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Building strong, sustainable societies

ESG Report 2021

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Content

Welcome to the Netcompany 2021 ESG report –
an extraordinary year with extraordinary results.

**Visions for a
sustainable business**

Watch the video
from our CEO

❯ https://www.netcompany.com/int/ESG

ESG site

Learn more about our
sustainability efforts

❯ https://www.netcompany.com/int/ESG

**Netcompany
annual report**

Read our latest
annual report

Elevating technology for the future

❯ https://www.netcompany.com/int/
Investor-Relations/Annual-Report

Building the foundation for our future

The world is in the middle of a significant revolution. Digital transformation is fundamentally changing societies, businesses and the way we live our lives. ▶▶

Both public and private institutions are embarking on digital transformation journeys where old legacy systems are replaced by new differentiated and innovative platform solutions.

At Netcompany, we feel deeply responsible for contributing to the continuous positive development of our society. As a trusted strategic partner, our expertise helps to build future-proof solutions, all of which contribute to improving quality of life for citizens and the conditions in which businesses operate.

Whilst a lot has been achieved in the area of digitalisation, we are still only at the start of the journey.

Watch the video from our CEO
https://www.netcompany.com/int/ESG

Netcompany is growing rapidly in numbers and presence across Europe – making it a natural step to increase our focus on supporting Environmental, Social and Corporate Governance (ESG) operations throughout our organisation and beyond.

Our top priority is always to act responsibly. So in terms of our environmental footprint, we have been reviewing our energy consumption and gradually making the switch to renewable sources across the company. For instance, both the Danish and Dutch entities are now running on 100% renewable energy.

Supporting our employees' wellbeing is also essential to us. We believe that we are at our most innovative – and deliver the best results – when we work in diverse, cross-cultural teams. To achieve this, we encourage a culture of inclusion where all our employees feel supported, valued and enabled to do their best and can experience the same career opportunities no matter their social identity.

We have created a set of core principles to guide our actions, helping us to build strong, sustainable societies, successful companies and, ultimately, creating better lives for us all.

Our solutions to societal challenges
Since 2020, COVID-19 has affected our lives and forced us to rethink how

we work, live and spend time together – and apart. The crisis has shown that digitisation is vital in meeting the challenges we face and for societies to function safely and efficiently.

It has made me very proud to see how Netcompany showed great commitment in addressing major challenges in society. By delivering solutions that play a fundamental role in people's everyday life, we have become an integral part of the societies we operate in.

As an example, in 2021, we used our Govtech Framework to develop digital platforms that have allowed governments in Denmark, Norway, Scotland and England to monitor and control the ongoing pandemic. We developed the 'Corona passport' – providing authorities with an efficient, secure and scalable solution – one that can support a safe reopening of societies and businesses, granting citizens access to workplaces, local business- and holiday-travel, healthcare institutions and cultural institutions, as well as safeguarding international travel.

We take pride in building flexible, scalable and secure digital platforms that support the development of innovative, digital and sustainable infrastructure in society. But in order to support successful digital transformation globally, society is facing a serious challenge of a severe lack of digital

competencies among citizens and businesses.

As an IT company, we believe we have a responsibility to help develop an even greater number of skilled IT talent each year. I strongly believe that education and training are the best investments for a prosperous future for both society and the individual. So we nurture our employees and offer them an extensive and unique development programme, to support their progress throughout their career.

By supporting promising IT talent and encouraging all citizens to develop digital skills, we are taking part in building an even better future, where digital talents play a vital role in

securing a socially, economically and environmentally sustainable world.

If we apply ourselves and are brave, we have a huge opportunity to build the framework for a sustainable future for both our societies, businesses and everyday life, based on rapid technological advancement.

As a trusted partner and responsible corporate citizen, Netcompany is ready to lead the way.

André Rogaczewski
CEO and Co-founder

> We have created a set of **core principles** to guide our actions, helping us to build strong, sustainable societies, successful companies and, ultimately, creating **better lives for us all.**
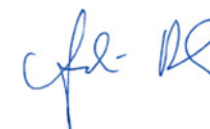
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Introduction

Our ESG report for 2021 describes our:

- **ESG ambitions**
- **Focus areas**
- **Commitments**
- **Key figures**

- **Corporate policies**
- **Strategies and objectives**
- **Sustainable activities**

This Netcompany Group ESG report is our annual Communication on Progress to the UN Global Compact for the financial year 2021, which runs from 1 January to 31 December 2021. It describes the sustainability initiatives Netcompany Group undertook throughout 2021. It is an integral part of Netcompany Group's annual report 2021, which can be found at https://www.net-company.com/int/Investor-Relations/Annual-Report and constitutes our account of social responsibility, cf. section 99a of the Danish Financial Statements Act; the gender composition of management, cf. section 99b; statement of data ethics, cf. section 99d, and statutory statement on section 107d of the Danish Financial Statements Act.

This report shows how environmental, social and ethical risks are managed in Netcompany Group. All data and activities cover the entire Netcompany Group and are reported using the ESG Reporting Guide 2.2 by Nasdaq and the criteria established through the UN Global Compact as a guiding tool. In addition, we have included the UN Sustainable Development Goals in this report.

Who we are and what we do

> Netcompany's business model

Digital transformation across Europe

In the autumn of 2021, we acquired **Intrasoft International S.A.**, which will become an integral part of Netcompany Group.

The world is currently in the middle of a significant revolution as digital transformation is fundamentally changing societies, businesses, and the way we live our lives. ▶▶

As a trusted strategic partner, Netcompany helps businesses and societies succeed in digital transformation and builds the framework for a sustainable future and success in a digital world. We do so by delivering society and business-critical IT solutions that accelerate our public and private clients' digital transformation through digital platforms, core systems and infrastructure services. We are consistently focused on always delivering our projects on time, on budget and within scope.

Netcompany was founded in Copenhagen, Denmark in 2000. Since then, we have expanded Netcompany rapidly: In the autumn of 2021, we acquired Intrasoft International S.A., which will become an integral part of Netcompany Group, adding a strong international presence and expertise to our organisation. In total, we are now more than 6,500 people.

Our vision is to become a European leader in showing how digital transformation can create

strong, sustainable societies, successful companies and improve the quality of life for all.

This year, we brought our expertise to even more projects, including those for several European governments via our Govtech Framework, which we introduced in 2020. In the private sector, we have added value to several businesses through exciting projects that have helped our customers get closer to reaching their digitisation goals by becoming more efficient and better prepared for the future.

We are on an exciting growth journey. But as we grow in numbers, we intend to stick to our core values and methods to make sure we keep delivering high quality solutions, and ultimately contribute to helping businesses and societies succeed with their digital transformations.

Netcompany Core	Netcompany-Intrasoft
3,600+ people	**2,800+** people
10 offices	**15** offices
6 countries	**13** countries

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Who we are and what we do   Operating ESG at Netcompany   Reporting section   Environment   Social   Governance   ESG in the future
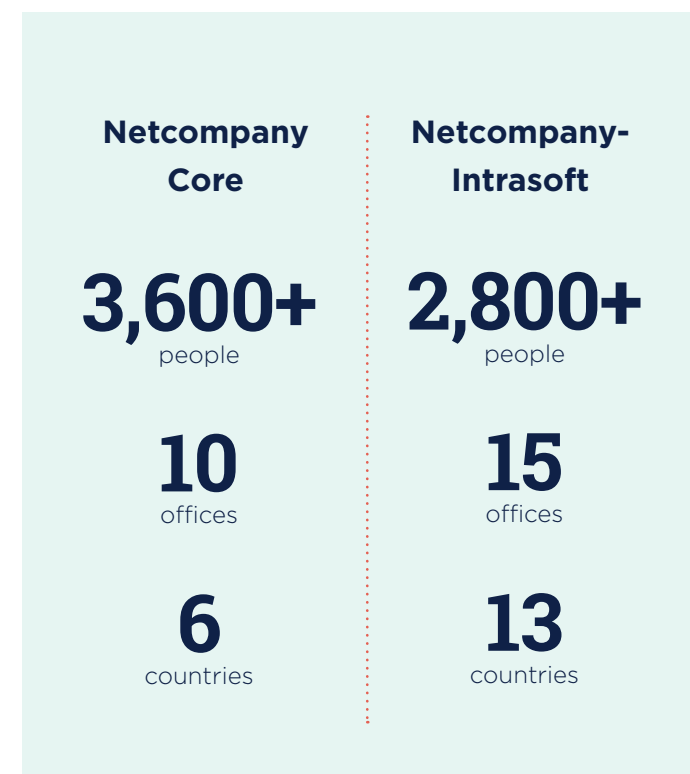
Netcompany's business model

Established, repeatable and scalable business model. ▶▶

Netcompany operates with its own unique, established, repeatable and scalable business model, which is designed to deliver excellence in digital transformation – on time, on budget and within scope. The three key pillars that underpin this are:

Outstanding talent and career development model
Our IT professionals are highly skilled, and many of them come from top universities with advanced IT or science-related degrees. We focus on talent and career development through our merit-based career development programme, which rewards top performers with accelerated progression through various career stages from consultant to partner.

Disruptive management model and integrated sales approach
Our business model is based on a decentralised management model where IT people lead IT people at all levels of the organisation. We use an integrated sales and delivery approach where the same individuals responsible for selling IT services to customers are also responsible for delivering the systems and solutions, maintenance and operations. In addition, Netcompany's risk assessment calculation, which is important when pricing, scoping and committing to new projects, is based on an operational evaluation by our experienced IT professionals.

Unique, agile, deliverable-driven methodology and toolkit
Our business model involves the use of a unique methodology and toolkit that is agile, transparent and deliverable-driven. These provide a complete set of guidelines, tools and templates for planning, delivering, managing and documenting complex integrated IT solutions. It is used across all projects and throughout all stages,
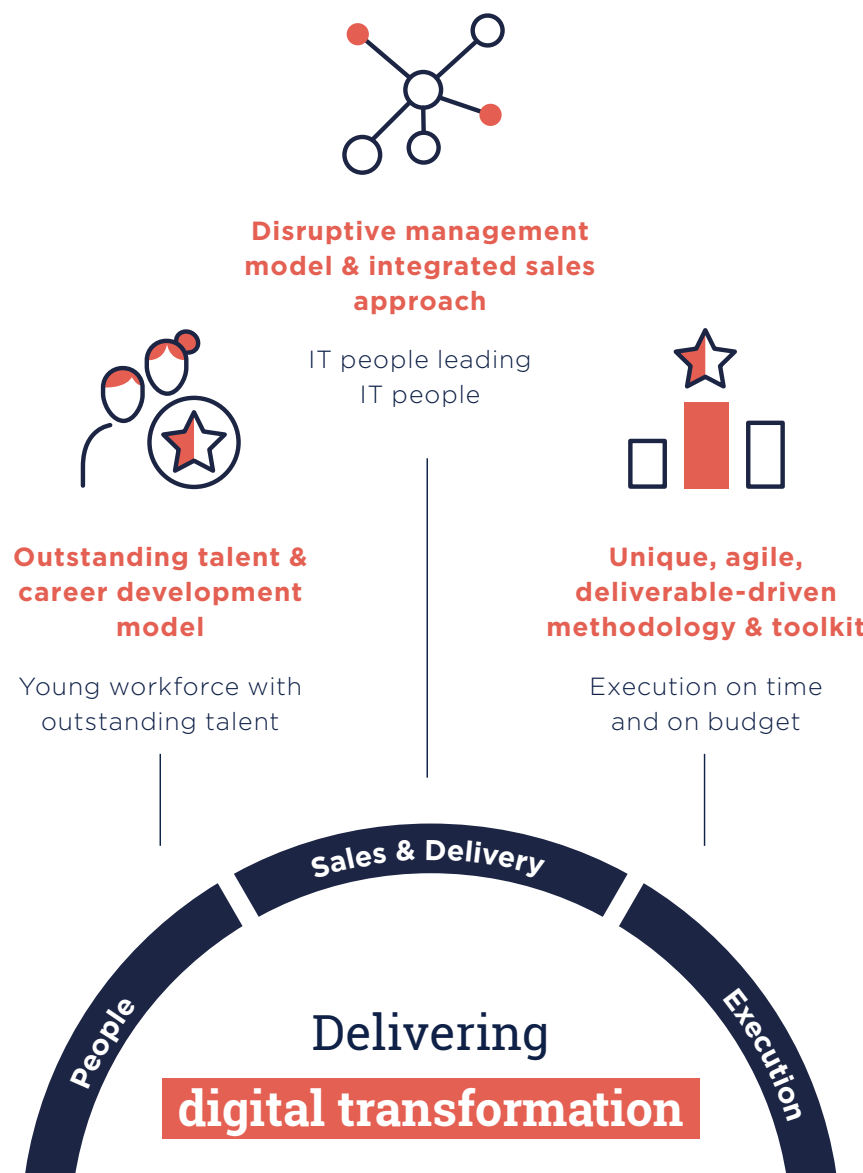
Disruptive management model & integrated sales approach

IT people leading IT people

Outstanding talent & career development model

Young workforce with outstanding talent

Unique, agile, deliverable-driven methodology & toolkit

Execution on time and on budget

Sales & Delivery

People

Execution

Delivering

digital transformation

Central to the business model is the commitment to **"always deliver"**, supporting Netcompany and its customers in successfully meeting their needs.

from development to maintenance and operations. Our supporting toolkit includes stringent collaboration and approval processes with customers, to ensure that Netcompany and its customers have a firm, mutual and completely transparent understanding of all deliverables as well as the project's progress.

Central to the business model is the commitment to "always deliver", supporting Netcompany and its customers in successfully meeting their needs. Through the continued focus on delivery – on time, on budget and at an agreed quality – Netcompany has, during the last 20 years, consistently built a track record unrivalled in the industry. The capability to build such a track record lies in our continued focus on talent and talent development.

On 31 October 2021, Netcompany acquired Intrasoft International S.A. (now Netcompany-Intrasoft). Netcompany Group now consist of two pillars: "Netcompany Core" (all entities excluding Netcompany-Intrasoft) and "Netcompany Expand" (Netcompany-Intrasoft).

Our organisation

Netcompany is a leading **pure play next generation** native IT provider

This means that in the solutions and platforms we develop, maintain and operate, we:

• Use new technologies to develop solutions and platforms
• Are technology agnostic
• Focus on mission critical and complex solutions with our clients
• Have no legacy systems in our portfolio
• Will grow organically and non-organically

Netcompany consists of two main pillars:

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Who we are and what we do | **Operating ESG at Netcompany** | Reporting section | Environment | Social | Governance | ESG in the future
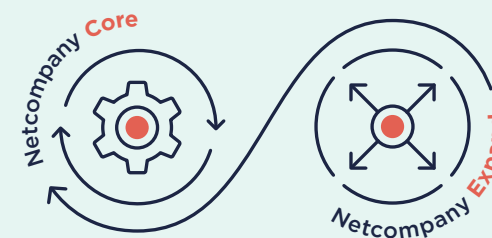
Operating ESG at Netcompany

Securing consistency | Operating ESG | UN Global Compact | ESG focus areas

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Who we are and what we do   **Operating ESG at Netcompany**   Reporting section   Environment   Social   Governance   ESG in the future

Creating strong, sustainable societies

For more than 20 years, Netcompany has helped create strong, sustainable societies in which millions of citizens can make use of digital services. ▶▶

As a good corporate citizen and an important enabler of safe, modern and digital services, we have the responsibility to contribute to creating even more connected and cohesive societies. Our expertise helps to build innovative solutions that improve quality of life for citizens and create conducive environments for businesses to operate and grow.

One of the greatest challenges facing societies and business communities all over the world is the general lack of digital knowledge and expertise – both at citizen and expert level. Netcompany is committed to help address this problem by training an even greater number of skilled IT people each year – and by supporting educational programmes in this area to raise the level of digital competence in society in general. Moreover,

we will continue to share our extensive knowledge and expertise within governmental digitisation with countries around the world, to help create more safe, sustainable and modern communities. By raising the level of digital expertise improving digitisation – through talent building, education programmes and knowledge sharing – we hope to contribute to making societies and businesses fit the digital age.

In addition to improving digitisation, our sustainability work is founded on the three ESG pillars – Environment, Society and Governance. We measure the impact of our operations within each of these – and for each pillar, we have selected two to four focus areas that we believe are the areas within which we, as a company, can have the greatest impact.

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Who we are and what we do   **Operating ESG at Netcompany**   Reporting section   Environment   Social   Governance   ESG in the future

A unified approach to ensure local ownership

As a fast-growing and increasingly international company, we have increased our focus on ESG and defined a unified approach to the way we operate within each of the ESG pillars and their respective focus areas. ▶▶

To deliver on this goal, we have set up an ESG working group, which consists of key employees from Netcompany Group as well as our local offices in Poland, Norway, UK, Vietnam, the Netherlands and Denmark. This group meets four times a year to discuss new initiatives and to evaluate activities and events that have already taken place.

Unless otherwise specified, all activities and initiatives described in this report refer to Netcompany Core, which is defined as Netcompany Group and its operating entities, excluding Netcompany-Intrasoft.

The purpose and activities of the ESG working group centre around:

- Securing local ownership in all the markets we operate in

- Securing a consistent approach to implementing ESG practices – so ensuring that we operate as one company

- Strengthening local initiatives

- Sharing experiences, ideas and knowledge about initiatives and events across our markets.

