiplied by the number of hours the meetings have lasted and the number of meetings during the 2014	Payroll statistics, meeting agenda
	Health And Safety Courses	Course cost + labor costs in the form of number of training days multiplied by an average rate per day	Course enrollments, payroll statistics
	Sick Leave Days	Number of sick leave days multiplied by an average rate of pay per day	Absence statistics, payroll statistics. Not all sick leave days due to working environmental conditions, of course!
External costs			
	Costs regarding. consumption of electricity	Is determined on the basis of the mean value in the range of 1.8-5.9 Euro cents/kwh. These figures are from 2005 and forward with a discount rate of x% and use of EURO/USD price per 31.12.2014	xxx



	Costs of emissions of CO ₂ and SO ₂	Has been calculated on the basis of the sizes defined in the External project from the European Union. These costs are then used with a discount rate of 5% and use of EURO/USD price per 31.12.2014. Our emissions of CO ₂ and NO _x are measured via various statistics and other material	The EU's ExternE project. Internal statistics and other material
Emissions-greenhouse gases			
	Emissions of CO ₂ and SO ₂ , etc.	Calculated on the basis of GHG's recommendations	World Business Council for Sustainable Development





Formal Information

Area of responsibility	Content	Contact
Brdr. Møller A/S	Generally	Director Niels Juul
Sustainability reporting	Brdr. Møller A/S's CSR Basic report 2014 From 2015 Sanne Juul Jørgensen will have responsibility for the design of Brdr. Møller A/S's CSR reporting	Director Niels Juul
Report Design & Preparation	scandinavian Eco-management systems Frisholtvej 76 A, 8850 Bjerringbro	Director Lars Vedsø, sEs
Report Validation	Brdr. Møller A/S has acquired the consulting firm sEs (scandinavian Eco-management systems) to take charge of the design and content of our first CSR Baseline Report 2014. This company has, of course, been paid for this work, but is not in any way otherwise associated with Brdr. Møller A/S. We have discussed the contents and held regular meetings, but otherwise sEs has had a free hand to develop our CSR Report. We have produced the desired data and made other information available, but have not in any way influenced neither the design nor the contents of this report. We have, in this way, a notion that our CSR Report's contents can be said to be both objectively designed and with some external validation associable with the Report's contents.	sEs Frisholtvej 76 A 8850 Bjerringbro Denmark
Formal data		
Brdr. Møller A/S	Edwin Rahrsvej 77, 8220 Århus V,	Bookkeeper Joan Jensen
Board Of Directors	René Skau Bjørnsson, Sanne Juul Jørgensen, Mads Juul Møller, Jørn Møller with René Skau Bjørnsson elected Chairman of the Board. René Skau Bjørnsson is the Director of the organization DUKH (The Independent Consultant Organization in the field of Disability) and economic, and otherwise, independent of the interests of Brdr. Møller A/S.	Rene Skau Bjørnsson
Activities	Our activities include, inter alia: soil, site preparation, drainage, district heating etc. Activities are implemented primarily locally in the Aarhus area and the work carried out does not include work outside Denmark's borders.	-

Organizational Matters	The company's main office is located at Edwin Rahrsvej 77 in Aarhus. The company employed in 2013/14 approx. 46 employees. Our organization works primarily in project-oriented auspices. (VAT NO. 28133111)	Accountant Joan Jensen
Ownership	Brdr. Møller A/S is legally organized as a limited liability company in which Sanne Juul Jørgensen and Mads Juul Møller in co-ownership owns 100% of the shares of the company. Technically this equity stake is placed in a holding company (SAMA Aps), which is owned by Sanne Juul Møller and Mads Juul Møller.	Sanne Juul Jørgensen Mads Juul Møller
Reporting Period	1 January – 31. december 2014	-
Reporting cycle	Annually	-
Included organizational units	All organizational units within Brdr. Møller A/S	-
Reporting Content	Process for the preparation of the content of this CSR report, including the Aspects described, occurred over a multiple-month period during which the content is obtained through the use of internal source material, visits, interviews, etc. The emphasis has been on drawing up the content so that it follows the reporting criteria developed by the GRI (see above)	-
Report Application	Brdr. Møller A/S intends its CSR Reports to be used both as an internal management instrument, partly as a means of communication with the company's stakeholders.	-
Previous CSR Reports	Since this CSR Baseline Report 2014 is Brdr. Møller A/S's first, it does not, by its very nature, contain data and information from previous periods	-
Management level regarding authentication	The Board of Brdr. Møller A/S with overall responsibility for our CSR reporting, including review and approval of each individual CSR report	Rene Skau Bjørnsson