Organisational setup, ESG

Netcompany Executive Management

ESG - Group responsible

ESG - Working group

NL   PL   VN   UK   DK   NO
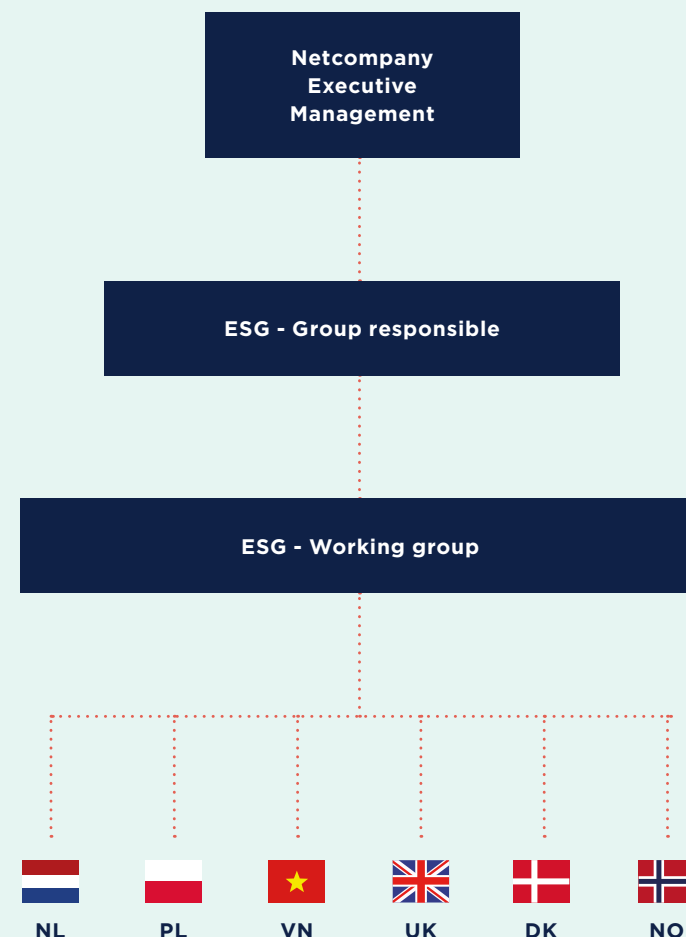
Operating ESG

Our ESG working group approves, supports and evaluates the various activities and initiatives that each office drives locally. In general, we steer by these themes to ensure alignment across markets. ▶▶

United Kingdom

Initiatives by theme

Talent development	Green initiatives	University collaboration	Diversity
13%	33%	13%	41%
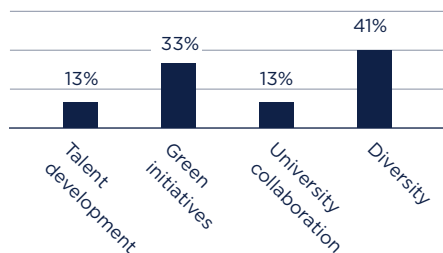
Denmark

Initiatives by theme

Talent development	Green initiatives	University collaboration	Diversity
35%	18%	18%	29%
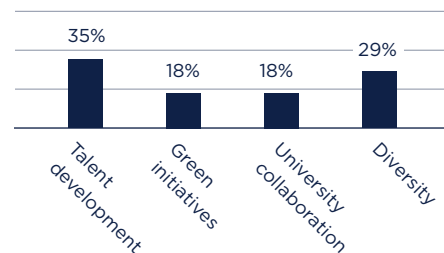
The Netherlands

Initiatives by theme

Talent development	Green initiatives	University collaboration	Diversity
35%	18%	18%	29%
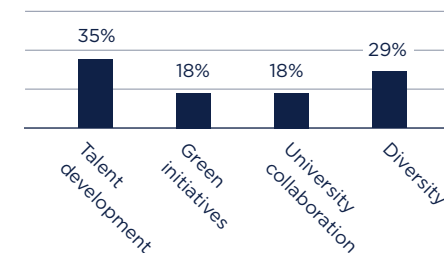
Norway

Initiatives by theme

Talent development	Green initiatives	University collaboration	Diversity
29%	14%	14%	43%
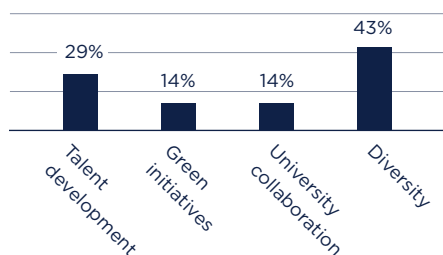
Poland

Initiatives by theme

Talent development	Green initiatives	University collaboration	Diversity
14%	58%	14%	14%
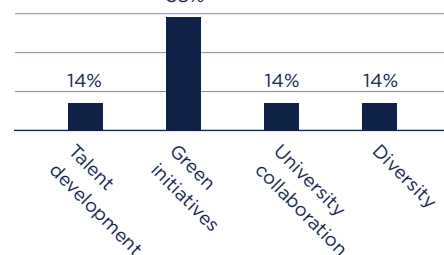
Vietnam

Initiatives by theme

Talent development	Green initiatives	University collaboration	Diversity
11%	45%	33%	11%
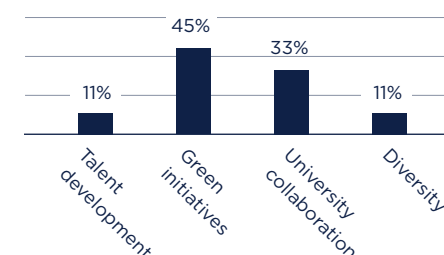
United Nations Global Compact

Netcompany has always believed in the three pillars upon which the 10 UN Global Compact principles are built:

- **Improving people's quality of life**
- **Fostering equitable growth**
- **Protecting the environment**

In 2013, Netcompany signed up to the UN Global Compact principles for companies that work with corporate social responsibility (CSR), consolidating our commitment to act as a responsible partner. It is our goal to continuously improve our ESG efforts and promote the UN's 2030 agenda for Sustainable Development, so that we may all stand united and help each other in fulfilling the UN's 17 Sustainable Development Goals (SDGs).

UN Sustainable Development Goals
As an IT service provider, Netcompany's primary impact on society is related to the use of labour forces. We have chosen to focus our ESG ambitions on the SDG targets 4, 5, 8, 9, 10, 12, 16, and 17. In appendix A, each of the SDG goals mentioned above will be presented along with the specific SDG targets that Netcompany is dedicated to fulfilling.

ESG focus areas

The focus areas we have defined within each of the three pillars all correspond to specific UN Sustainable Development Goals. In this report, we describe each focus area factor, our commitment to it and the initiatives we have already taken.

We ensure equal opportunities for men and women

We empower and promote equal opportunities for all

We ensure a safe and healthy working environment for all

We promote and offer learning opportunities for all

Social
We develop cities and societies

We build resilient infrastructures and help support sustainable industrialisation

Governance
We act responsibly

Environment
We pave the way for a sustainable future

We act transparently and as a morally founded company

We collaborate for a stronger society towards digital skills

We secure sustainable waste management and reduction of resource consumption

Our ESG core principles

Environment
We pave the way for a sustainable future by:

- Using technology to build and support green, sustainable solutions
- Using resources responsibly

Social
We develop cities and societies by:

- Building digital solutions that strengthen societies and businesses
- Educating society
- Developing the best IT talents and leaders
- Increasing diversity in the IT industry

Governance
We act responsibly by:

- Building trusted partnerships
- Ensuring transparency and security for all stakeholders
- Setting high governance standards

Read more in Appendix A

ESG in numbers

ESG highlights | ESG key figures

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Who we are and what we do   **Operating ESG at Netcompany**   Reporting section   Environment   Social   Governance   ESG in the future
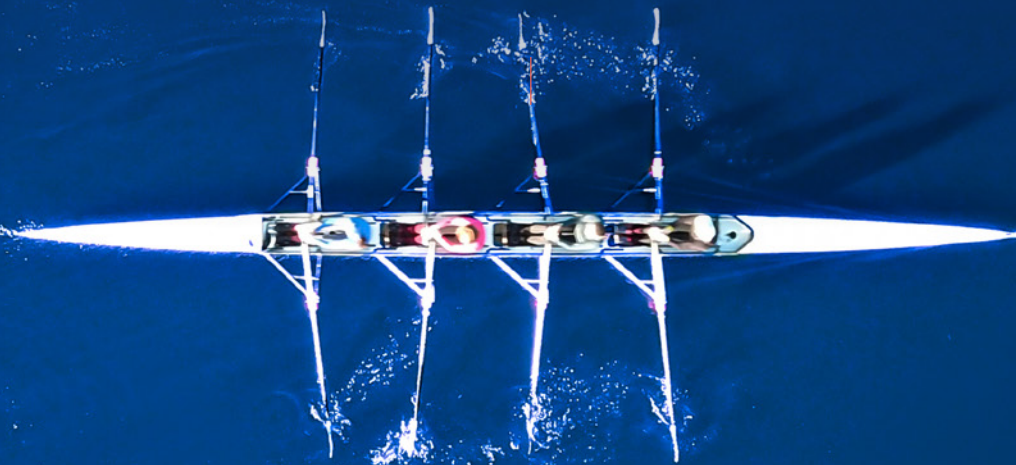
ESG highlights: Netcompany Core

Employee satisfaction (eNPS)

+34

-100 +100

Attendance at BoD meetings

98%

Energy consumption

GJ per FTE

9.16   8.91   6.46   5.76

2018   2019   2020   2021
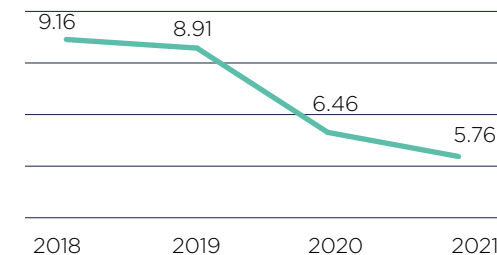
Renewable energy share

87.11%

☑ Reach 75% renewable energy in 2021

2021   87.11%

Gender diversity

20%

☑ Reach 20%/80% f/m gender distribution

2021   20%

Gender diversity - Board of Directors

40%

☑ Reach 40%/60% f/m gender distribution

2021   40%

ESG key figures: Netcompany Core

Each of the ESG key figures and targets below will be presented and explained throughout the ESG report alongside the activities that are aimed at pushing the development forward. ESG targets will henceforth be set for Netcompany Group (including Netcompany-Intrasoft).

Go to Accounting practice

ESG key figures overview	Total 2021	Unit	2021	Target 2021	2020	2019	2018
Environment							
CO_2e, scope 1 (direct GHG emissions)	177.9 tons	Tons per FTE	0.05	<0.08	0.06	0.08	0.06
CO_2e, scope 2 (indirect GHG emissions)	387.3 tons	Tons per FTE	0.12	<0.21	0.21	0.29	0.33
CO_2e, scope 3 (other indirect GHG emissions)	175.5 tons	Tons per FTE	0.05	<0.69	0.05	0.08	0.09
Energy consumption	19,017.2 GJ	GJ per FTE	5.76	<7.29	6.46	8.91	9.16
Renewable energy share	87.11%	%	87.11	75	72.79	75.01	66.95
Water consumption	8,858 m^3	m^3 per FTE	2.68	<4.61	3.32	4.63	5.47
Social							
Average full-time employees incl. freelancers	N/A	FTE	3,310	N/A	2,768	2,293	1,861
Gender diversity	N/A	f/m	20%/80%	20%/80%	18%/82%	19%/81%	19%/81%
Gender diversity for managers, principals and partners	N/A	f/m	13%/87%	13%/87%	11%/89%	12%/88%	10%/90%
Sickness absence	N/A	%	3.9	<3.5	3.1	3.8	3.5
Employee satisfaction	N/A	eNPS	+34	>+35	+42	+42	+36
Customer satisfaction	N/A	NPS	+18	>+20	+20	+22	+26
Governance							
Gender diversity - Board of Directors (BoD)	N/A	f/m	40%/60%	40%/60%	40%/60%	20%/80%	17%/83%
Attendance at the BoD meetings	N/A	%	98	>97	100	97	95
CEO pay ratio	N/A	times	1:20	<1:19	1:19	1:20	1:15

ESG key figures: Netcompany Group

The table below shows Netcompany-Intrasoft's ESG key figures (where applicable) as well as figures and targets for Netcompany Group (including Netcompany-Intrasoft).

ESG key figures overview	Unit	Target 2022	Netcompany Group 2021	Netcompany Core 2021	Netcompany-Intrasoft 2021*
Environment					
CO_2e, scope 1 (direct GHG emissions)	Tons per FTE	<0.12	0.10	0.05	0.48
CO_2e, scope 2 (indirect GHG emissions)	Tons per FTE	<0.16	0.13	0.12	0.23
CO_2e, scope 3 (other indirect GHG emissions)	Tons per FTE	<0.06	N/A	0.05	N/A
Energy consumption	GJ per FTE	<7.09	6.13	5.76	9.4
Renewable energy share	%	83	83	87.11	31.38
Water consumption	m³ per FTE	<4.48	3.0	2.68	5.8
Social					
Average full-time employees incl. freelancers	FTE	N/A	6,161	3,310	2,853
Gender diversity	f/m	27%/73%	26%/74%	20%/80%	33%/67%
Gender diversity for managers, principals and partners	f/m	16%/84%	15%/85%	13%/87%	18%/82%
Sickness absence	%	<2.5	2.5	3.9	1.3
Employee satisfaction	eNPS	>+30	N/A	+34	N/A
Customer satisfaction	NPS	>+18	N/A	+18	N/A
Governance					
Gender diversity - Board of Directors (BoD)	f/m	40%/60%	40%/60%	40%/60%	N/A
Attendance at the BoD meetings	%	>97	98	98	N/A
CEO pay ratio	times	1:22	1:22	1:20	N/A

* ESG key figures for Netcompany-Intrasoft covers November and December 2021.

Reporting section

> Environment | Social | Governance

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Who we are and what we do   Operating ESG at Netcompany   Reporting section   **Environment**   Social   Governance   ESG in the future

Environment

We believe that digitisation of society is key to solving climate challenges and creating a sustainable future. ▶▶

We also acknowledge that non-digital initiatives are equally significant in the fight against climate change, the reduction of greenhouse gas and the preservation of our environment. We address both aspects in our initiatives to decrease our environmental footprint.

As an IT services company, our biggest environmental impact lies in the resources our employees use and the power needed to sustain our server capacity. With this starting point, we are invested in optimising and increasing our environmental efforts in all our offices. For instance, by introducing better waste sorting across our offices and making sure we donate, reuse and recycle old IT equipment.

The table below shows that we have reached our environmental targets for 2021, including the use of renewable energy, which we increased significantly in 2021. With the ambition of realising a greener and more sustainable future, we will continue to seek out areas and initiatives where we can better ourselves.

In the following section, we report our key environmental figures from 2021, as well as initiatives we have implemented in our way of working to lessen our climate impact. In addition, we report on the key projects that support our main contribution to society – improved digitisation.

ESG key figures overview, Netcompany Core	Total 2021	Unit	Actual 2021	Target 2021	2020	2019	2018
Environment							
CO_2e, scope 1 (direct GHG emissions)	177.9 tons	Tons per FTE	0.05	<0.08	0.06	0.08	0.06
CO_2e, scope 2 (indirect GHG emissions)	387.3 tons	Tons per FTE	0.12	<0.21	0.21	0.29	0.33
CO_2e, scope 3 (other indirect GHG emissions)	175.5 tons	Tons per FTE	0.05	<0.69	0.05	0.08	0.09
Energy consumption	19,017.2 GJ	GJ per FTE	5.76	<7.29	6.46	8.91	9.16
Renewable energy share	87.11%	%	87.11	75	72.79	75.01	66.95
Water consumption	8,858 m³	m³ per FTE	2.68	<4.61	3.32	4.63	5.47

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Who we are and what we do   Operating ESG at Netcompany   Reporting section   **Environment**   Social   Governance   ESG in the future

Our climate impact

We are responsible for our carbon footprint. We continuously map our climate impact and investigate newer and greener solutions that can reduce our environmental footprint. ▶▶

From 2021, we have decided to report on absolute numbers, in addition to figures per full-time employee. In 2021, Netcompany Core's total GHG emission figure (scopes 1-3) is 740.7 CO_2e/ton.

In 2021 our virtualisation rate is close to 95%.*

Digital sustainability

Digital sustainability is more than the digitisation of manual work processes. It is about increasing digital effectiveness to maximum capacity to minimise energy consumption. We put a lot of time and effort into optimising our digital effectiveness, including the effectiveness of our datacentre hardware. This includes, but is not limited to, regularly following up on any hardware equipment that has reached the end of its life and replacing it with newer and more energy efficient hardware. When hardware is replaced, we either donate or recycle the

equipment. We make great efforts to have the best possible utilisation rate, and we strive towards only switching on equipment for important business functions. In addition, we continuously update our algorithms for automation of our digital processes, so that routines become faster and more efficient, resulting in lower energy consumption. We aim to have a very high level of virtualisation. As of 2021 our virtualisation rate is close to 95%.*

Renewable energy

Our most significant impact on the environment is our electricity consumption, which is fuelled by employees' use of electronic devices and

* A high virtualisation rate means that we have collected as many workloads as possible on as few energy consuming hardware elements as possible.

The value of IT solutions in society

With new technologies and digital efficiency, IT solutions hold the potential to fundamentally change how society works and redefine business models.

Netcompany's work with digital solutions has contributed to digital transformation for many years and through this, has indirectly supported the UN Sustainability Development Goals (SDGs) by optimising customer systems and workflows, which in many cases has produced a positive effect on the environment. We are humbled by our ability to work on technological solutions that can continuously contribute to the fulfilment of SDGs, as well as sharing our extensive knowledge of the most advanced and modern IT solutions with our clients, to support them when they embark on their journeys in becoming more sustainable.

In addition to our digital sustainability, renewable energy and greenhouse gas (GHG) emissions, we also strive to optimise our business operations in regard to better waste management and non-sustainable means of transport. It is in the sum of all actions that greater changes may happen. So, we aim to make changes wherever possible and encourage actions wherever we can – no matter how big or small their impact may be.

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Who we are and what we do   Operating ESG at Netcompany   Reporting section   **Environment**   Social   Governance   ESG in the future

powering our offices around the globe. To mitigate the impact of our electricity consumption, our offices in Denmark and The Netherlands are powered by 100% sustainable electricity from renewable sources. Conscious of our climate impact, we will continue to investigate the possibilities of transitioning to renewable energy sources in all our offices, as well as support greentech projects to decrease our total emissions over time.

Direct GHG emissions
(CO_2e scope 1)

Our direct GHG emissions, which for Netcompany covers our combustion of fossil fuels, is restricted to fuel bought to support our company car scheme. Most of our company car scheme fuel consumption relates to our employees' private usage of the cars.

As presented in our ESG key figures table, the figures show a slight decrease in Netcompany's direct GHG emissions per full time equivalence (FTE) in 2021 (0.05 CO_2e/ton) compared to 2020 (0.06 CO_2e/ton). This decrease in GHG emissions is expected because our entity in the Netherlands replaced all cars running on fossil fuels in the first quarter of 2021, and more employees included in the car scheme in Denmark have shifted to electrical vehicles.

Most of the cars covered by our company car scheme are leased and are less than three years old, ensuring we use the most energy efficient models on the market. Further, our Transport Policy encourages all

employees to minimise work transportation methods that run on fossil fuels as much as possible.

Indirect GHG emissions
(CO_2e scope 2)

Our indirect climate emissions relate to our energy use at our company premises, including the use of electronic devices and the heating and cooling of our office buildings, and external server facilities at third parties. In 2021 we have registered a decrease in our indirect GHG emissions (0.12 CO_2e/ton per FTE) compared to 2020 (0.21 CO_2e/ton per FTE). There are a few reasons for this decrease: Firstly, as reported above, in Denmark and the Netherlands we are now operating on 100% renewable energy sources, resulting in a significant decrease in energy consumption for the Group as a whole. Secondly, although we have been able to welcome back employees into our offices for the better part of 2021, most employees have experienced longer periods of working from home due to pandemic lockdowns. We expect a normalised situation in 2022 where we will be able to better track the results of our efforts to minimise consumption.

We will continue to set targets for minimising our indirect GHG emissions in 2022 and every year to follow. Going forward, we will continue to investigate the possibilities of decreasing the company's indirect GHG emissions, including changing to sustainable electricity sources where possible.

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Other indirect GHG emissions (CO$_2$e scope 3)

As an international company, travelling is an integral part of our operations. It helps promote knowledge sharing and supports the implementation of our processes and methodologies across our six Netcompany Core entities. So, we are reporting on Netcompany's GHG emissions derived from business travel by flight and employees' own car. Please note that business travel by cars in Netcompany's own car scheme was covered in CO$_2$e scope 1.

Netcompany Group's indirect GHG emissions due to travel equalled the 2020 figure, showing 0.05 CO$_2$e/ton per FTE. As in 2020, our figures have been directly affected by the COVID-19 crisis in 2021. It led to worldwide restrictions and travel bans, drastically reducing our international travel activities. We also added a Hybrid Workplace Model to our Global Workplace policy and encouraged more virtual meetings. The policy also makes it possible to work from home to the extent that a given project allows. As parts of the world slowly began to open their borders earlier in 2021, we have continued with virtual meetings, where our business activities allow us to. We do, however, expect a rise in travel activity once travel bans are lifted once again. The acquisition of Intrasoft as well as general growth are expected to give rise to increased travel activity, however only when physical presence is crucial or mandatory.

Energy consumption

Our total energy consumption includes energy sources depicted under CO$_2$e scopes 1 and 2. In 2021, Netcompany's consumption decreased from 6.46 GJ/FTE in 2020 to 5.76 GJ/FTE in 2021. This is partly due to the pandemic, where more employees have been working from home as opposed to in our offices. A large amount of the energy we consume derives from renewable sources. We will continue to set targets to minimise our total energy consumption, however, as we continue to grow our business and the number of employees, we will most likely see an increase in total energy consumption in the years to come.

Renewable energy share

Our total share of renewable energy increased from 72.79% in 2020 to 87.11% in 2021. Netcompany Denmark and Norway saw the biggest improvements in this area: As of 2021 Netcompany Denmark is using 100% renewable energy, while Netcompany Norway has increased its share of renewable energy to 74% from 48% in 2020. Netcompany in the Netherlands also runs on 100% renewable energy. We continue to push our efforts towards maximising our share of renewable energy consumption in our remaining offices.

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Water consumption

Our water consumption comes from our employees' personal use, as well as the bottled water we provide at our offices. In 2021 our water consumption decreased to 2.68 m³ per FTE from 3.32 m³ per FTE in 2020. To mitigate our consumption, we have implemented several initiatives, including installing movement censors on the taps in our office bathrooms. Compared to 2020 where Netcompany Denmark alone was making strides to make the shift, our Oslo office has in 2021 successfully installed the movement censors in all bathrooms. In addition, Netcompany UK, Norway, Poland and the Netherlands have removed single use water bottles. The pandemic has also affected our water consumption result for 2021, as many employees have been working from home. As we are getting situated in the office buildings in the respective countries, more offices are making eco-friendly shifts.

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Case

Giving the world an extra lung: a human-made answer to the climate crisis

As the world's CO_2 levels continue to rise, the race is on to tackle the climate crisis by reducing CO_2 emissions by 5% a year. ▶▶

We desperately need to buy our planet more time while we phase out the use of fossil fuels. That is the idea behind an exciting new ocean experiment, which we are thrilled to be sponsoring. Phytoplankton, also known as marine algae, are small plants that float near the ocean surface. These algae have a hidden super power: they absorb CO_2. Here's how that works. Marine algae need nutrients to thrive. Unfortunately, nutrients are in short supply in large parts of the world's oceans – except in the seabed around Greenland. This particular region is rich in mineral nutrients thanks to glacial rock flour – a muddy sediment of ground-up rock produced during glacial erosion.

CO₂
↓↓↓

Phytoplankton, also known as marine algae, are small plants that float near the ocean surface. These algae have a hidden super power: they absorb CO_2.

With this project, we have the opportunity to mitigate climate change while at the same time stimulate harmonious economic development in Greenland.

— **Professor Minik Rosing**

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What if we could create marine algae ecosystems in other areas of the world by transplanting this nutrient-rich mud? "From Greenland to Green World" is a bold experiment to do just that.

The idea is the brainchild of four men with diverse backgrounds: Jonas Bergsøe, captain of the Danish expedition schooner Activ; Minik Rosing, Professor of Geology at the University of Copenhagen; Bjarke Ingels, world-renowned architect and founder of the international architectural design studio, Bjarke Ingels Group (BIG), and Netcompany's CEO André Rogaczewski. Their mission is to see if they can help to create more CO_2-absorbant areas of the oceans.

The adventure began in August 2021 aboard Activ, a three-masted Danish wooden schooner. The crew on board Activ set off to the Azores to prepare the ship for an experiment. During the spring of 2022, they will bring 10 tons of nutrient-rich rock flour from the seabed around Greenland to a nutrient-starved area of the north Atlantic, west of the Azores. The rock flour will then be distributed across the seabed in 30-metre-deep textile cylinders in a series of controlled experiments. During 2022, Professor Rosing and his team of scientists at University of Copenhagen will be investigating whether the rock sediments can kickstart a marine algae ecosystem in a place currently regarded as a marine desert.

If successful, the experiment could potentially increase the oceans' absorption of a large portion of the CO_2 emissions caused by humans.

The team will begin their experiments near the Azores in May 2022. The project's progress will be documented and shared along the way in scientific articles as well as in a documentary produced by United Production, a DK-based production company. By supporting the "From Greenland to Green World" project, we hope to contribute to the global environment by helping to nurture a healthier ecosystem. We are happy to support a project that is taking an innovative and ground-breaking approach in the fight against climate change.

"It's time for us to think in new, bold paths. Without it, we will not be able to create the solutions needed to reach our climate targets. With this ambitious project, we're combining science and innovation. This could be the spark that fundamentally changes our fight against climate change."

— André Rogaczewski, CEO and Co-founder, Netcompany

From Greenland to Green World

"From Greenland to Green World" is a scientific project that investigates how we can fight climate change with algae. The project is co-sponsored by Netcompany.

The marine algae, Phytoplankton, can absorb CO2, making it a promising aid to nurturing a healthier ecosystem. Unfortunately, it needs nutrients to thrive, and the majority of the world's oceans are in short supply.

The seabed around Greenland is particularly rich in mineral nutrients due to its glacial rock flour. In 2022, an expedition including our own CEO, André Rogaczewski, will carry out an experiment off the shores of Azores. Dumping 10 tons of nutrient-rich rock flour from the seabed around Greenland to a nutrient-starved area. If successful, the experiment could increase the oceans' absorption of CO2 emissions caused by humans.

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Our solutions and initiatives

Waste management and recycling

As an IT company we are expected to be front-runners when it comes to new digital solutions available on the market. As we are required to remain on top of any new or improved functionalities, we do have a somewhat frequent change of IT equipment. This is to ensure that our employees can deliver and operate our IT solutions to the best of their abilities. To secure a responsible waste management of our IT equipment, we have implemented internal procedures to ensure that all outdated equipment is either sold, recycled or properly disposed of. As of 2021 all Netcompany Core entities have integrated these procedures into their business operations. We are continuously motivating our datacentre suppliers to increase focus on sustainability and because of our close supervision of power usage, we are continuously phasing out equipment that utilises more power than newer components. We also work with several environmentally sustainable business partners, including Rossen Recycling Company, a Danish company certified under the ISO 14001 scheme that buys and disposes all our outdated equipment from our data centres.

In terms of office furniture, our set-up includes either resale, donation or environmentally sustainable disposal carried out by our trusted partners, such as Danish furniture suppliers Holmriis B8, Ingvard Christensen and Daarbak.

In 2020 we implemented a responsible waste sorting scheme at our Denmark offices. And in 2021 we successfully implemented responsible waste sorting schemes in Norway, the Netherlands, Poland and the UK. Netcompany Vietnam is working on a similar scheme and is expected to implement this in 2022.

Overall, we only consume a low amount of paper and other office supplies because we do most of our work digitally. But to reduce our impact even more, in 2021 Netcompany Denmark, Norway, Netherlands and UK switched to sustainable office supplies. And Netcompany Poland donates the plastic caps from printers to a charity organisation that helps people with disabilities.

Eco-friendly initiatives
Selected highlights

- We introduced waste sorting schemes in Vietnam, Norway, UK and Poland. We improved the schemes in Denmark and The Netherlands

- We completely stopped using single-use water bottles in our UK, Norway, Poland and Netherlands offices

- We recycle office paper and envelopes, etc. in Poland, Denmark, Norway and the UK

- We provide company bicycles for employees in Vietnam, Denmark and Poland

- We replaced disposable batteries with rechargeable ones in Poland

- We recycle and donate used hardware to IT students, school children and underprivileged kids in all markets

- We invite employees in Denmark to take leftover canteen food home to avoid food waste

- Netcompany-Intrasoft replaced all single-use kitchen plastics with eco-friendly, biodegradable stirrers, cups and straws, as well as reusable spoons

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Travelling

As part of our Global Travel Policy, we encourage our employees to minimise the use of transportation that depends on fossil fuels. For example, in Denmark, Poland and Vietnam we offer employees the opportunity to borrow bikes for business meetings close by. And we have installed tele- and video-communication solutions in all offices, so employees do not have to travel long distances for meetings. Our offices are also located in city centres, making it much easier for our employees and customers to use public transport or bike.

Whenever travelling is required, the transportation method is chosen based on the local infrastructure, the environmental output, and an assessment of the need for physical presence at a meeting.

Netcompany Denmark, Poland, and Vietnam all offer employees the opportunity to borrow bikes for business meetings close by.

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Case

Donating computers: giving old tech a new lease on life

As IT experts, we keep up with the latest technology so that we can develop effective and efficient systems for our customers. So, when the time comes for us to replace older equipment such as laptops and phones, we choose sustainable approaches rather than simply sending them to landfill. ▶▶

According to *The Global E-waste Monitor 2020*, in 2019 the world generated 53.6 million metric tons of electronic waste with only 17.4% officially documented as properly collected and recycled[1]. A significant amount of e-waste ends up in landfills when it could – and should – be reused, repurposed, recycled or disposed of in more environmentally sound ways.

One of the ways we are reducing our waste is by either donating our old electronic equipment or disposing of it responsibly.

In 2021, our office in Vietnam donated old laptops to IT students in need. The organisation sent these laptops to children from impoverished families to enable them to learn online during the pandemic, with the remaining laptops donated to IT students. In the Netherlands, we donated laptops to elementary school IKC de Tjalk, and in Poland we donated laptops to students at a Warsaw school during the lockdown. Lastly, in the UK, we donated laptops to Birmingham City Council.

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Sometimes it is not possible to donate old equipment, so in those cases we work with third parties who help us to dispose of it responsibly.

In the UK, 100% of our old IT equipment is donated, sustainably recycled or resold at the end of its life. In the Netherlands, any IT equipment we cannot donate, is resold or sustainably recycled – and in Norway, we have an agreement with Greentech for IT-related equipment. In Denmark, we work with Rossen Recycling – an ISO 14001 certified company that has

environmental approval to dispose of our unwanted equipment in a responsible way.

By disposing of unwanted and broken tech equipment responsibly, we are able to reduce our impact on the environment. And by donating computers to schools, organisations, and communities around the world, we're able to contribute positively to the communities we work in, giving students and citizens the means to access learning.

[1]*The Global E-waste Monitor 2020 https://ewastemonitor.info/wp-content/uploads/2020/11/ GEM_2020_def_july1_low.pdf*

In the UK, **100%** of our old IT equipment is donated, sustainably recycled or resold at the end of its life. In the Netherlands, any IT equipment we cannot donate, is resold or **sustainably recycled** – and in Norway, we have an agreement with Greentech for IT-related equipment.

Giving old tech a new lease on life

We donate or dispose of electronic equipment responsibly to reduce waste and our environmental impact. Across our offices we have instated different initiatives:

- Netcompany Vietnam donated old laptops to IT students in need

- Netcompany Netherlands donates laptops to elementary school IKC de Tjak and any equipment that could not be donated was resold or recycled

- Netcompany Poland donated laptops to students at a school in Warsaw

- Netcompany UK donated, sustainably recycled, or resold 100% of all outdated electronic equipment

- Netcompany Norway works with Greentech for IT-related equipment for waste management

- Netcompany Denmark works with Rossen Recycling – ISO 14001 certified – to dispose of electronic equipment

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Case

AIRHART: a smarter, greener and more profitable way to operate airports

An airport is a complex ecosystem of environments, services, vehicles and supporting systems, which all consume energy and resources. As airport operators face increasing pressure to reduce their climate impact, we wanted to develop a digital platform that would help airports to be more efficient and therefore better for the environment. ▶▶

No one understands airports better than the people who operate them. In 2020, we partnered with Copenhagen Airport (CPH) to launch a joint venture: Smarter Airports. CPH is a leading international airport with nearly 30 million passengers per year. As such, they have in-depth knowledge and expertise on how to develop and operate an efficient and modern airport. So together we are developing our Smarter Airports platform: AIRHART.

We believe that taking a holistic, system-wide approach is the key to sustainable airport management. AIRHART connects all airport stakeholders in one platform – from airlines and airport operators to authorities, service providers and ground handlers. Our collaboration with CPH provides opportunities for mapping and integrating vast amounts of data used by these stakeholders on traffic handling, passenger experience, baggage and security – by way of data, algorithms and AI.

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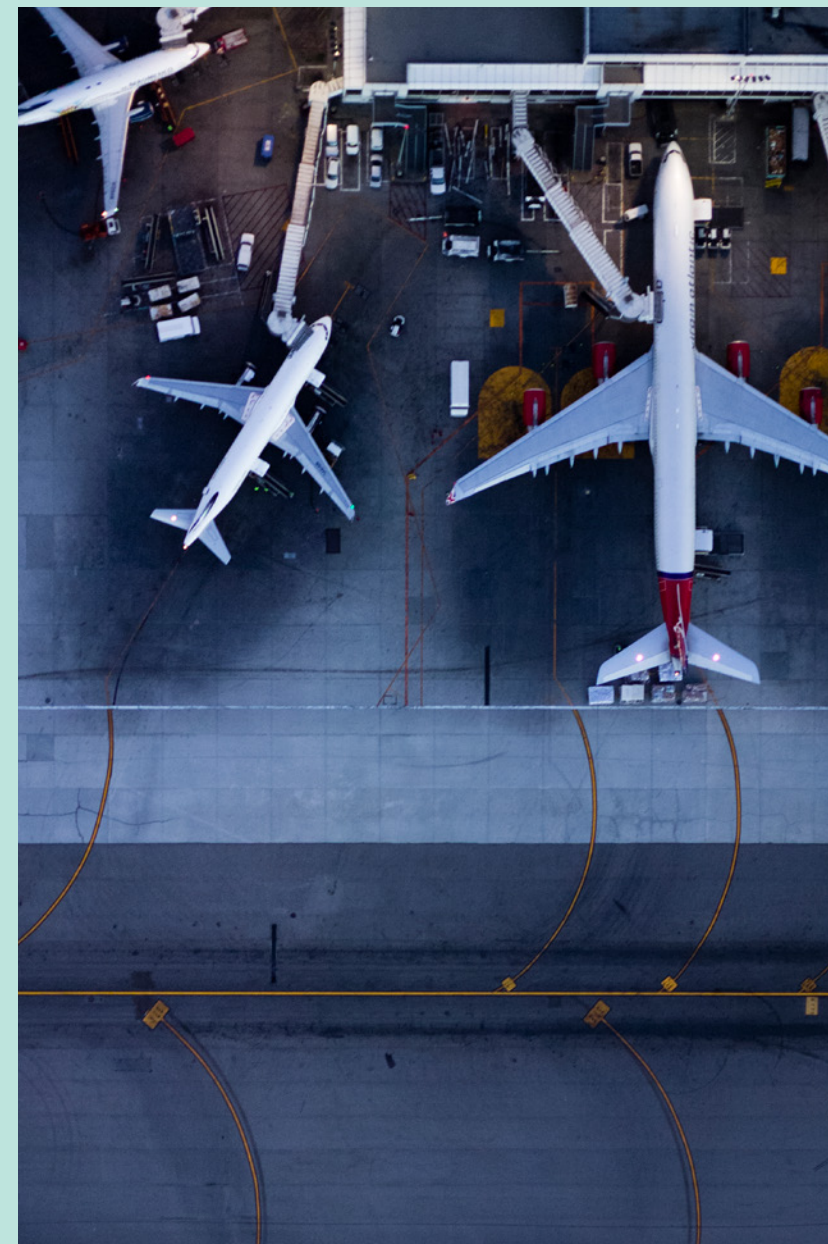
"At CPH we made a bold move and got rid of our old core legacy system. We replaced it with a modern, flexible and modular platform, enabling us to transition, scale and develop in sync with changing needs and requirements."

— Christian Poulsen, COO / CIO Copenhagen Airports

AIRHART will make it possible for airport operations to optimise planning and execution of daily tasks. For example, reducing energy consumption in terminals that are not being used. The platform is extremely flexible and easily adapts to changing requirements, thanks to the collaborative approach which facilitates sharing of insights. AI and machine learning help to better predict customers' consumption patterns – reducing waste and overproduction. In this way, AIRHART will allow airports globally to build a digital twin, making it easier to calculate where improvements and adjustments are possible and required. Finally, it will also allow them to play an active role in turnaound management, leading to reductions in emissions and efficient use of resources.

Among several benefits of AIRHART are access to real-time big data to conduct meaningful data analytics, visualisation and discovery: unified data perspective across the ecosystem as well as data-driven suggestions for continuous improvement – and much more.

By facilitating a more effective business infrastructure, Smarter Airports will enable airports all over the world to reduce their climate impact. Looking ahead, our vision is for AIRHART to be recognised as the market-leading digital platform for efficient and sustainable operation of the airports of the future.