Glossary

Word/Concept	Definition
Occupational Safety And Health Costs	The recorded costs arising as a result of activities directly or indirectly related to the company's activities in connection with the working environment
Biodiversity	The diversity of animal and plant species that occurs in a healthy ecosystem
Sustainability	Sustainable development is a development that meets current needs without compromising the ability of future generations to meet their needs
CSR	C orporate S ocial R esponsibility
Greenhouse Gases	Includes 6 GHG gases: carbon dioxide (CO ₂), methane (CH ₄), nitrous oxides (N ₂ O), hydrofluorocarbons (Hfc), perfluorocarbons (PFC'ere) and sulphorhexaflorid (SF ₆)
External environmental costs	The recorded costs arising as a result of activities directly or indirectly related to the company's actions in relation to the physical environment
Externality costs	Costs that are not recorded in the company's bookkeeping system, but which occurs in the surrounding environment as a result of the company's activities.
The Precautionary Principle	Grounds for suspecting that a substance may have harmful impacts - irrespective of the fact that such environmental impacts are not fully scientifically resolved
GHG	Green House Gas Protocol from WRI/WBCSD
Greenhouse Gases	Gases such as CO ₂ (carbon dioxide), CH ₄ (methane) and others that are harmful to the climate causing heat radiation to stay in the atmosphere
Local Area	In principle, our local area is defined as Aarhus municipality, but since we often carry out work elsewhere, the definition of a local area will depend on where the individual projects are carried out. In addition, we have also in a given context defined a local area as residents in the area surrounding our headquarters at Edwin Rahrsvej. The definition will be apparent from the context.
Local suppliers	Suppliers in Aarhus Municipality
Environmental Costs	The costs that will be borne by the company, on the one hand with environmental purposes in mind (health and safety costs and external environmental costs) and, on the other hand, costs caused in the outside world as a result of our activities (externality costs)
OHSAS	O ccupational H ealth & S afety A dvisory S ervices
Partnering	Partnering is a special kind of cooperation between partners of a project that specifies certain initial common basic areas of interest based on a trustful and open-minded cooperation
PSO (fee)	P ublic S ervice O bligation
Stakeholder	Individuals, groups or organizations – which are seen to have a legitimate interest in Brdr. Møller A/S' activities
Value Chain	Specifies the different steps in the chain of activities that leads from a raw material to sales/service of a finished product or service
WBCSD	W orld B usiness C ouncil for S ustainable D evelopment



The GRI Indicator Status




GRI's indicators include the conditions described in our CSR Baseline Report 2014. They are comprehensive, and mean that all of the company's areas of activity will be illuminated. Since GRI's Indicators, however, have been prepared as a general model, we have found it necessary to include additional indicators that we believe are relevant to work within Brdr. Møller A/S. In the case of environmental costs, we have thus included our environmental costs. These specific indicators which are applicable for Brdr. Møller A/S, is in the list of indicators below marked with a "BMI".