Smarter Airports' platform AIRHART

AIRHART is the engine that ties all airport stakeholders together, enabling a collaborative approach to effective operation and innovation in sustainable airport management through:

- AI and machine learning to better predict customer's consumption patterns – **reducing waste** and over-production

- Allowing airports to build a digital twin making it easier to calculate where **improvements and adjustments** are possible and required

- Allowing airports to play an active role in turnaround management, leading to **reductions in emissions** and efficient use of resources across stands

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Environmental risks

We take climate change very seriously, and we are aware of our environmental impact. We are always looking for ways to make sure our digital solutions and daily operations make the least possible impact on the environment. ▶▶

Our environmental risks are primarily related to our suppliers, our substantial usage of IT equipment, our internal procedures and our employees adhering to local company regulations. The risk imposed by our suppliers relate to their own environmental profiles. We are increasingly focused on ensuring the same level of climate engagement from our suppliers as we are in our own operation. However, it is a continuous process, and it is likewise largely dependent on the respective countries we operate in and the availability of environmentally conscious suppliers and sub-suppliers.

We are aware of the potential reputational damage our supplier risk may cause, so we are attentive and continuously look for greener alternatives where viable. As for our own operational risk, we know that as an IT service provider, we too have a responsibility. To create, operate and support the best and most innovative digital solutions for our customers, we cannot compromise and reduce our use of IT equipment. We genuinely believe this is for the benefit of our customers and subsequently for society, but we do, however, seek to mitigate our impact appropriately and to the best of our abilities,

throughout our daily operations. We do this by engaging in waste management procedures and building digital solutions for societal issues that can mitigate larger environmental concerns.

Internal procedures and employee compliance risk relates to non-compliance of our internal guidelines and policies. To mitigate this risk, employees are expected to familiarise themselves with our policies.

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Social

We believe that technology and increased digitisation play a key role in sustaining future growth and prosperity in society. ▶▶

For more than 20 years, we have helped businesses and societies to become more efficient and sustainable through digitisation. Millions of citizens make use of our services every day – throughout their lives. Naturally, we have a tremendous obligation, and we are humbled by the fact that our solutions play an important part in making the everyday lives of millions of citizens smoother. Our products make an impact on citizens in all aspects of their lives – from cradle to grave. Getting

access to health information, social benefit payments, home/school information are just a few of the hundreds of society-critical solutions we deliver.

In terms of public digitisation, Denmark is the leading country in the world. We are proud to contribute to this distinguished position for Denmark by being a frontrunner in smarter technological solutions for all citizens to use. We are humbled by being asked for advice by governments, and we see it as our duty

to share learnings and experiences for the benefit of public institutions around the world.

In the following section, we report on our key social figures from 2021 as well as initiatives that support the work we do in each of our ESG focus areas. In addition, we describe our solutions and selected projects that are making a tremendous difference to citizens, companies and public institutions.

ESG key figures overview, Netcompany Core	Unit	2021	Target 2021	2020	2019	2018
Social						
Average full-time employees incl. freelancers	FTE	3,310	N/A	2,768	2,293	1,861
Gender diversity	f/m	20%/80%	20%/80%	18%/82%	19%/81%	19%/81%
Gender diversity for managers, principals and partners	f/m	13%/87%	13%/87%	11%/89%	12%/88%	10%/90%
Sickness absence	%	3.9	<3.5	3.1	3.8	3.5
Employee satisfaction	eNPS	+34	>+35	+42	+42	+36
Customer satisfaction	NPS	+18	>+20	+20	+22	+26

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Netcompany's influence on society

From the day you are born ...

Healthcare citizen portal

One-stop citizen services portal

Family benefits

Child benefits and child support

.. as you educate ..

School/home/kinder-garten communication platform

Teacher's learning portal

Application system for research funding

Student information system

Teacher substitution and participation fund

.. and enter the job market ..

Unemployment benefits and income support

Evaluation and compen-sation for workplace injuries

Guides and services to start-ups

Tool for job and education applicants

Daily central support for unemployed

Portal for continuing and adult education

.. in your everyday life ..

Digital mailbox

Public transportation app

Waste management system

Property owner registry

Motor registry

Toll roads collection system

.. when you need social support ..

Social pensions

State pension and disability benefits

Support for disabled and socially challenged people

Integration grants management

Adminstration of social housing projects

Vulnerable children case management platform

.. and to stay in good health ..

System and app to decrease the spread of COVID 19

COVID 19 passport

Donor registry

Medical implants registry

Case management plat-form for health insurance

Medicine quality and price control platform

.. in a society with strong institutions

Corporate tax reporting

Financial supervision

Electoral results database

Website and system update for the police

Modernized taxation

Central business register

Reporting tool for development aid funds

National treasury system

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Building sustainable, scalable solutions

Netcompany delivers society- and business-critical IT solutions to public and private clients. We play an important role in supporting our clients on their digital transformation journeys, regardless of where they embark from.

For our public clients, we have developed a large variety of solutions to support them in offering end-to-end IT services to central and local governments. These include tax collection, payment of public benefits, central registries for companies and public and health self-service portals. To our private clients, we offer end-to-end services to businesses, membership organisations and trade unions. We deliver IT solutions that cover a large array of areas, such as e-commerce, billing, case management, customer relationship management (CRM) and enterprise risk management. Very often these solutions are combined to offer our clients the most efficient solution.

Regardless of client type, we always strive to improve workflows, usability and accessibility to provide a smoother, more efficient

Together with health authorities we developed a corona passport to ensure a safe re-opening of societies.

Digitisation should be about turning technological **development** into **value** for the people who use it.

way of working by using the new and improved solutions we provide. Ultimately, digitisation should be about turning technological development into value for the people who use it. Today, we are an integral part of several of the societies we operate in, delivering solutions that play a major role in people's everyday life. By providing these services, we are playing a key role in a modern, state-of-the-art, fair and corruption-free administration of the societies, as well as businesses, we operate in.

Digital tools supporting a safe reopening of society

The past two years have shown us the importance of implementing the right technological solutions when we face severe challenges and must set foot on untouched ground. COVID-19 has affected all of us and forced us to rethink how we work, live, spend time together – and apart. From the beginning of the pandemic, Netcompany has felt compelled to take on our part of the responsibility to help track and limit the spread of the virus. In 2020 this led to the delivery of two solutions in Denmark, developed in close collaboration with the authorities: COVIDmeter and the "Smittestop" app. This year, we continued our close collaboration with the Danish health authorities and developed the Danish corona passport to do our part in securing a safe reopening of society following the ability to get vaccinated. As a direct consequence, Netcompany also assisted in developing the Norwegian and UK corona passes and certifications to assist these countries with a safe reopening.

Internally, the past years have naturally led to changes as well. We have kept the wheels running on our business, increasing our employee count to more than 6,500 globally. Throughout the pandemic, we have continued to hire employees at the same rate as before the pandemic, contributing to the labour markets of the societies in which we operate. In addition, we have sought to help our employees feel safe in various ways: job security, when going to the office outside of lockdown periods, as well as providing the opportunity to borrow equipment to maintain a good work environment – even from home. In parallel to this, our focus has remained on building the business and developing our employees throughout the crisis. Though some activities naturally had to be altered to fit the new reality, we have proceeded with running key activities, such as Netcompany Academy to help our employees develop academically and personally, as well as our After Dark social clubs to help them strengthen their social bonds across the organisation – to the extent that government regulations have let us. Company updates, which usually run with physical attendance, were run digitally to include all employees, despite local lockdowns.

Running a sustainable business is also about being able to act quickly and adapt to unforeseen changes. We are – again this year – truly impressed by our employees, who are managing to deliver high quality projects just as efficiently as before the crisis.

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Educating society

One of the great challenges companies and societies are facing today is a lack of digital competencies. A lack that may lead to decreased innovation and a loss of growth and competitiveness. We want to share our knowledge and educate and develop more digital talent and IT leaders.

Pushing the digital agenda forward

We engage in constant dialogue and are represented at universities, trade organisations and initiatives such as Digital Dogme, DI Digital, Teknologipagtrådet, Think Tank Europa, Health Tech Hub Copenhagen, The Danish Social Investment Fund, and the Danish Foundation for Entrepreneurship. We take these engagements extremely seriously, as we want to do our part in pushing our society and future generations in a direction where IT can help solve some of the many challenges societies and businesses are facing.

Supporting the IT talents of tomorrow

We believe that future IT talents will be amongst those who will make a difference to our societies, businesses and environment by building strong, scalable solutions.

The new generation of IT masterminds will create ground-breaking progress and innovation. Netcompany supports numerous initiatives aimed at getting more young people interested in IT and technology and in supporting students and young people in general.

Close collaboration with universities

Since the foundation of Netcompany, we have had a strong collaboration with IT universities. Hiring up to 1,000 new IT people each year, we are invested in getting to know students early on, just as we wish to share our knowledge and offer interesting collaborations, guidance, mentoring and more to the students or graduates who are at the beginning of their careers. We are a member of recruitment panels and sit on the board of the University of Aalborg and the Board of European Students of Technology at Warsaw University. In 2021, we have reached thousands of students through virtual and physical events, motivating their interest in making a difference through a job in the IT industry. We will continue to build and maintain partnerships with universities and students in all our markets in the years to come.

University collaborations
Selected highlights

- Member of the Board: European Students of Technology at the Warsaw University of Technology

- IEEE partnership: IEEE is the world's largest technical professional organisation dedicated to advancing technology for the benefit of humanity, and supporting talented IT students

- Member of the Industry Advisory Board: RMIT University

- Guest lectures: Loughborough and Exeter Universities

- Dinner events with female students at Technical University of Denmark (DTU)

- Continued extensive partnership with student organisation Abakus, Norwegian University of Science and Technology (NTNU)

- Ongoing partnerships with key university associations and clubs

- Participation in career fairs

- Ongoing partnerships with key universities

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Selected initiatives supporting new talent

Engineer the future

Netcompany is part of the Danish technological alliance "Engineer the Future" alongside other tech companies, educational institutions and organisations. The aim of the alliance is to create more support and understanding of the potential in engineering from the public, young people and politicians in order to ensure more jobs, growth and development in the years to come. This year, one of our employees visited a school as part of the "Book an expert" initiative, where students were able to hear more about what it is like to work in the IT industry. In 2022, we will be helping Danish schools educate students about IT.

Growing Talent Digital Leeds via Ahead Partnership in UK

In the UK, we became official sponsors for the initiative in July 2021. By supporting this, we contribute to events such as career panels and virtual interview practice events with secondary schools in the Leeds area. The objective was to reach more than 1,000 pupils during 2021 through more than 10 events, including career panels, virtual career panels and speaker events.

Activities for IT high school students in Vietnam

In Vietnam, we support IT high school students through the IT Youth Organisation, by giving them an opportunity to participate in a coding competition hosted by Netcompany. Our consultants also engaged in guest lectures as well as invited students to visit our Ho Chi Minh office. These activities aim to give high school students a chance to see what a job in the IT industry can look like.

"If we don't get more women in technology and IT , they will lose an important say in how society should look in the future. That is a problem, because it will skew our society if the digitisation of the future is mainly created by one gender. We must act on all levels. We need more women in STEM jobs now, and it starts with us motivating and inspiring them to see the many opportunities a technological education enables."

– André Rogaczewski,
CEO and Co-founder, Netcompany

Case

Tech Nordic Advocates: Supporting the next generation of female entrepreneurs

Tech Nordic Advocates (TNA) is a not-for-profit organisation that supports startups founded by women. ▶▶

They do this through collaborative partnerships with their network of tech experts – which include a range of organisations from founders and startups to corporates, universities and public sector organisations. Together, they offer female founders events, business development, networking, mentoring, training and funding.

At Netcompany, entrepreneurship is in our DNA, and we look for opportunities where we can share our experience and knowledge with the next generation of Nordic talent. So, we are delighted to be working with TNA through our new partnership to support them in several ways.

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"Tech Nordic Advocates are focused on **stimulating startup innovation and growth** with a strong focus on sustainability and partnering with companies who themselves are strongly **focused on sustainability.** That is why Netcompany is such an important partner for us. Together, we're supporting fast growing sustainable tech companies across fintech, fashiontech, traveltech, proptech and many other industry sectors, including on our international **women-in-tech growth programme** – only one of its kind in Europe – where Netcompany is a key partner."

- Jeanette Carlsson, Founder & CEO, Tech Nordic Advocates

How we support the next generation of female entrepreneurs

By partnering with Tech Nordic Advocates, we support young tech entrepreneurs with developing their businesses. The nature of our partnership is currently split into three ways of supporting the entrepreneurs:

- Sponsoring TNA - investment/funding in one or more startups

- Extension of our internal mentorship – offering mentoring to the female tech startups TNA supports

- Cross market event with female founders from companies like ours – focus on how we, as established companies, become better incubators for startups

The next phase of our partnership will be attending advisory boards to help founders grow their business by supporting them with feedback on their business strategy.

Firstly, we will be sponsoring their work by giving them funding, which will include investment in one or more startups to help them to grow. Secondly, we are extending our internal mentorship scheme by offering mentoring to some of the female tech startup founders that TNA supports. Finally, we will co-host a cross-market event with female founders from several countries, to focus on how we, as established companies, become better incubators for startups. This is a chance for the founders to market themselves to several established companies taking part in the conference during 2022. Looking ahead to the next phase of our partnership, we will be part of an advisory board where we can help founders grow their businesses by supporting them with business cases and strategy. Through our partnership with TNA, we help support women in technology, as well as position the Nordics/Baltics as a global tech startup hub.

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More women in IT

While IT historically has been a male-dominated field, we are happy to see that more and more women are choosing to study and work within the industry. This brings even more bright minds to the field and is a development we want to take responsibility for. Beginning not only in our talent acquisition team, but by participating in educational initiatives from elementary school to high school and university. We have been supporting and will continue to support even more talents in a field that is becoming increasingly important to our society by the year. We engage in a long list of initiatives aimed at getting more girls and women interested in IT and attracted to a job in the IT industry, not only Netcompany. Below is a small selection of the multiple initiatives we support across our offices to help create a future with more women in IT.

Girls' Day in Science in Denmark

In Denmark, the Girls' Day in Science is a nationwide event that aims to inspire girls across Denmark to choose a path in education within science or technology. Netcompany supported the event by opening our HQ in Copenhagen to 18 high school girls. The students' visit included inspiring presentations by female role models working at Netcompany, a tour of the office, and lunch, as well as small tasks where they were able to try coding. We expect to actively support this initiative in the years to come and make our contribution to getting more women into the industry.

She who Innovates – US Programme in UK

Another exciting project that we are proud to have been part of this year, is a pilot project with the London-based 'US Programme' called 'She Who Innovates'. Netcompany supported the conference which was conducted to inspire young women and show them the opportunities of a career in technology. The conference was hosted in our London office for 30 young women. Of the 30 who participated, 10 were chosen for a 6-month mentor programme.

In addition to the multiple events and partnerships we engage in, we have scaled-up our cooperation with specifically female student organisations in 2021 and will continue to do so going forward. By doing this, we are helping pave the way for more women in the industry – and in Netcompany. We acknowledge the fact that there are still too few women seeking a career in IT, and we believe that the industry has a great responsibility when it comes to paving the way for diversity. We also believe we have a responsibility as a company to help achieve this.

More women in IT
Selected highlights

- Women TechStyle online – a series of meet-ups for women in the IT industry

- Partnership with Women in Technology – a community for women in the IT industry

- Collaboration with TENK – tech community for women

- WomenHack – career fair for women only

- IT-camp for girls

- SheCodes Hackathon – for women in high school, university and professionals

- Tech Nordic Advocates partnership – support and mentoring of female IT startups

- Our CEO, André Rogaczewski's participation in Kvindekompagniet's chief executive relay – on diversity within STEM fields and the importance of female representation in leader positions

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Govtech section

Driving impact across Europe with the Netcompany Govtech Framework

In many welfare states, people are enjoying a higher quality of life than previous generations, thanks to improvements in everything from health and social care to education and retirement schemes. ▶▶

"No government should start the transformational journey from scratch. With the Netcompany Govtech Framework, we let expensive, rigid legacy systems be a thing of the past, and invite our public customers to enter flexible well-proven platforms with free IP rights, to fast-track their governmental transformation."

– André Rogaczewski, CEO & Co-founder

But creating a welfare state in which all citizens have equal access to services comes with certain challenges. And while digitisation offers an opportunity to get rid of rigorous administration and complicated processes, all too often these projects fail to deliver.

At Netcompany, we have reinvented the way to digitise societies in a way that creates value for governments and ensures citizens benefit from

resilient, safe and fair solutions. We call it the Govtech Framework.

Our framework is a platform of hundreds of society-critical IT solutions based on over 2,000 components. The modular nature of these solutions means we can combine them to create new and exciting platforms that are fast to implement and flexible enough to scale and adapt as things change.

By setting up the right teams and working together with public authorities and institutions, we help them transform services by replacing old systems with the right solution – on time, on budget and at the highest quality. And by educating them along the way, they can take complete ownership of their most vital IT solutions. In other words, we deliver legacy-free solutions with no IP restrictions.

This year we have used the framework to support governments during the ongoing coronavirus pandemic. Our 'Corona passport' components have enabled borders, businesses and venues to reopen thanks to the creation of vaccination and COVID-19 test certificates. And our My e-Hospital app allows people with the virus to be 'admitted' to hospital while staying at home as part of an

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ambitious and exciting clinical study in partnership with Nordsjællands Hospital in Denmark.

Creating these solutions is a team effort and requires the best ideas and thinking from experts and government leaders around the globe. So, to enable them to share their experiences and knowledge across borders, we also hosted and sponsored events during the year that placed Govtech firmly on the agenda.

Our Govtech Framework is used all over the world, to deliver efficient and sustainable services. It helps governments ensure they have resilient, safe and fair welfare state solutions in place. On the following pages, we share some of its success stories from 2021.

During 2021, we have shared experiences with and inspired thousands of government officials across Europe.

Our 2021 Govtech event highlights

Throughout the year, we hosted and sponsored events that brought Govtech leaders and experts together to discuss how to use digital innovations to support people, public authorities, businesses and societies.

March: Offering vulnerable children a future they deserve
For the first time, Denmark, Norway and the UK gathered to discuss how to improve social care systems and find more sustainable and modern solutions that can support social care workers and shape a brighter future for vulnerable children and their families.

May: Working towards a standardised approach to a digital COVID certificate
The Confederation of Danish Industry and the Danish Ministry of Foreign Affairs hosted a 90-minute digital conference of key decision makers from the EU commission, Danish and Belgian authorities, key European businesses, and tourist and travel stakeholders to discuss how to ensure a fast and secure reopening of European society through a digital COVID certificate that is recognised across the EU.

September: Future-proofing grant management systems
We hosted a debate on how to transform the grant area by using data and innovations. The event's focus was on how to create an efficient and transparent system that benefits taxpayers, governments and grant recipients.

October: Exploring the digital healthcare solutions of the future
Together with the Nordic embassies, we invited some of the most high-profile speakers within healthcare to discuss their visions for patient-centric solutions, and share the key learnings from governments, technology providers and public eHealth organisations across Northern Europe.

October: Sponsoring the GovTech Summit 2021
The GovTech Summit gathered Europe's leading public sector decision makers and key industry stakeholders to examine how governments can shape public services in the future and build the framework for efficient, secure and sustainable societies in the digital age.

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Case

Corona passport: The key to sustainable recovery from the pandemic

Throughout the pandemic, we have been supporting several European governments by developing digital platforms that contribute to the monitoring and controlling of the spread of COVID-19. ▶▶

Given that the pandemic is far from over and we have to learn to live with the reality of variants, we need to find ways to keep our global societies and economies functioning in a sustainable way. At Netcompany, we are committed to help do that. In 2021, we have used our Govtech framework to develop digital platforms that have allowed governments in Denmark, Norway, Scotland and England to monitor and control the ongoing pandemic.

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The COVID-19 pandemic has posed an **unprecedented challenge** with far-reaching impacts on public health and all aspects of our life, society and business. Swift and effective actions were required to fight the spread of the virus and **mitigate the impact.** Following the successful award by NHSX after a competition, Netcompany was entrusted to be the partner to develop a digital COVID Pass solution. Together with NHSX, in a collaborative team effort, the **digital solution was launched successfully** to protect public health, supporting a safe reopening of society and enabling a quicker return to a usual everyday life.

— NHSX

In 2020, we created two platforms to support the Danish people during the height of the pandemic.

The first was **COVIDmeter** – a platform where people completed a digital questionnaire about the condition of their health on a weekly basis, which enabled health authorities to track the spread of the virus. It launched in June 2020. In an average month approximately 120,000[1] questionnaire completions are made, helping Danish health authorities understand the spread of the disease and make informed decisions on how and when to reopen the country.
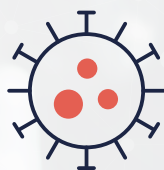
The COVID passports help ensure a safe reopening of societies and track the spread of the virus.

Our second platform was the **SmitteStop app**, a mobile phone app for COVID-19 contact tracing based on Bluetooth technology. The app allowed people to report if they have been infected with COVID-19, enabling health authorities to notify people they have been in contact with anonymously. More than **2,376,462**[2] people in Denmark have downloaded the app, and the version we developed to support people in Norway has been downloaded **1,087,000 times**[3].

Creating a coronavirus passport to reopen global societies
The next step in helping people live with coronavirus was to find a sustainable and safe way to reopen societies, businesses and borders. More and more venues wanted proof of vaccination or a negative COVID-19 test result before allowing people to enter, so they needed the right tools to help them to do that. Proof of vaccination was also needed to travel to many countries.

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Each country sets its own rules about reopening their businesses and borders – which can change frequently. Fortunately, we designed our Govtech platform to adapt to exactly those sorts of challenges. And in 2021, we used it to develop the 'Corona passport' – an efficient, secure and scalable suite of solutions designed to support the safe reopening of societies, businesses, workplaces and cultural venues, as well as safeguarding international travel.

The flexibility of the framework means we can tailor each 'passport' to serve the needs of the organisation that needs it without compromising ease of use or security. For example, we can use it to create tools that help border authorities check travellers' vaccination certificates at ports, or to help people prove their COVID-19 test results.

The Corona passport is already making a huge difference to people in Denmark, Norway, Scotland and England. It helps to reduce queues to enter venues; it provides a secure method of proving COVID-19 test results and vaccinations while preventing forgeries; and it enables people to safely travel to other countries and return home again.

Over the past two years, the world has seen many waves of the COVID-19 virus, so we need to be prepared to respond quickly to urgent needs.

The flexibility of our passport means we can adapt it to support new challenges as they may come. For example, if health authorities decide to offer people a booster dose of the vaccine we would be able to quickly update the passport to support that initiative.

Thanks to its flexible design, we are confident that our passport can help governments, people and societies continue to navigate the pandemic in a sustainable way.

[1] *Netcompany, 28 October 2021*
[2] *Netcompany, 28 October 2021*
[3] *Netcompany, 28 October 2021*

The Corona passport meets different needs in each country

- **In Denmark**, we helped to reopen society by creating an app that enabled people to safely check into venues such as restaurants and sports facilities. People used the app to show venues proof of vaccination and negative COVID-19 test results.

- **In Norway**, we've helped reopen borders by creating a platform that the police use to scan and confirm people's vaccination passports. The solution is also being used for vaccination verification at larger social events such as concerts.

- **In England and Scotland,** we developed the Covid pass to ensure a safe reopening of non-essential sectors in society, e.g., sports, travel and tourism. The pass was built to fit onto an existing NHS platform.

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Case

My e-Hospital: bringing hospital care to patients at home

The COVID-19 pandemic has put a huge strain on hospitals with many patients needing medical observation over several weeks. But some people may not need to stay in hospital for this to happen, as modern telemedicine can enable people to report their condition themselves. ▶▶

Together with Dr Thea Kølsen Fischer and her research group at Nordsjællands Hospital, Netcompany has developed My e-Hospital – an app and browser-based medical device that helps hospital staff monitor people with COVID-19 and other viruses that cause pneumonia and support them in their own homes.

The pandemic has led to many countries experiencing a shortage of hospital beds. There is also a high cost to hospital care. In Denmark, it costs EUR283 per day[1] to provide a bed for someone at a public hospital.

And medical staff are at a high risk of catching the virus, spending many hours of their day in close contact to COVID-19 patients.

To manage the risks to patients and medical staff, hospitals have had to restrict visitors, which puts added stress on patients and their families. And COVID-19 is not the only risk. Treating people with long-term medical conditions and responding to other epidemics, such as annual outbreaks of the flu, can also increase pressure on hospitals.

My e-Hospital allows people to be "admitted" while staying at home. This **reduces** the strain on hospital resources while ensuring a safe **recovery** in familiar surroundings.

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All of this means we need to find safe ways to treat more people in a cost-effective way while making sure they receive the best medical experience. My e-Hospital is the answer.

It is a medical device that allows people to be 'admitted' to hospital while staying at home. It uses two components: a cloud-based care plan management system (CMS) that allows doctors and nurses to monitor and manage their patients' care through a computer browser, tablet or mobile phone; and a 'My e-Hospital' app, which patients download to their mobile phone or tablet and use to report their condition.

How it works

The medical team identifies patients who are interested and would possibly benefit from home admission, and who agree to do that. While admitted at the hospital, the patient is taught how to measure their heart rate, blood pressure, respiratory rate, temperature and oxygen saturation using various medical devices. They also have the option of measuring their blood sugar levels, if needed. They are also shown how to download the app to their phone or tablet, log in using their personal ID and set up a PIN or use their device's fingerprint or face recognition for security. They are shown the app's functions, such as notifications, and the step-by-step instructions for self-reporting.

Once 'admitted' at home, the patient takes their measurements and self-reports them at specific times during the day, following the steps in the app. The app reminds them

when to report and when to attend a virtual ward round with a doctor, which is done over video call once a day. They can also use the app to ask for direct contact with the hospital if they have questions or changes in their condition.

Back at the hospital, the medical teams use the care plan management system to monitor the patient's condition using the self-assessment data entered in the app, and through scheduled video appointments. A 'traffic light' system alerts them to any issues, with red alerts for situations that need an immediate response, yellow for those that need attention within 30 minutes and green for minor issues, which should be responded to within 6 hours. They also receive text reminders of scheduled appointments.

A first of its kind medical tool

Nordsjællands Hospital and Netcompany are the first in Denmark to develop a tool to release beds, reduce the risk of infection, free up precious time for doctors and nurses and enable patients to be admitted and monitored in their own homes. The app has already caught the attention of other Danish hospitals who are keen to see how it develops and begin using it themselves. In the future, we hope that we will be able to offer My e-Hospital to more hospitals in Denmark and around the world, enabling a better use of resources and improving experiences for patients.

[1]Takstvejledning 2020.pdf Sundhedsdatastyrelsen, 2020

"The system is **easy to use**. It's not difficult to measure yourself and if I can avoid hospitalization at the same time, that would be nice. **I would love to receive treatment at home.**"

— **Patient from My e-Hospital clinical trial**

About My e-Hospital

My e-Hospital is the result of our close collaboration with around 30 medical experts, including nurses and doctors from Dr Fischer's team at Nordsjællands Hospital, as well as the involvement of ethics committees and medical boards. It is being tested in a clinical trial with 30 patients, which will last between 6 to 12 months, to prove that the technology works. The data from the trial will then be used to support the process to certify the app as a medical device.
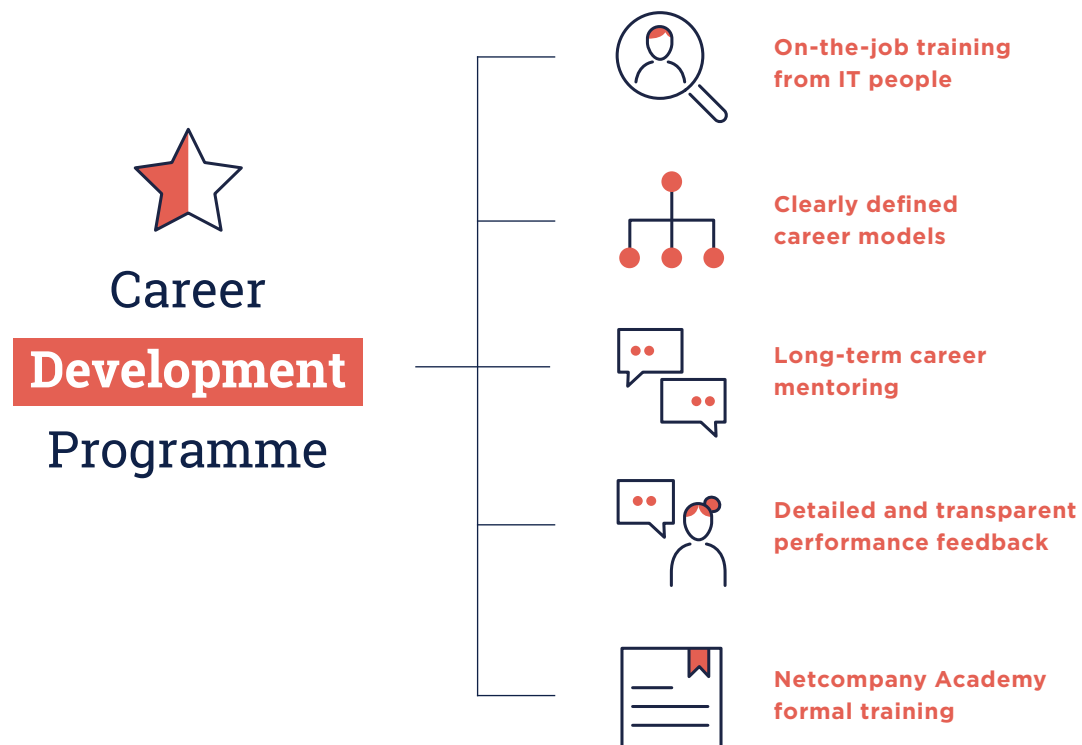
Customer satisfaction

In 2016, Netcompany implemented a customer experience management program. Fundamental to the program is a customer feedback system. The customer satisfaction survey is conducted on an annual basis and Netcompany tracks progress on its Net Promoter Score (NPS), which is assessed on a scale from -100 to +100. In 2021, we received an NPS of +18, which is in line with last year. A Net Promoter Score in this level is considered very good for the industry. Our methodology proves to work in terms of delivering projects on time, budget and within scope - which in 2021 resulted in a high customer satisfaction. We believe that the opinion of our customers serves as a powerful indicator in determining the success and performance of our solutions in the market. Going forward, we will continue to translate the learnings from the survey and incorporate the findings into our engagement strategies for all our customers.

We received an NPS of

+18

in our annual customer satisfaction survey.

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Working at Netcompany

Every day, more than 6,500 people go to work at Netcompany somewhere in the world. They are skilled, ambitious and eager to develop personally and professionally – but we are also becoming increasingly diverse, working together across cultural

and geographical boundaries every day. We are constantly challenging ourselves in developing our organisation to help our employees thrive and have a sense of belonging at our offices. In the following pages, you can read more about our

Career **Development** Programme

On-the-job training from IT people

Clearly defined career models

Long-term career mentoring

Detailed and transparent performance feedback

Netcompany Academy formal training

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work environment, our formalised training and education as well as our initiatives connected to promoting diversity and inclusion as an integral part of our culture.

Employee satisfaction

Our employees are our most important and valued resource. They are the ones that steadily take us into the future, which is why their everyday work satisfaction is also of great importance to us and something we take very seriously. As part of our efforts to remain an attractive workplace with a positive employee morale, we conduct an annual employee satisfaction survey tracking our results in the employee Net Promoter Score (eNPS), which is assessed on a scale from -100 to +100. The eNPS for Netcompany is +34 in 2021. Benchmark data from Bain & Co. shows that an eNPS above +20 is high. In times of rapid growth for us as a company, as well as challenges caused by the global pandemic, we are proud to keep a high employee satisfaction score. Employee wellbeing is extremely important for not only the individuals working with us, but also for securing delivery and business performance. So, we will continue to work on keeping a high level of employee satisfaction across markets.

IT students and professionals alike continue to view Netcompany as an attractive employer. In this year's Universum rankings, showing the most attractive employers in Denmark, we moved up to 7th place amongst IT professionals and once again

The eNPS for Netcompany is +34 in 2021.

kept our top-10 ranking amongst IT students in Denmark.

Work environment

It is important for us to take responsibility for our employees to secure a healthy and safe work environment. We have the best intentions to make sure that our employees all have long and flourishing employment in the labour market for as long as they can and want to.

We expect all employees to uphold our zero tolerance towards any kind of discrimination, harassment or bullying. Regardless of any social identity, such as age, culture, nationality, ethnicity, gender, physical ability, political and religious belief, sexual orientation, or any other attributes. This expectation is also stated in our policy against Harassment and Sexual Harassment, which we update continuously.

In 2021, our average sickness absence rate was 3.9%, which is an increase compared to 2020. Our target for 2021 was 3.5% or lower. One of the factors that have impacted the sickness absence rate this year is vaccinations being rolled out – followed by one or more sick days for a lot of our employees, due to the side effects many experienced after being vaccinated. We continue to monitor the sickness absence rate and expect it to stabilise slightly when vaccinations of our employees have been carried out. However, side effects from booster vaccinations are

expected to have an effect on the sickness absence rate in 2022.

Another way we are providing a healthy work environment is by offering a range of health-promoting initiatives. Our employees can join multiple sports clubs in our After Dark community, receive discounts on gym memberships, and in some of our offices we offer bikes for commuting between meetings. In addition, we continue to look for ways in which we can improve the mental and physical wellbeing of our employees. In the UK, we partnered with Vitality Healthcare, which provides physical and mental wellbeing support for all our UK employees, including coverage for pre-existing conditions.

Working remotely during COVID-19
Working virtually and digitally was not a new concept for us when COVID-19 forced a new working reality on everyone in 2020. We have been used to remote working places and engaging through virtual meeting platforms, so when the pandemic forced us to work from home, we had an established toolbox for making it work. However, it led us to further develop our hybrid workplace model, to ensure that we retained a high quality and timely delivery across all engagements while allowing employees to work from home. To be eligible to work this way, employees must have a designated, effective and quiet workplace, so they can work undisturbed. And we support them by providing IT equipment to help them create good, functional workstations at home.

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COVID-19 has, and still will, influence all of us in ways we cannot predict, and this will be different depending on which country you live and work in. We keep our employees informed continuously with specific and easy-to-follow guidelines for each of our locations, acknowledging that the pandemic will continue to have an impact on the way we work.

Creating a strong social community

We believe that having a strong social community supports a positive atmosphere in the workplace. It helps us maintain high employee satisfaction and creates unity across projects, teams and physical locations. To support this, our social community – Netcompany After Dark – is an integral part of our culture. The social community is for all Netcompany employees across all locations and offers them the chance to go to a large variety of events and social gatherings.

Included in the wide spectrum of offers are fitness challenges and sports teams for running, badminton, football, yoga and climbing, etc. It also offers events to people interested in games, gaming, cultural experiences, and much more. All employees are welcome at our social events.

COVID-19 inherently changed the way we were able to interact with each other. We had to rethink how we could keep our social engagement thriving, so we introduced virtual Friday bars, lunch and coffee breaks through platforms like Microsoft Teams.

Now that most of our employees have

returned to our offices, we have been able to socialise in person again. In the autumn of 2021 Netcompany Denmark, the Netherlands and the UK were able to host their first large social gatherings in 18 months, including delayed summer parties and quarterly Netcompany updates. We are thrilled that our employees have once again been able to connect and have fun with few or no restrictions.
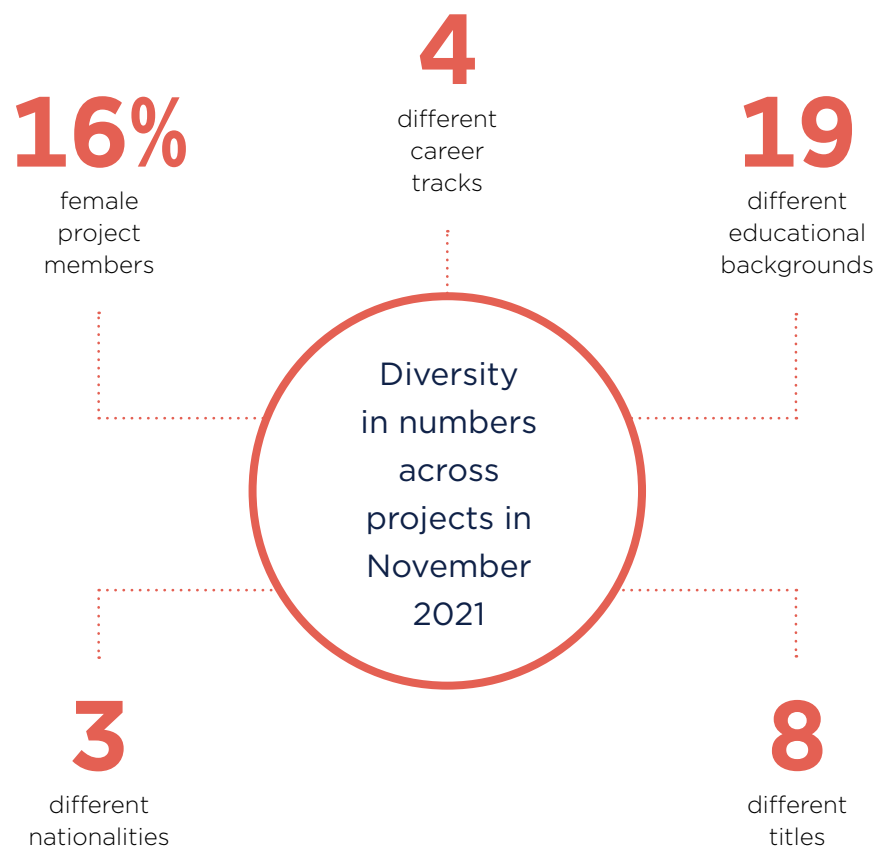
Diversity and inclusion

We want to support a culture in which all employees treat each other – and everyone involved in our business – with personal and professional respect. As we continue to see an increasing need for attracting more talents in the future, diversity and inclusion are crucial drivers that can help us sustain and build a healthy business.