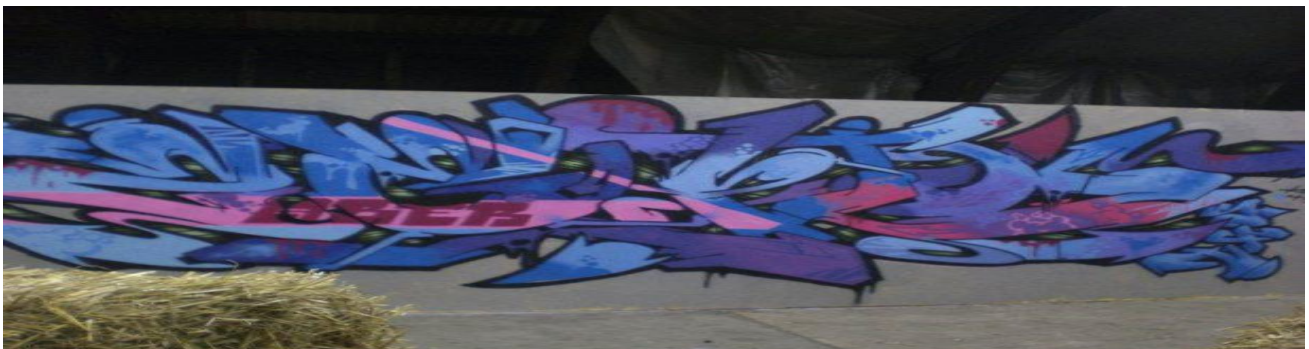
It is the first time we are working with the GRI model but this has not meant that there have been significant limitations in the application of GRI's Indicators within our company (Aspects), neither the inventory of these. On the other hand, we have chosen not to include a number of Aspects, when it comes to companies outside Brdr. Møller A/S's control. This has mainly been due to temporal and economic considerations.

With regard to GRI's recommendations the Indicator *G4 EN4 energy consumption outside the Organization* recommended to proceed on the basis of



Symbols used

Symbols used	Meaning	Explanation
	Conditions met	Indicates that adequate information about a topic has been given
	Conditions partially met	Specifies that adequate information about a topic in part has been given
	Conditions not met	Specifies that there is no adequate information given about a topic
-	Not relevant	Specifies that the field is not relevant/present concerning Brdr. Møller A/S's activities
BMI	Brdr. Møller A/S Indicator	Specifies the indicators Brdr. Møller A/S uses in addition to the required indicators from the GRI
Reported	Conditions referred to in the report	Specifies whether the relationship is mentioned in the report
Met	Conditions met	Specifies whether the relationship is satisfied i.e. coated with numbers or a written statement





GRI Indicators and their status



Headline	GRI ID	Contents	Page	Reported			Met		
1. Strategy and Analysis									
	G4-1	Management's foreword	2						
	G4-2	Key impacts, risks and opportunities	7-15						
2. Organizational Profile									
	G4-3	Name of organization	55						
	G4-4	Primary services	55						
	G4-5	Location of headquarters	55						
	G4-6	Countries where the organization operates	55						
	G4-7	Ownership and legal structure	55						
	G4-8	Markets	5						
	G4-9	The Organization's scope	5,8						
	G4-10	Employees distribution by gender, etc.	5						
	G4-11	Collective bargaining	9						
	G4-12	The Organization's value chain	7						
	G4-13	Significant changes in 2014 compared to previous	-		-			-	
	G4-14	Application of the precautionary principle	17						
	G4-15	Charters that the organization supports or joins	19						
	G4-16	The Organization's membership of other org.	6						
3. Reporting Principles									
	G4-17	Organizational units included	7						
	G4-18	Reporting – process and application	56						
	G4-19	Essential Aspects associated with reporting content	51-57						
	G4-20	Essential Aspects and limitations	51-57						
	G4-21	Essential Aspects – outside the organization	-						
	G4-22	Changes compared to the previous reporting	-		-			-	
	G4-23	Changes in relation to earlier reports (Aspects)	-		-			-	
4. Engagement of Stakeholders									
	G4-24	List of stakeholders	9						
	G4-25	The Basis for the selection/choice of stakeholders	8						
	G4-26	Way to engage/communicate with stakeholders	8-10						
	G4-27	Key areas and response in stakeholder dialogue	8-15						