And by reflecting the diversity of our clients and the population in the countries that we work we can better understand and meet the needs and requirements of our clients. We consider diversity and inclusion as a business opportunity and not a compliance necessity. Having a diverse, inclusive workplace is not only good for our employees, it also enables us to deliver on our goal to contribute to the building of strong, sustainable societies around the world through digitisation.

Our aspiration for diversity and inclusion is anchored in three pillars:

- Diverse talent
- Equal opportunities
- Inclusive culture

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These three pillars guide how we approach and support the integration of diversity and inclusion in our core processes where possible, and they ensure that we can increase awareness and secure focus on creating and maintaining a diverse and inclusive workplace. Our diversity and inclusion (D&I) work is overseen by our D&I Council, consisting of key staff members at Netcompany Group.

16%
female project members

4
different career tracks

19
different educational backgrounds

Diversity in numbers across projects in November 2021

3
different nationalities

8
different titles

Driving diversity in Netcompany

- Internal events to celebrate International Women's Day

- Launch of LGBTQ+ and graduate employee networks

- WiN – Women in Netcompany employee network

- Disability awareness training for partners, principals and managers

- Improved parental leave conditions

- We are working on implementing D&I training modules to selected seminars in our Netcompany Academy

- Sign-off on the Confederation of Danish Industry's (DI) Diversity Pledge and agreeing to the business community's 16 principles for promoting diversity

- Establishment of a structured process to make sure that more female IT candidates are invited for employer branding events

- Focus on having a 50/50 representation of male and female employees representing Netcompany at career fairs

- Direct language and visuals presenting Netcompany as a welcoming and open workplace

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Securing equal opportunities

- All employees go through identical performance and progression processes

- Our global IT career development program, Netcompany Academy, gives all employees an opportunity to grow professionally and personally

- We have a system in place to ensure that employees on parental leave will not experience setbacks in their career progression

Diverse talent
It is our objective to have as many skilled candidates as possible, of any social identity and with a broad array of experiences, to choose from when filling positions, including management positions. For this reason, we strive to broaden the field of candidates as much as possible, and our employment procedures are designed to give applicants, regardless of social identity, equal opportunities to apply for and obtain any position at any level. In 2021, we have increased our focus on attracting and retaining women in Netcompany. One of our initiatives includes having 50/50 representation between male and female consultants representing Netcompany at career fairs in Denmark.

A key focus of 2022 will be to improve our efforts on appealing to and retaining women in Netcompany.

To support equal access for everyone to vacant positions at Netcompany, we continuously focus on any barriers that may prevent underrepresented minorities from being considered for, or appointed to, a position. This applies to all steps of the employment procedure, including job descriptions, job advertisements, screening of applicants and job interviews. In 2021, we increased our focus on neutral wording in job ads and our employer branding communication. By using inclusive writing and avoiding biased and stereotypical words, we can attract a wider pool of candidates who identify with the job and company description, enabling us to find a better match for the position.

Equal opportunities
Netcompany focuses on creating an attractive working environment which promotes equal career opportunities for all employees regardless of social identity. We believe that it is through different perspectives and experiences that we can gain the competitive advantage needed in a highly competitive market and leverage the effect of diversity. This requires a focus on equal opportunity throughout the organisation. Through our global internal career development program, Netcompany Academy, and our global performance and progression processes, we make sure that all our people are treated equally and are offered similar opportunities across locations. We have

transparent promotion processes where it is experience and qualifications that determines the salary level, and equal pay is given for equal work.

In 2021, we have reached our target for having more women in management positions (titled manager, principal or partner). The result adds another year of positive improvements in this area. We will continue to make strides towards increasing the number of women in management positions, acknowledging that this is a societal obligation as well as a business opportunity.

Inclusive culture
We strongly believe that we create the best results when we know each other and have fun together. For this to happen, you need an inclusive culture that allows all employees regardless of social identity to feel valued, involved and accepted. An inclusive culture starts with inclusive leadership. So we are working on implementing Diversity and Inclusion training modules to selected seminars in our Netcompany Academy. We expect these new training modules to be implemented during 2022.

Development, training and education

We have an extensive development programme, including our Netcompany Academy, guaranteeing that employees are challenged and supported throughout their career at Netcompany. We hire hundreds of new graduates each year, creating

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In 2021, 18 different seminars were made available and have been executed more than 200 times.

outstanding career opportunities for many young people coming straight out of school. We hire people who are committed to making a real difference and are ready for a steep learning curve right from the start. We also hire experienced professionals, taking their career to the next level with increased responsibility, new skills and leadership roles. All our managers are experienced within IT, which fosters a unique workspace where everyone speaks the same language. Having great technological skills on all levels of the business facilitates communication across borders and levels of seniority. It has helped us to create the optimal conditions for development regardless of where in their career our employees find themselves.

Long-term mentoring
At Netcompany, we match every new employee with a personal mentor. Our mentor scheme helps ensure consistent development and mentoring, as employees go from project to project, changing managers along the way. Mentors help mentees close the knowledge and skill gap.

Netcompany Academy
We believe in continuous learning. Our extensive development programme – Netcompany Academy –is uniquely tailored to the level of seniority and career track of each employee. From initial employment, consultants are

enrolled in the Academy, which supports their development within IT as well as leadership through mandatory seminars, certifications and pop-up courses. Each employee's progression in the Academy – timing and content – is directly aligned with their chosen career path, ambitions and advancements.

All seminars and training courses are extensions of daily projects, team tasks and responsibilities – specifically designed to supplement the skills and knowledge gained. To ensure quality, reliability and validity of content, cases and discussions, the courses are developed specifically for Netcompany. They are closely tied to the business and are primarily conducted by Netcompany professionals. In 2021, 18 different seminars were made available and have been executed more than 200 times.

Additionally, the Academy significantly focuses on allowing experienced professionals to gradually take on more responsibility and management roles. We offer our people courses and seminars focusing on managerial skills, in-depth understanding of methodology, leadership and strategy, among others.

The Academy allows employees to develop strong social networks beyond projects and countries to support our objective to strengthen community across the

organisation. For example, through our global multi-day workshops, which bring together employees from various offices. We are continuously improving the Academy throughout the year, always with the objective to adhere to the needs of the business, for example, by following recommendations from our employees and needs of our customers.

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Case

Modulus Barn: Supporting next generation child welfare services

The Norwegian Child Welfare Services had become increasingly challenged by obsolete systems. Not having the right tools limited their ability to offer high quality case management, and there was a growing need for more secure handling of sensitive information. They needed to move to a modern digital platform – and Netcompany was asked to help. ▶▶

Norway has a national initiative 'DigiBarnevern' which was set up to strengthen the quality of child welfare services. The project is a collaboration between the Norwegian government and the largest municipalities of Norway which, together, represent one third of the Norwegian population. We are working with them to deliver

"I get better support to help children and families."

— Municipal employee

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Modulus Barn: a state-of-the-art platform that combines user-friendly functionality with effective reporting and streamlined case management.

The platform is based on 'Modulus' – our modern and versatile platform designed for complex case management in ministries or public organisations.

The Modulus Barn platform will provide full support for all tasks performed by Child Welfare Services, including assessments, investigations, implementing protective measures and preventative work.

The Norwegian Child Welfare Services' Modulus Barn platform is currently being implemented and will be rolled out to eight municipalities in summer 2022 and is then set to scale across 348 more. Our hope is that it will vastly improve the case management process – benefiting staff and children alike. Case workers will be able to spend less time on administrative tasks and more time delivering timely, equal and fair services to children and families across the country. And because it is based on our modular design, it will be flexible enough to scale and adapt to future needs.

Case workers will be able to spend less time on administrative tasks and more time delivering timely, equal and fair services to children and families across the country.

How we support the next generation of child welfare services

DigiBarnevern is a national initiative with the goal of ensuring faster and better help for children in need. Eight municipalities are currently implementing the Modulus Barn platform, and they will roll out in summer 2022. The platform is then set to scale across 348 more municipalities. The Modulus Barn solution we have assisted in developing will provide:

- An administrative information system

- Citizen services, for children and parents to improve communication and information sharing

- A national portal for the submission of reports

- A professional quality system to give systematic and knowledge-based professional support

- Consistent registration for efficient data reporting and better analysis

- Common information architecture that enables communication and exchange of information

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Case

Leeds Teaching Hospitals Trust: building the roadmap for digital transformation

Leeds Teaching Hospitals Trust (LTHT) is one of the largest and busiest acute NHS hospital trusts in the UK – employing nearly 18,000 people and supporting 5.4 million patients. ▶▶

The roadmap for digital transformation

Over eight weeks, we collaborated with LTHT to get a better understanding of their existing system and define ways in which a new system could help them improve data handling, leading to a better patient experience. We crated a roadmap for LTHT's digital transformation based on improved data access and faster reporting. With improved systems, LTHT will be able to improve the patient experience by:

- Improving access to data
- Creating advanced and faster reporting
- Automating systems
- Building stronger analytics

Each patient interaction generates data, which is collected across a myriad of clinical systems. This data has the potential to provide insights that can be used to improve patient safety and the quality and experience of patient care – but it needs to be connected to do that. To increase patient safety and boost quality of care, LTHT recognised the need to invest in a new data platform with improved reporting and analytics. So, they invited tech companies to bid for the work. Netcompany was rewarded the contract to conduct the discovery phase of the project.

The discovery phase of any digital transformation project is key. This is where we get an understanding of the current systems and what they are capable of; uncover user needs; and identify the requirements for a future solution. And because we are independent from the organisation we work for, it allows us to take an objective and impartial view.

We worked with LTHT over eight weeks to establish the foundation for their new digital platform. This involved speaking with their technical teams and user groups to fully understand their needs. We also analysed their current systems to identify where they are now (point A) and where they need to be (point B). Our research

uncovered that their systems were 'siloed' with lots of data being collected but not properly connected, which made it hard to analyse – and learn from – in a structured and consistent manner. By improving access to data, creating advanced and faster reporting, automating certain systems and building stronger analytics, LTHT would be able to deliver better patient surveys and improve clinical care, to the benefit of both staff and patients.

Based on these insights, we created a roadmap for LTHT's digital transformation, showing what the new platform could look like and the steps needed to design, develop and deliver it.

Our discovery exercise was crucial in helping LTHT get a step closer to realising its goal of improving patient care and experience by making data handling more efficient.

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Case

The People's Meeting: Strengthening democracy during the pandemic

'Folkemødet' (Danish for 'The People's Meeting') is an annual open-air festival that brings together politicians, lobbyists, businesses and citizens for a week of democratic debate on the Danish Island of Bornholm. But COVID-19 social distancing measures put the festival at risk. ▶▶

Netcompany stepped in as a sponsor to create a new digital platform that allowed Folkemødet 2021 to be held both digitally and live on Bornholm. For the first time, the whole country had the opportunity to attend Folkemødet.

Folkemødet is vitally important to Danish people. Since it began in June 2011, it has acted as a democratic forum for the discussion of important societal issues that affect both our country and the world. Over the years, the event has grown in strength and numbers with around 114,000 people attending each summer.

But the COVID-19 pandemic obviously changed that. With tickets limited to only 14,000 for the 2021 event, the opportunities for debate were limited. So, when the organisers asked us to help take the real-life, open-air meeting online, we were honoured to help.

We created a virtual festival at folkemoedet.dk. Presenters used this platform to create and host their programs – and participants used it to experience the full program, including following and participating in live-streamed events, and watching or listening to debates on-demand. People were able to join in from wherever they

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Folkemødet's new digital platform

Folkemødet is an annual political festival with tens of thousands of attendees each year. COVID-19 restrictions forced new ways of thinking to keep the meeting accessible. We created a virtual platform, which allowed people to live-stream debates and engage with politicians. The platform secured democratic participation in numbers higher than ever before:

- Out of 268 debates, 198 were live-streamed

- The debates were live-streamed more than 47,000 times

- Our virtual platform will enable even more people to participate in the democratic dialogue in the years to come

were, thanks to online meetings, digital interaction and live-streamed events from all over Denmark.

In addition to sponsoring Folkemødet, Netcompany also hosted events. These included a panel discussion on primary schools and how to combine teaching online and in person in the future; a debate on what diversity means for Denmark and our workplaces in the future, and our own André Rogaczewski took to the hot seat and opened the floor for a debate about digital development and the opportunities to use it to ensure a thriving business, healthcare, education and public services sector.

Our digital approach to the festival caught the attention of anthropologists from the University of Copenhagen. They are including Folkemødet, and how it was delivered

this year, in their research into attention dynamics and social networks during political events in Denmark.

Thanks to our platform, Folkemødet 2021 was taken online for the first time. This helped to make the festival even more democratic as people who may not have been able to join in person – either because of the pandemic, the distance to its location or to limits on space – were able to participate remotely. Out of 268 debates, 198 were live-streamed and have been watched more than 47,000 times via folkemodet.dk.

Looking ahead, we will continue to work with Folkemødet by looking at how to further develop the hybrid format, so that even more people can participate in the democratic dialogue at future Folkemødet events – regardless of time and location.

At the peak of the COVID-19 pandemic, 'Folkemødet' worked with Netcompany to create a **virtual platform** that would allow the **democratic debate** to stay alive during these difficult times. Thanks to this platform, it was possible for a variety of so many democratic voices to engage in the essential dialogue about our society, our democracy and **our shared future.**

- Camilla Laudrup, Director, Foreningen Folkemødet

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Case

Digital Dogme: closing the digital skills gap by training the next generation

Denmark is facing an increasing lack of qualified IT labour force. Universities are unable to keep up with the demand and the Danish Ministry of Economic and Business Affairs projects a shortage of 19,000 IT specialists by 2030. We believe that businesses have a responsibility for growing a digitally qualified labour force, so we created Digital Dogme to do that. ▶▶

In 2018, we created Digital Dogme in partnership with Danske Bank, TDC and Copenhagen Airport – a movement dedicated to educating and improving employees' digital skills from within.

In recent years, responses to events like the COVID-19 pandemic have shown how digital solutions can help us overcome modern challenges. But this is only possible when businesses and public authorities possess digital skills.

Digital Dogme is a membership organisation of Danish corporations who encourage and facilitate knowledge sharing and develop employees' digital skills.

It acts as a digital hub where member companies can offer their employees courses that have been developed and tested by organisations across different industries and sectors. Digital Dogme has three ambitions:

- To strengthen Denmark's role as a leading digital nation

- To reduce the digital skills gap in the workforce

- To create optimal conditions for growth, job creation and digital business development for the benefit of employees, companies and society

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As of 2021, Digital Dogme has a wide array of member companies from different industrial sectors, representing a total workforce of thousands of employees. They are all offered opportunities to take part in cross-sectional training programmes, which are designed using the member companies' own knowledge, resources and practical experiences, together with support from external partners. The learning and training materials are offered to all members through Digital Dogme's Co-lab and Learning Academy.

We believe that improving digital skills increases productivity and enhances business output by freeing employees to perform higher value tasks. We are proud to be at the forefront of bringing digital skills to society and, through our collaboration with Digital Dogme, we aim to help close the digital qualifications gap in Denmark. Digital Dogme has become such a well-established programme and platform that the Digitisation Partnership (Digitaliseringspartnerskabet) has recommended it to the Danish government as one of the tools that can be used to reduce the digital skills gap in the workforce.

How we train the next generation to close the digital skills gap

A Co-lab is a flexible and interactive forum which takes place approximately four times a year. As the name suggests, co-creation is at the forefront of each Co-lab and informs the whole agenda. During a Co-lab, participants from different industries and sectors come together to discuss current trends and topics, and devise concise digital solutions within a short period.

The Learning Academy is where Digital Dogme's members make their learning processes available to other companies through a suite of courses. There are currently 31 courses and Netcompany has created nine of these. We have designed our courses based on our in-depth knowledge of agile methodology, IT teaching concepts and IT project management – with the aim of sharing the lessons we have learned to help companies across other sectors and industries enhance their digital qualifications.

"**Digital Dogme** is a unique and inspiring learning environment where participants share insights and experiences with their own digital journeys. The **Co-lab meetings** are characterised by great openness and a desire to develop ideas together, and we often continue the dialogue with participants after the meeting has ended. It has made it possible to co-create **solutions across organisations,** which contributes to improving digital services in Denmark, as well as advancing digital competence within Danmarks Nationalbank."

- Lone Mortensen, COO, Danmarks Nationalbank

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Social risks

We want to hire the best IT talent available. But this is challenging because the demand for IT graduates within the industry is higher than the number of people graduating with relevant degrees each year. ▶▶

There are not enough graduates to cover market needs, and this likewise includes the insufficient gender diversity, as interest in the IT industry is still low among women. This social risk is not expected to change promptly. In fact, a Danish national analysis by political and economic consulting firms IRIS Group and HBS Economics, published in September 2021, point to great inconsistencies between available STEM positions and STEM talent available to fill these positions by 2030[1]. In Denmark, the analysis predicts that we will be short of around 13,000 professionals within the fields of Engineering, Tech and IT. In other words, the demand for talented IT experts will exceed the number of people available.

We understand that our people are our greatest resource in maintaining our competitive positioning, so we regard the inability to access relevant workforce of high importance, as it can potentially limit our revenue and growth. So we are highly invested in not only having an impeccable workforce and being a leading IT services company, but to help spark a general interest for the IT industry – beginning with children and young adults. We are putting this into action through our Netcompany Academy, mentor program, social activities, general employment benefits and our work with Digital Dogme. Through these efforts, we are continuously paving the way for future generations, as well as retaining the IT

professionals already working in the industry. As we are highly dependent on employee resources, we are also facing a heavy risk if employees and business partners do not comply with internal and external rules and regulations. We could risk facing violations of rules, regulations and internal policies – resulting in financial loss and corporate liability. To mitigate this risk, we have a whistleblower system, which is part of our mandatory Code of Conduct introduction day that our people must attend, so they become familiar with our internal policies.

[1] https://danskegymnasier.dk/frem-mod-2030-bliver-der-stor-mangel-paa-stem-uddannede-og-samfundsfaglige/

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Governance

At Netcompany, we wish to be open and transparent about the way we do business. That is how we hold ourselves accountable to our various stakeholders and ensure that we always act responsibly and with integrity. ▶▶

Sound corporate governance practices are an essential instrument when it comes to linking our values to our actions. They support the implementation of our standards and beliefs while balancing the interests of our many stakeholders. But sound business and governance practices cannot stand alone. We must also be transparent about these practices in order to earn the trust of our stakeholders and the societies we operate in.

Transparency is about being honest. Acknowledging where there is room for improvement and always working to do things better. For us, this is essential to the growth and success of any company.

By disclosing our governance structures and principles, we wish to build trust among our stakeholders and with society in general, demonstrating that we are a responsible and reliable

partner – a partner they wish to continue working with on the journey towards building digital and sustainable societies.

ESG key figures overview - Netcompany Core	Unit	2021	Target 2021	2020	2019	2018
Governance						
Gender diversity - Board of Directors (BoD)	f/m	40%/60%	40%/60%	40%/60%	20%/80%	17%/83%
Attendance at the BoD meetings	%	98	>97	100	97	95
CEO pay ratio	times	1:20	<1:19	1:19	1:20	1:15

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Management

Each member of the Board of Directors and Executive Management **contributes** with their own **special competencies**

At Netcompany, we have a two-tier management structure consisting of the Board of Directors and the Executive Management. The Board of Directors is responsible for the strategic management of Netcompany and is involved in all decisions regarding major investments, risk management, significant operational issues, etc. The Executive Management is responsible for day-to-day management, including the organisation of the company, implementation of strategies, and allocation of resources. Our Executive Management is supervised by our Board of Directors. To avoid any conflict of interest, the two bodies are kept separate by the fact that no one serves as a member of both. The division of responsibility between the Board of Directors and the Executive Management is set out in the Rules of Procedures for the Board of Directors and Executive Management Instructions.

Executive Management and Board of Directors

At Netcompany, we recognise that the success of a company is highly dependent on a diverse composition of both management and employees. For the same reason, the Executive Management and Board of Directors are composed of people with different backgrounds and competences. Together, they have the experience and expertise to ensure the continued success of Netcompany as one of Europe's leading IT service companies.

Our Executive Management consist of the CEO, COO and CFO, all of whom are registered with the Danish Business Authority.

The Board of Directors of Netcompany Group A/S consists of five members who are all considered independent under the Recommendations on Corporate Governance. The Chairman and the Deputy Chairman are chosen among the members of the board and appointed by the Board of Directors. Each member is elected for a one-year period and may be re-elected.

The Board of Directors must always consist of at least three and no more than seven members elected at the General Meeting. The Board of Directors meets at least five times a year and holds extraordinary meetings whenever it is required.

In 2021, an external evaluation of the Board of Directors was conducted by an independent third-party. As part of this evaluation, the members of the Board of Directors and the Executive Management received a questionnaire with questions relating to effectiveness, performance, competences, quality of submitted material, the overall composition of the Board of Directors, as well as matters relating to internal collaboration. Based on the responses gathered, the report concluded that the Board of Directors is effective, and that collaboration within the board and with the chairmanship and the Executive Management is good and constructive. It verified that the material submitted to the Board of Directors is of high quality, and that all decisions are made on an informed basis, with enough time set aside to properly discuss the subject matters. The Board of Directors' annual wheel further ensures that all relevant topics are covered.

Finally, the report concluded that the members of the Board of Directors and Executive Management are qualified for their posts and that the collaboration between the two bodies is very effective. This is also the case when it comes to the composition of the board committees as well as the collaboration with and within these bodies.

Overall, the findings from the external evaluation were satisfactory, as it was concluded that the Board of Directors of Netcompany performs above benchmark on all parameters.

Board Committees

Netcompany has established three different board committees: an Audit Committee, a Remuneration Committee, and a Nomination Committee. The purpose of these committees is to assist the Board of Directors with its preparatory tasks and make recommendations to the Board of Directors.

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The responsibilities of the three committees are stipulated in separate committee charts, which are reviewed annually by the Board of Directors and updated as appropriate.

Audit Committee

The Audit Committee provides the Board of Directors with a financial overview of Netcompany's businesses along with an overview of Netcompany's statutory audit matters, internal controls and risk management systems. Furthermore, the Audit Committee is responsible for supervising the procedures for electing the external auditor and ensuring their independence. The Audit Committee currently consists of three members of the Board of Directors: Åsa Riisberg (Chairman), Scanes Bentley and Juha Christensen – and the committee meets at least four times a year.

Remuneration Committee

The Remuneration Committee assists the Board of Directors by preparing and presenting proposals and recommendations on all matters concerning the remuneration of the Executive Management and the Board of Directors and its committees. The Remuneration Committee meets at least twice a year and currently consists of two members of the Board of Directors: Juha Christensen (Chairman) and Bo Rygaard.

Nomination Committee

The Nomination Committee assists the Board of Directors by preparing and presenting decision proposals regarding the composition of the Board of Directors and Executive Management, including the nomination of candidates and evaluation of the overall composition of the Board of Directors and Executive Management. The Nomination Committee consists of two members of the Board of Directors: Juha Christensen (Chairman) and Bo Rygaard. The Nomination Committee meets at least twice a year.

Attendance at board meetings

The members of the Board of Directors all understand and respect what being a board member of Netcompany Group A/S entails and are all dedicated to fulfilling the obligations that come with their respective positions. Their commitment is also reflected by the high rate of attendance at board and committee meetings.

In 2021, the Board of Directors met eight times in person or virtually due to travel restrictions. Only one member was prevented from attending one of the meetings. Other than that, there was full attendance at every board meeting held in Netcompany Group A/S. This is also the case for our

committee meetings, which had a 100% attendance rate. The overall attendance rate for the Board of Directors for 2021 is 98%, which also means that the set target of a 97% attendance rate in 2021 has been achieved.

Recommendations on Corporate Governance

Netcompany Group A/S is listed on Nasdaq Copenhagen and is therefore subject to the Danish Corporate Governance Recommendations. The Recommendations on Corporate

Governance are based on the principle of 'comply or explain', so that any legitimate reasons for deviating from one or more of the recommendations should be explained appropriately. In 2021, Netcompany complied with all 40 of the recommendations.

Pursuant to the Danish Financial Statements Act section 107(b), we have prepared a statement on corporate governance for the financial year 2021. The statement forms part of the Management's Review and can be viewed at: www.netcompany.com/int/Investor-Relations/Governance

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Remuneration of Executive Management and employees

In 2021, client-facing employees received an average increase in salary of **7% per employee**

All employees at Netcompany are remunerated according to the same principles – from Executive Management and general management through to all other functions. The remuneration takes into account the general salary level within Netcompany; the responsibilities and workload defined by different positions; general market standards; and standards within similar companies.

In 2021, client-facing employees (partners and principals excluded) received an average increase in salary of 7% per employee, while staff at Executive Management level received an increase in salary of 5%.

In 2022, Executive Management will receive a 5% increase in salary. By comparison, client-facing employees will receive an increase in salary corresponding to an average of 7.6% per client-facing employee.

CEO pay ratio

To ensure a transparent and meaningful insight into the CEO pay-ratio at Netcompany, our

reporting is based on all Netcompany entities (as opposed to Netcompany Group A/S which only employs Executive Management). The CEO remuneration package is composed and proposed by the Remuneration Committee and approved by the Board of Directors.

In 2021, the CEO pay ratio for Netcompany Group was increased to 1:22 following the Executive Management's salary increase for 2021.

The increase in CEO pay ratio is also affected by the acquisition of Intrasoft (now Netcompany-Intrasoft), as Netcompany-Intrasoft's salaries for November and December 2021 are now also included in the total figures. Netcompany-Intrasoft is located in countries where the salary level is generally lower compared to Netcompany's other entities, particularly those located in Northern Europe. While the CEO pay ratio has increased, the salary level at Netcompany-Intrasoft follows market standards and objective criteria such as those set out in Netcompany's general remuneration principles.

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Gender diversity at board and management level

For many years, we have worked to ensure more equal gender representation in the IT industry in general and in our own management positions. ▶▶

When it comes to the composition of Netcompany's management, we are thrilled to see that our efforts are beginning to pay off. In 2021, we reached our set target for female representation at management level.

We nurture diversity and consider it a competitive advantage. We firmly believe that great results are achieved when people with different ways of thinking bring their ideas to the table; that new and better solutions happen when these perspectives are integrated into the processes – from the early development phases through to implementation and final execution. It is important that diversity exist at all levels of our company, particularly at management level, so we make sure that its benefits are included in the strategic decision-making process and realised through the general management of our company.

We have for many years worked to achieve a more equal gender balance in the IT industry. It is our aspiration that our efforts will also be reflected in the number of women occupying managerial positions, not only in Netcompany but in our industry in general.

Netcompany's ESG report includes the statutory corporate social responsibility statement on the underrepresented gender, cf. section 99(b) of the Danish Financial Statements Act for both Netcompany Group A/S and Netcompany A/S. Also included is Netcompany Group A/S' statutory statement on diversity in the Board of Directors and Executive Management according to section 107(d) of the Danish Financial Statements Act. The following describes the development in Netcompany A/S and Netcompany Group A/S.

We wish to be a workplace where everyone feels included and valued for who they are and what they do.

Diversity and Inclusion Policy

Last year, we reviewed and updated our Diversity and Inclusion Policy with the purpose of strengthening the visibility of our values and beliefs. The policy provides the basis for our work to create equal opportunities for all employees and is, among others, intended to increase focus on the share of female representation and other minorities in management positions. The policy applies to everyone at Netcompany – from the Board of Directors and Executive Management through to all other employees.

We wish to be a workplace where everyone feels included and valued for who they are and what they do. We strive to achieve this through our recruitment processes, our internal advancement programs, the targets we have set for gender representation, and our social gatherings where employees can meet and build their relations.

We see and appreciate the value of diversity. Not only as a competitive advantage with the results of innovative ideas and better problem-solving, but also as a matter of conforming to what we believe is right. Diversity and inclusion are a company strength, and we will continue to nurture a culture of tolerance and acceptance for all.

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40% of the board members are **women.**

Gender balance at board level

The Board of Directors is composed of qualified members who have all been chosen based on their individual competences and the way their expertise complements each other. The evaluation of qualifications is based on objective criteria such as educational background, professional experience and Netcompany's business strategy. We also focus on making the composition of the Board as diverse as possible, which means that members' age, gender, and nationality are also taken into consideration.

Results and development

Last year, we achieved our set target of having two female members of the Board of Directors in Netcompany Group A/S.

With two female members of the Board of Directors, Netcompany Group A/S fulfils the requirements for equal representation in the Board of Directors as 40% of the board members are women. Netcompany A/S also fulfils the requirements for equal representation as one out of four of its board members is female.

2021 has already shown the many benefits of having a diverse management, and we are excited to see where this will take us in the future.

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Gender balance and diversity at management level

The IT industry has for many years primarily been male dominated, which has imposed certain limitations on the recruitment of female employees. As Netcompany's career and business model is based on IT people leading IT people, the lack of women in the industry in general has had a subsequent effect on the representation of women in management positions.

In addition to the lack of women in the industry there's the time it takes to advance to leadership positions. At Netcompany, it generally takes about 5+ years to become manager, even more to become principal, and 12+ years to become partner. This further contributes to a time lag in women reaching management positions.

Our career model is crucial to maintaining the highest standards of quality and level of service. It ensures that every employee is adequately trained and experienced prior to taking on the responsibility of leading projects as well as teams of colleagues. While the Netcompany career model is based on objective criteria such as experience, performance, and seniority, we recognise that we also need to pay attention to possible biases and indirect barriers that may prevent women from going after or being appointed to managerial positions. That is why we continue to focus on all steps of employment – from job descriptions and advertisements to screening of applicants and job interviews – to make sure that we keep working towards

our goals. Furthermore, we make sure to cover the managerial ambitions of our staff in our biannual development interviews.

It will take some time before the generation gaps are closed, but we are delighted to see that things are moving in the right direction. Stats show that more and more women are pursuing tech educations and a career within the IT industry. Over time, this will inevitably result in an increase of women in management positions. We will continue to support this development based on the conviction that female leadership is a fundamental and necessary part of a sustainable world.

Results and development

In 2020, we did not succeed in reaching our target of 13% females in management positions. At the same time, we also saw a 1% decline from the previous year. Based on these results, we chose to intensify our efforts in this area, with the aim of achieving a higher percentage of female leaders.

We are proud to report that this year, we have not only managed to reverse the decline in numbers; we have actually increased them: In 2021, we achieved our set target of 13% females in management positions at Netcompany Core (Netcompany Group excluding Netcompany-Intrasoft).

Our female talent pool continues to grow, and female representation at entry and senior level keeps ascending, which makes our expectations for the upcoming years even greater. Although the road to an even more balanced composition of management may

be long, we are determined to take all the steps necessary to achieve a diverse management in Netcompany.

With the acquisition of Intrasoft (now Netcompany-Intrasoft), the total number of females in management positions equals 15% for Netcompany Group. The figure covers the number of females on Partner, Principal and Management level in Netcompany Core and employees in Netcompany-Intrasoft on Upper Management and Management level. Going forward, we will report on the total number for Netcompany Group in our ESG report.

Activities in 2021 towards gender diversity at management level

In 2021, Netcompany Denmark took a great step towards ensuring gender equality with the decision to implement a new parental leave scheme, which came into force on 1 January 2022. The decision was partly based on the findings that came through from an internal focus group study we conducted, to find out what might help to attract and retain more women at Netcompany. The new scheme allows all employees 10 more weeks of fully paid parental leave. This will be added to the paid scheme that Netcompany already offers on top of what is guaranteed by Danish law. We believe that this initiative will not only help to attract and retain more women – for general functions as well as management positions – it will also give our male employees the opportunity to spend

We are conducting inclusive leadership training for all new managers.

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time with their young children, establishing those close bonds that are so important at the early stages of a child's life. The new scheme also provides families with the flexibility to plan their leave so that it meets their individual needs. We hope that this new scheme will signal to both current and future employees that Netcompany wants to accommodate the needs of each employee at all stages of life, and that we acknowledge the importance of a healthy work-life balance for the individual and their family.

Netcompany's promotion process is based on the same objective criteria for each employee group. This is to ensure a fair and transparent process for all. We acknowledge that further measures may need to be put in place to guard against any unfair treatment. For the same reason, we measure our development and performance processes on an ongoing basis, as well as track the perception and impact of training through employee surveys, management assessments, promotion ratios, etc.
We have also made inclusive leadership training part of our manager training. This type of training focuses on making sure that all our managers know how to create a safe space for all members of a team to contribute; that they develop an awareness of bias and personal blind spots; that they know how to demonstrate curiosity and an open mindset towards others – all with a view to giving particularly new managers the tools to recognise potential management talents in their team and ensure effective collaborations throughout the organisation.

Data protection and privacy

As our societies become more and more digital, with vast amounts of data and personal information circulating on the internet, protection of data and privacy become more critical. The dangers are many and the implications if data fall into the wrong hands can be very serious.

At Netcompany, we recognise the right to data protection and privacy as fundamental rights which must be protected at all times and with all means necessary. Through our privacy policies and awareness training, we work to ensure that all data is protected according to the highest standards and that privacy rights are always upheld.
We take our responsibility very seriously and will continue to work to ensure that our digital world is one where the right to data protection and privacy is respected and treated as a fundamental condition for any data processing.

In 2021, Netcompany upheld its ISO 27001 certification for all entities.

Information security

Even before data protection and privacy came to the public's attention, information security was an integral part of Netcompany's daily operations.

Information security forms the foundation for safeguarding data, based on the key principles of protecting that data's confidentiality, integrity and availability. All our employees have had the understanding of, and respect for, information security instilled into them during their education and/or through their work at Netcompany.

Netcompany's information security management system is based on the international standard ISO/IEC 27001 and covers all entities. It is implemented through several processes which are integrated in the Netcompany Methodology. This methodology incorporates data protection security through a complete set of guidelines, tools and templates that define the way we plan, deliver, manage and document complex

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integrated IT solutions. It ensures compliance and continuity in the employees' daily work processes and provides both reassurance and documentation for the protection of data.

The responsibility for information security management lies with Netcompany's management, specifically our Security Committee that is responsible for the implementation and maintenance of our security management system. The Security Committee meets at least four times a year to discuss topics such as the effectiveness of implemented processes, risk management, etc.

In 2020, Netcompany was certified under ISO/IEC 27001, and we upheld our certification for all entities in 2021. We take great pride in being able to show our customers and other stakeholders that we comply with the ISO/IEC 27001 information security requirements and that they can trust us with the protection of their data.

Data ethics policy

In 2020, we implemented a Data Ethics Policy, which we also chose to report on even before we were required to do so. This policy is based on three key principles: security, integrity and trust.

Working as an IT service provider we encounter many types of data, including personal data. In our own organisation we mainly process data about our employees and job applicants, provided by the employees and job applicants themselves. In our capacity as a supplier, we process data on behalf of our customers, for example in connection with the maintenance or hosting of their systems.

The data we process about our employees and job applicants includes regular personal data, such as names, addresses and phone numbers. We may also process special categories of personal data, for example, health information. The data we process on behalf of our customers relates to their production data, which in some cases may also include both regular and special categories of personal data.

Technical and organisational security is an essential part of any safe data processing. Netcompany's daily operations are based on a highly detailed security policy and organisational procedures, all of which comply with the international security standard ISO/IEC 27001. We process all data with the utmost respect for the sensitivity of the data and any privacy rights – to make sure we earn the trust of our customers, employees, shareholders and any other stakeholders.

We run internal audit controls to secure compliance with both information security and data protection requirements, and all our employees are regularly trained in the Netcompany Methodology. In addition to these measures, we have all data securely stored at two different data centres to ensure that data availability is always upheld in the unlikely event of technical failures.

We do not buy data from third parties or sell customer data to third parties. We do use artificial intelligence (AI) and machine learning in some of our solutions, but never in a context where such services are used for either profiling, automated decision making or similar. Machine learning is instead used for the purpose of reducing energy consumption and climate impact.