Headline	GRI ID	Contents	Page	Reported	Met
5. Report Profile					
	G4-28	Reporting Period	55		
	G4-29	Most recent previous report	-	-	-
	G4-30	Reporting cycle	55		
	G4-31	Contact person in the organization	55		
	G4-32	Choice of "core criteria"/"comprehensive criteria".	51		
	G4-33	External validation (verification)	55		
6. Governance					
	G4-34	Governance structure, committees, etc.	46-47		
	G4-35	Delegating responsibility – economic, env. and social	46-47		
	G4-36	Responsibilities – economy, environment, social	7		
	G4-37	Stakeholder consultations	8-9		
	G4-38	Composition – management and committees	29,46		
	G4-39	Management overlap – governance/functional	46		
	G4-40	Identification and selection of Committee members	29,46		
	G4-41	Avoidance of conflicts of interest	46		
7. Roles – Values, Strategies and Goals					
	G4-42	Roles in the design/change of values/strategy/goals	14-15		
	G4-43	Action undertaken to expand the information base	14-15		
	G4-44	Processes for performance measurement	-	-	-
8. Management and risk					
	G4-45	Management's role in the identification of risks	14-15		
	G4-46	Management's role in the evaluation risks	14-15		
	G4-47	Evaluation interval regarding risks	14-15		
9. Management and reporting of sustainability					
	G4-48	Management level - review and approval CSR	55		
10. Management's role in assessing the results of CSR					
	G4-49	Communication process and critical points	-	-	-
	G4-50	Nature of and number of critical points	-	-	-
11. The performance remuneration regarding financial management, etc.					
	G4-51	Remuneration principles and performance related pay	15		
	G4-52	The process behind the payment setting	15		
	G4-53	Consultation of stakeholders - remuneration	15		
	G4-54	Remuneration-ratios	-	-	-
	G4-55	Percent increase in payment size-ratios	-	-	-
12. Ethics and integrity					
	G4-56	The Organization's values, principles and ethics	6-7		
	G4-57	Internal/external resources - ethical conduct	6-7		
	G4-58	Internal/external mechanisms - unethical behavior	6-7		
13. Information about management's approach to essential aspects within the organization					
	G4-DMA	Management's approach – essential Aspects	15		
Category: Economy					
14. Aspect: Economic performance in the organization					
	G4-EC1	Economic value generated and distributed	45,48		
	G4-EC2	Financial risks/opportunities - climate change	25-26		
	G4-EC3	Coverage - retirement plans	47		
	G4-EC4	Financial support received from the public	34		
15. Aspect: Market presence					
	G4-EC5	Minimum wage divided by gender in	10		
	G4-EC6	Management employed from local area (%)	15		
16. Aspect: Indirect economic impacts					
	G4-EC7	Development and impact of infrastructure etc.	-	-	-
	G4-EC8	Significant indirect economic impacts and their extent	-		
17. Aspect: Logistics/supply practice					
	G4-EC9	Cost share of supplies from local suppliers	12		

Category: Environment					
Headline	GRI ID	Contents	Page	Reported	Met
18. Aspect: Materials					
	G4-A1	Weight or volume of the materials used	-		
	G4-EN2	Per cent share of recycled materials	-		
19. Aspect: Energy					
	G4-EN3	Energy consumption within the organization	30-31		
	G4-EN4	Energy consumption outside the organization	-		
	G4-EN5	Energy Intensity	-		
	G4-EN6	Reductions in energy consumption	-	-	-
	G4-An7	Reductions in energy requirements - products/service	-	-	-
20. Aspect: Water					
	G4-EN8	Water consumption by source	30		
	G4-EN9	Water resources affected by water consumption	30-31		
	G4-EN10	Percentage/total water percentage reused/recycled	-		
21. Aspect: Biodiversity					
	G4-EN11	Activities in, or near, protected areas	32		
	G4-EN12	Description of significant impacts	32		
	G4-EN13	Habitats we have protected or restored	-	-	-
	G4-EN14	Total number of red list species	-	-	-
22. Aspect: Emissions					
	G4-EN15	Direct emissions of greenhouse gases	30		
	G4-EN16	Indirect emissions of greenhouse gases-energy	-		
	G4-EN17	Other indirect emissions of greenhouse gases	-	-	-
	G4-EN18	Greenhouse gas emissions – emission intensity	-		
	G4-EN19	Reduction in emission of greenhouse gases	-	-	-
	G4-EN20	Emissions of ozone-depleting gases	-		
	G4-EN21	NO _x , SO _x and other significant emissions	31,34		
23. Aspect: Effluents and waste					
	G4-EN22	Total discharge of waste water	31-32		
	G4-EN23	Total weight of waste by type and disposal method	30		
	G4-EN24	Total number and volume of significant spills	30,34		
	G4-EN25	Hazardous waste according to the Basel Convention	-	-	-
	G4-EN26	Water bodies - identity, size, protection status etc.	-	-	-
24. Aspect: Products and services					
	G4-EN27	Reduction of environmental impacts products/services	-	-	-
	G4-EN28	Packaging where packaging is collected – by category	-	-	-
25. Aspect: Compliance with rules, etc. (compliance)					
	G4-EN29	Monetary value of significant environ. fines etc.	34		
26. Aspect: Transport					
	G4-EN30	Significant environmental impacts - transport	30		
27. Aspect: General					
	G4-EN31	Total expenditure for environmental protection	43		
	BMI-1	Occupational Safety And Health Costs	44		
	BMI-2	Environmental costs – external environment	44		
	BMI-3	Externality costs in selected areas	44		
28. Issue: Environmental assessment of suppliers					
	G4-EN32	Percentage of new suppliers screened	9-10		
	G4-EN33	Negative environmental impacts in the supply chain	23,40		
29. Aspect: Environmental complaints procedures					
	G4-EN34	Number of received complaints about env. impacts,	32		

■ Category: Social responsibility					
Headline	GRI ID	Contents	Page	Reported	Met
30. Aspect: Employment					
	G4-LA1	Total number of employees and new hires...	8,55	■	■
	G4-LA2	Bonus schemes to permanent staff	10,15	■	■
	G4-Ba3	Returning after finishing parental leave ..	-	■	■
31. Aspect: Employee/management relations					
	G4-LA4	Minimum redundancy timeline	-	■	■
32. Aspect: Occupational health and safety conditions					
	G4-LA5	% of the workforce represented in committees ..	26,35	■	■
	G4-LA6	Types of personal injury, occupational diseases...	29	■	■
	G4-LA7	Workers with high incidence or risk for diseases...	29	■	■
	G4-LA8	H&S areas covered by collective agreements	-	■	■
33. Aspect: Courses and training					
	G4-LA9	Average number of training hours per year. per	10	■	■
	G4-LA10	Training programs of skills and lifelong learning	-	■	■
	G4-LA11	Employees who undergo career development process	-	■	■
34. Aspect: Diversity and equal opportunities					
	G4-LA12	Governance groups breakdown of employees	29,46	■	■
35. Aspect: Equal remuneration for men and women					
	G4-LA13	Salaries of women in relation to men	-	-	-
	G4-LA14	Supplier assessment - working conditions	9,10	■	■
	G4-LA15	Actual/potential influences working conditions	9,10	■	■
36. Aspect: Complaints about working conditions					
	G4-LA16	No. of received complaints - working conditions,	10	■	■
Subcategory: Human Rights					
37. Aspect: Investments					
	G4-HR1	Investment agreements and human rights...	-	■	■
	G4-HR2	Teaching employees about human rights...	-	■	■
38. Aspect: Non-discrimination					
	G4-HR3	Total no. of incidents regarding discrimination	10,39	■	■
39. Aspect: Right to organize and bargain collectively					
	G4-HR4	Free organizing/bargaining breached...	10	■	■
40. Aspect: Child labor					
	G4-HR5	Use of child labor a significant risk...	13	■	■
41. Aspect: Forced or required work					
	G4-HR6	Projects/suppliers, with risk of forced work ...	8,13	■	■
42. Aspect: Security practices					
	G4-HR7	Security personnel taught in human rights	-	■	■
43. Aspect: Rights of indigenous peoples					
	G4-HR8	Incidents - violation of rights indigenous peoples	-	-	-
44. Aspect: Assessments					
	G4-HR9	Business operations - review of human rights	6,37,39	■	■
45. Aspect: Assessment of suppliers ' compliance with human rights					
	G4HR10	New suppliers screening for human rights...	12	■	■
	G4HR11	Negative effects - human rights in supply chain	13	■	■
46. Aspect: Complaints about violation of human rights					
	G4HR12	Complaints, regarding violation of human rights	40	■	■

			Sub Category: Society						
Headline	GRI ID	Contents	Page	Reported			Met		
47. Aspect: Community									
	G4-SO1	Involvement of local community in operations	13						
	G4-SO2	Operations-negative impact on local community	13						
48. Aspect: Anti-corruption									
	G4-SO3	Operation - risk of corruption...	-						
	G4-SO4	Communication and training on anti-corruption	-						
	G4-SO5	Recorded cases of corruption	14						
49. Aspect: Social policies									
	G4-SO6	Contributions to political parties	8						
50. Aspect: Anti-competitive behavior									
	G4-SO7	Cases regarding anti-competitive behavior...	14						
51. Aspect: Compliance (Compliance)									
	G4-SO8	Fines etc. for non-compliance with laws	40						
52. Aspect: Supplier assessment of impacts on society									
	G4-SO9	New suppliers screened for impacts on society	12						
	G4SO10	Risks-supply chain regarding impacts on society	12-13						
53. Aspect: Complaint procedures regarding. influences on the society									
	G4SO11	Complaints received on influences on society	39						
Sub-category: Product Liability									
54. Aspect: Customer health and safety									
	G4-PR1	Services, where health and safety is assessed	-						
	G4-PR2	Violations of regulations - health/safety services	-						
55. Aspect: Labeling of products and services									
	G4-PR3	Service information-service information/labeling	-						
	G4-PR4	Non-compliance - labeling of services	40						
	G4-PR5	Results of customer satisfaction surveys	12						
56. Aspect: Marketing communications									
	G4-PR6	Sale of prohibited or questionable products	-						
	G4-PR7	Non-compliance - marketing information	12						
57. Aspect: Customer Privacy									
	G4-PR8	Complaints - breach of customer confidentiality	12						
58. Aspect: Compliance									
	G4-PR9	Fines - non-compliance with laws and reg.	33						





The GRI and Global Compact

UN Global Compact Principles	Global Reporting Initiative (GRI) Guidelines
Human Rights Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	EC5, LA4, LA6 – 9; LA13 – 14, HR1 – 9, SO5, PR1 – 2, PR8
Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	HR1 – 9, SO5
Labor Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	LA4 – 5, HR1 – 3, HR5, SO5
Principle 4 Businesses should uphold the elimination of all forms of forced and compulsory labor.	HR1 – 3, HR7, SO5
Principle 5 Businesses should uphold the effective abolition of child labor.	HR1 – 3, HR6, SO5
Principle 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.	EC7, LA2, LA13 – 14, HR1 – 4, SO5
Environment Principle 7 Businesses should support a precautionary approach to environmental challenges	EC2, EN18, EN26, EN30, SO5
Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.	EN1 – 30, SO5, PR3 – 4
Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	EN2, EN 5 – 7, EN 10, EN 18, EN 26 – 27, EN30, SO5
Anti-Corruption Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	SO2 – 6



Sources

(Important) Written Sources & Photos

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Global Reporting Initiative
2. G4 Sustainability Reporting Guidelines. *Implementation Manual*
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3. *Collaboration, innovation & transformation. Ideas and inspiration to accelerate sustainable growth – a value chain approach*.
World Business Council for Sustainable Development
4. *Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Supplement to the GHG Protocol Corporate Accounting and Reporting Standard*
World Resources Institute & World Business Council for Sustainable Development
5. The Greenhouse Gas Protocol. *A Corporate Accounting and Reporting Standard. Revised Edition*
World Resources Institute & World Business Council for Sustainable Development
6. *United Nations Global Compact. The Ten Principles*
United Nations 1999

7. *A need for water in Region Midtjylland, (Danish: Behov for vand i Region Midtjylland)* by Aileen M, Irene Stefaniak and Anders Hedetoft, CRT, Brian Lyngby S, GEUS, Christen Duus Børgesen, Finn Plauborg and Inge Toft Kristensen, Department of Agroecology, University of Aarhus, u. å

8. *Photos:*

Aarhusportalen, Brdr. Møller A/S, freedigitalphotos, Wikimedia (i.e. Harkolufs s. 12, Rasmus Laursen s. 15, Malene Thyssen s. 20, John Brooks s. 22, RhinoMind s. 24 & 27, Tom Page s. 66) & Lars Vedsø

(Important) Internet Sources

1. Global Compact: <https://www.unglobalcompact.org>
2. Global Reporting Initiative: <https://www.globalreporting.org>
3. Wikimedia (billedmateriale): <https://www.wikimedia.org/>
4. Club of Rome: <http://www.clubofrome.net>
5. International Panel on Climate Change: <http://www.ipcc.ch>

(Important) Internal Sources

1. Financial Reports
Brdr. Møller A/S
2. Magazine – 50 Years Jubilee
Brdr. Møller A/S
3. Interviews and discussions with employees
Brdr. Møller A/S



Notes

^[i] View <http://www.eea.europa.eu/data-and-maps/indicators/en35-external-costs-of-electricity-production-1#toc-2>

^[ii] View <http://www.klimatilpasning.dk/viden-om/klima/klimaaendringeridanmark.aspx>

^[iii] See more at: <http://www.klimatilpasning.dk/viden-om/klima/klimascenarier.aspx>

^[iv] <http://skraeppebladet.dk/blad/2014-01/artikler/gellerup-og-toveshoj-er-stadig-en-ghetto/>

^[v] View *a need for water in Region Midtjylland*, by Aileen M, Irene Stefaniak and Anders Hedetoft, CRT, Brian Lyngby S, GEUS, Christen Duus Børgesen, Finn Plauborg and Inge Toft Kristensen, Department of Agroecology, University of Aarhus, u. å

^[vi] View <http://www.dn.dk/Default.aspx?ID=39702>

^[vii] See The WRI, WBCSD, *Green house Gas Protocol. Corporate Value Chain (Scope 3) Accounting and Reporting Standard*, September 2011, p 3

^[viii] View possibly more about the Club of Rome at <http://www.clubofrome.org/>

^[ix] Source: http://www.actuaries.org.uk/sites/all/files/Resource_IoA_Report%20Print%20copy.pdf

^[x] <http://www.ecoglobe.ch/sustain/e/trainer5.htm>

^[xi] Source: IPCC PRESS RELEASE 13 April 2014. IPCC: Green house gas emissions accelerate despite reduction efforts

^[xii] See here the Environment Ministry's Executive Order No. 552 of 2 July 2002 on "regulation of certain industrial greenhouse gases (HFCs, PFCs and SF6)"