Our work to ensure diversity throughout the organisation is also part of our data ethical considerations in that it may help prevent unintentional biases in both the development of our own IT solutions and when advising our customers about the development of theirs.

Whether we process personal data or other types of data, we always apply our standards for data ethics to the way we work, making sure that our processing activities and security measures match the requirements for the data we are handling.

With 2021's reporting on our Data Ethics Policy, Netcompany Group A/S and Netcompany A/S comply with the requirements under section 99(d) of the Danish Financial Statements Act.

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Case

Security newsletter

As part of our continued efforts to heighten security – and to make our employees even more vigilant towards these matters – we introduced the Netcompany Security Newsletter in the early part of 2021.

The newsletter is distributed several times a year and covers various security topics relevant to our employees – such as phishing prevention, internal security awareness courses, GDPR regulations and acceptable device usage.

Case

Awareness training

In 2021, we updated our internal awareness training programme by, among other things, producing two new awareness videos on information security and data protection, including data privacy rules.

The videos contain information about some of the most critical topics in this area, for example how to process data and identify personal data, and how to handle security incidents and data breaches. All Netcompany employees must watch these videos, and answer a follow-up questionnaire, to make sure that they have understood the information and know how to comply with the rules.

We are working to develop the awareness training videos further by adding more in-depth information about the requirements for processing data in connection with information security standards and data privacy regulations.

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Business ethics

Through our ethical beliefs and moral values, we continue to hold ourselves accountable for the way we do business, taking responsibility for the way our activities affect the communities and societies we work in. ▶▶

The importance of sound business ethics cannot be underestimated. The way we operate as a business affects the societies we live in and reflect on the reputation of our company.

For us, business ethics is a matter of doing the right thing, no matter what potential benefits might otherwise be gained.

Business ethics are often guided or defined by law. But what is legal is not always the most ethical thing to do. That is why we believe it is important to distinguish between the two. While always adhering to legal requirements, we are also guided by our own values and morals – whether the issue in question concerns company taxation, social responsibilities or labour and human rights.

Netcompany's Code of Conduct sets out our moral principles and acts as the guideline for our everyday business operations. It is based on the Organisation for Economic Co-operation and Development (OECD) guidelines for multilateral enterprises and addresses a variety of ethical matters, ranging from personal conduct;

For us, business ethics is a matter of doing the right thing, no matter what potential benefits might otherwise be gained.

work environment and safety; conflicts of interests; confidential information; to environmental responsibility. Here, we highlight how our ethical standards and values define our approach to a few of these areas.

Anti-bribery and anti-corruption

Netcompany has implemented an Anti-bribery and Anti-corruption Policy which clearly states that all forms of bribery and corruption are totally unacceptable in Netcompany.

Our policy on anti-bribery and anti-corruption is supplemented by organisational procedures that ensures continuous control with company expenses. We also have an approval system where any receiving or offering of gifts, meals, and other entertainment gestures must be approved by a superior.

The Anti-bribery and Anti-corruption Policy helps our employees navigate applicable legislation, while following Netcompany's ethics and moral principles. At the same time, it protects our employees from accusations of unethical conduct.

Taxation

It is deeply rooted in Netcompany's culture to act as a responsible partner to society, helping to ensure equal opportunities for everyone. We feel strongly that we – as an industry leader – should lead the way when it comes to supporting the efforts to change society for the better, for example by contributing to better social welfare in the societies we operate in.

A prerequisite for social welfare in any society is sufficient financial means to fund it. This is typically accumulated through direct and indirect taxes. At Netcompany, we have a transparent tax disclosure policy, which clearly states that we disassociate ourselves from the use of tax havens and other methods of tax evasion. As a company, we pay corporate income taxes and other indirect taxes in all the countries in which we operate.

In 2021, Netcompany Group paid more than DKK 197m in corporate income taxes. In addition, we paid indirect taxes such as VAT and other similar taxes in excess of DKK 672m. Finally, our 3,787 employees paid around DKK 715m in personal income taxes based on the salaries they generated

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through their employment with Netcompany. In 2021, the Netcompany Group contributed more than DKK 1,584m in direct and indirect taxes to the societies in the countries we operate in. We take pride in this and, based on our continued growth aspirations, we expect to be able to continue to contribute to the welfare of the societies we do business in.

Human rights

Netcompany's approach to human rights is strongly rooted in our core values and ethical standards. As a 'people company', it is of great importance to us that everyone we meet through our business dealings is treated with the dignity and respect that any person deserves. When it comes to upholding human rights standards, we have decided to follow the United Nations' Declaration of Human Rights, letting its standards guide several policies, including our Code of Conduct and Anti-Slavery Policy. Alongside these policies, we have also implemented internal guidelines on non-discrimination and protective measures against any kind of harassment.

Netcompany wishes to secure the human rights of every employee throughout the organisation. This also includes people employed by our subcontractors and

business partners. For this reason, we have a whistleblower system in place, allowing people to report suspicions or knowledge of mistreatment either within Netcompany or within the organisations that Netcompany do business with.

Labour rights

When it comes to labour rights, Netcompany operates according to the highest ethical standards. We have a zero-tolerance approach to the use of child labour as well as any forced or compulsory labour. These standards are embodied in the Netcompany Code of Conduct. We also fully support the Convention on the Rights of the Child, which states that all children have the right to leisure and education.

To demonstrate Netcompany's commitment to acting ethically and with integrity in all our business dealings and relationships, we have implemented an Anti-Slavery Policy, making employees aware of the issue of modern slavery and notifying them of Netcompany's whistleblower system where any actual violation or suspected violation can be reported anonymously. To date, Netcompany has not received any reports through the whistleblower system concerning the misuse of labour forces.

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Whistleblower system

Netcompany's whistleblower system provides a channel through which any person related to Netcompany can anonymously report serious offences or suspected offences that could possibly negatively affect the life or health of an individual or our company. ▶▶

An important part of maintaining the integrity of our business and promoting accountability in everything we do, is to make sure we have a safe space where employees and partners can report a mismatch between the values and standards we say we believe in and the way we act.

Netcompany's whistleblower system provides a channel through which any person related to Netcompany can anonymously report serious offences or suspected offences that could possibly negatively affect the life or health of an individual or our company. Reports may be filed by employees, members of the Executive Management and Board of Directors, auditors, lawyers, business partners or suppliers.

To secure the independence of this system, it is governed by an external law firm who receives all reports submitted. When a report has been received, it is forwarded to the Chairman of the Board of Directors who, in turn, investigates the matter promptly and makes sure that appropriate actions are taken.

In 2021, two reports were submitted via the whistleblower system. The reports were assessed to be out of scope by the external law firm.

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Governance risks

Netcompany has established an extensive risk management system that ensures all risks are addressed and handled appropriately and in due time. ▶▶

Risk management is a key tool when it comes to protecting the financial and reputational values of our company. It plays a critical role in everyday operations, both in relation to our services as an IT service provider and the internal management of our operations. We employ several risk reporting tools and processes, all of which help to ensure that all substantial risks are reported to the Executive Management and the Board of Directors.

Within the area of governance, one of the greatest risks relates to the compliance of our employees with current regulations and legislations. Our employees are our greatest asset, but, as human beings, we are all liable to make mistakes from time to time. To mitigate this risk, we have implemented several policies, processes and awareness programmes to make sure our employees

are properly trained and know how to avoid mistakes as far as possible.

Our whistleblower system is an integral part of our risk management system. It helps us to discover non-compliance or regulatory violations, which would otherwise not have come to the attention of the management, typically because people might fear the repercussions of reporting them. This also concerns violations that may occur with any of our suppliers or other business partners.

As a provider of digital services, we are obviously vulnerable to cybercrime. We take this risk very seriously, as it not only affects our own internal programmes and processes, but also those of our customers. Upholding the highest standards when it comes to IT security is integral to the way we run our business.

When it comes to protecting Netcompany from cyber risks, we have therefore implemented several security policies and processes, just as all employees are required to undergo awareness and security training on an ongoing basis.

Netcompany is a fast-growing company and often in the public eye. We are very aware that this has an impact on our risk profile, which is why we take all precautions to avoid and mitigate any potential threats to ourselves and our customers. Risk management is a dynamic task, which must never be underestimated nor neglected. We will continue to evaluate our processes and risk management systems to identify and address any potential threats, so we continue to maintain the trust of all our stakeholders.

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ESG in the future

Netcompany will continue to develop more effective IT solutions that have a **positive impact on the world** and on the societies we operate in.

If 2021 has taught us anything, it is the continuous lesson that digitisation is enhancing our lives – privately as well as collectively – and improving the environments in which businesses operate. Although most societies have reopened, thanks to the vaccinations, we are still experiencing the effects of 2020's global pandemic, and COVID-19 will be part of our lives in the years to come.

This strengthens our belief that by contributing to building strong, sustainable societies, we can help make the world a better and safer place for all of us. Netcompany will continue to develop more effective IT solutions that have a positive impact on the world and on the societies we operate in. In 2021, we contributed to making air travel less harmful, through the AIRHART project. We helped governments in Europe monitor the spread of COVID-19 and

provided the solutions they needed to begin a safe reopening of their societies. And we supported – and will continue to do so – a scientific answer to how we may win more time when it comes to managing the global climate crisis.

Going forwards, we will continue to deliver solutions and services that help public authorities and private businesses succeed in their digital transformation – building the necessary frameworks for a sustainable and successful digital future. In addition to this, we will continue to support and sponsor great ideas and initiatives that have a positive impact on the environment and society. Furthermore, we will continue to take responsibility for improving our organisation, by creating an even better and more diverse workplace where everyone shares a strong sense of belonging.

As a company at the forefront of society's digital transformation, we recognise our social responsibility and have chosen to contribute to sustainable, prosperous societies driven by digitisation. We believe this is the key to meeting the challenges we face as a global community – whether they are caused by political forces, climate change or unforeseen pandemics.

We strongly believe our contribution is best served by developing stronger digital skills and talents; offering development and equal opportunities for all; finding greener solutions to how we operate as a company; and ensuring secure and transparent collaborations with all our stakeholders. This will continue to be our driving force in 2022 and onwards.

EU taxonomy

Introduction

The Netcompany Group is an IT services company delivering strategic IT projects that accelerate customers' digital transformation through digital platforms, core systems and infrastructure services. As a part of the business model, the Group develops IT services as well as maintains and operates them. The Group's primary service offerings include information technology consulting services and operations solutions. All content below refers to Netcompany Group (including Netcompany-Intrasoft).

Assessment of compliance with Regulation (EU) 2020/852

The Group's reporting on EU Taxonomy follows the Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020. The Taxonomy Regulation provides a definition of environmentally sustainable economic activities. To qualify as environmentally sustainable,

an economic activity shall, among other things, contribute substantially to one or more of the six environmental objectives stated in article 9 of the regulation. A delegated act specifying which technical screening criteria specific economic activities must comply with for the first two environmental objectives, climate change mitigation and climate change adaptation (environmental objective a. and b.), was adopted on 4 June 2021. A delegated act specifying the final four environmental objectives, (the sustainable use and protection of water and marine resources, the transition to a circular economy, pollution prevention and control and the protection and restoration of biodiversity and ecosystems) has not been adopted yet. Therefore, Netcompany disclosure on EU Taxonomy in the fiscal year 2021 is only for the environmental objectives, climate change mitigation and climate change adaptation.

Accounting practice concerning taxonomy delegation

In accordance with article 10, paragraph 1 of the Delegated Act of 6 July 2021 specifying the content and presentation to be disclosed, the Group will in the fiscal year 2021 only disclose the proportion of Taxonomy-eligible and Taxonomy non-eligible economic activities in the total turnover, capex and opex.

Taxonomy-eligibility

Taxonomy-eligibility states the share of the Group's turnover, capex and opex, which are covered by the Taxonomy delegated acts. Taxonomy-eligibility therefore only states the proportion of the Group's economic activities that are described in the Taxonomy Regulation's delegated acts, and not whether these economic activities qualify as environmentally sustainable (Taxonomy-alignment). Taxonomy-eligibility is expressed with three KPIs that are calculated as the part of turnover, capex

and opex considered to be Taxonomy-eligible (numerator) divided by the group total turnover, capex and opex (denominator). Descriptions of the three KPIs are provided below.

KPI for turnover

Numerator:
Taxonomy-eligible turnover is calculated as the turnover, which is generated from one of the economic activities presented below:

- Activity 8.1 Data processing, hosting and related activities (included in environmental objectives a. and b.): This includes turnover from the Group's activities, where Netcompany acts as data processor and stores, controls, transmits, and processes data through datacenters.
- Activity 8.2 Computer programming, consultancy and related activities (included in environmental objective b.): This includes turnover from the Group's activities, where Netcompany develops, tests and supports customers with software solutions.

Revenue from sale of services is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties.

Denominator:
Net turnover as shown in note 3.

KPI for capex

Numerator:
Taxonomy-eligible capex is calculated from the following economic activities:

- Activity 6.5 Transport by motorbikes, passenger cars and light commercial vehicles (included in environmental objectives a. and b.): Long-term leases of cars measured at cost less accumulated depreciation and impairment losses.
- Activity 8.1 Data processing, hosting and related activities (included in environmental objectives a. and b.): Additions of property, plant and equipment for data centres.

Denominator:
The Group's additions of tangible and intangible assets including those from business combinations determined at fair value shown in note 14, 15 and 17. Included in the figures is the value from additions of long-term leased assets and additions of investment property measured at cost less impairment losses.

KPI for opex

Numerator:
Opex is defined in the EU Taxonomy Delegated Act of 6 July 2021 as direct non-capitalised costs that relate to research and development, building renovation measures, short-term leases, maintenance and repair, and any other direct expenditures relating to day-to-day servicing of assets of property, plant and equipment.
For the Group, Taxonomy-eligible opex includes:

- Activity 6.5 Transport by motorbikes, passenger cars and light commercial vehicles (included in environmental objectives a. and b.): Maintenance costs for leased cars
- Activity 8.1 Data processing, hosting and related activities (included in environmental objectives a. and b.): Expenses for day-to-day servicing for data centres.

Denominator:
Direct non-capitalised costs that relate to: costs incl. maintenance for short-term leased cars, costs relating to building renovation measures, costs related to maintenance and repair, and any other direct expenditures relating to day-to-day servicing of assets of property, plant and equipment including wages for employees servicing data centers.

Netcompany Group has not included wages of employees working on computer programming in opex, as these are not defined as an R&D cost or related to day-to-day servicing of property, plant and equipment.

Turnover

	Proportion of turnover
Economic activities	
A. Taxonomy-eligible activities	
8.1 Data processing, hosting and related activities	8%
8.2 Computer programming, consultancy and related activities	92%
Turnover of Taxonomy-eligible activities (A)	**100%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES	
Turnover of Taxonomy-non-eligible activities (B)	**0%**
Total (A+B)	**100%**

Opex

	Proportion of opex
Economic activities	
A. Taxonomy-eligible activities	
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	1%
8.1 Data processing, hosting and related activities	7%
Opex for Taxonomy-eligible activities (A)	**8%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES	
Opex for Taxonomy-non-eligible activities (B)	**92%**
Total (A+B)	**100%**

Capex

	Proportion of capex
Economic activities	
A. Taxonomy-eligible activities	
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	1%
8.1 Data processing, hosting and related activities	1%
Capex of Taxonomy-eligible activities (A)	**2%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES	
Capex of Taxonomy-non-eligible activities (B)	**98%**
Total (A+B)	**100%**

Accounting practice

The following accounting practice lays the foundation for the contents of this report. Unless otherwise specified, all content in this report describes "Netcompany Core", defined as Netcompany Group and its entities excluding Netcompany-Intrasoft. Following our acquisition of Intrasoft International S.A. on 31 October 2021, we have made an assessment about which content is relevant to include regarding Netcompany-Intrasoft. This is specified where relevant throughout the report.

The report contains three different ways of defining Netcompany:
Netcompany Core: Netcompany Group and its operating entities excluding Netcompany-Intrasoft.
Netcompany-Intrasoft: Solely Intrasoft.
Netcompany Group: Netcompany Core and Netcompany-Intrasoft combined.

Environment accounting practice

Presentation of figures from 2021

We have reported on our climate impact for the year 2021 using the ESG Reporting Guide 2.2 by Nasdaq and the GHG Protocol. Our GHG emissions have been calculated using the market-based method. Due to a continued rapid increase in our number of employees over the past years, we have continued to report on Netcompany's consumption per average full-time equivalent (FTE). From 2021, we will proceed to also report on totals to show the full impact of our operations on society. The figures cover 1 January 2021 - 31 December 2021. For Netcompany Core, December 2021 is estimated based on previous months' consumption and emission due to time restrictions for publishing this report. All previous years are based on actual figures. Data from entities acquired by Netcompany are included from the first month after aqcuisition. Due to availability of more complete data and accurate emissions factors, we have recalculated scope 1, 2 and 3 emissions from previous years.

Direct GHG emissions (CO$_2$e Scope 1)

Direct GHG emissions (CO$_2$e Scope 1) include emissions that derive from the combustion of fossil fuels through Netcompany Groupss car shemes in DK, NL, GR, LU, BE and RO. They are based on the emission factors from DEFRA 2021 for the relevant fuel type. The fuel bought by one vendor does not specify type. Netcompany therefore estimates that the split is 50/50 between petrol and diesel. It is noted that some of the data is based on estimations for the months of November and December, 2021 due to insufficient data. In Netcompany NL, the company cars are not provided for individual employees, but for general use when needed. As of 1 February 2021, Netcompany NL's fleet only consists of electrical vehicles. The data is retrieved from the suppliers of our car schemes as well as the two petrol station companies where we have petrol cards.

Indirect GHG emissions (CO$_2$e Scope 2)

Indirect GHG emissions (CO$_2$e scope 2) include emissions that derive from the energy used to produce electricity, district heating and cooling, which Netcompany has purchased for its use. The underlying data has been provided by suppliers of electricity and heating. For all countries except Vietnam, emissions from electricity have been recalculated using the emission factors for residual mixes for 2020 from the RE:DISS project (AIB) adjusted to correct for renewable energy shares. This is a change from last year in order to more accurately calculate the effect of purchased renewable energy on emissions. Previous years have been recalculated

using the new method to ensure compa-rability. Vietnam uses the IEA factors for 2019. The electricity consumption for Netcompany GR includes an estimate for December 2021, which is based on the consumption for December 2020.

All emissions from heating have been calculated using the IEA factors for 2020, except for Vietnam, which uses the 2019 factors.

An error was discovered in the scope 2 emissions presented in 2020, where electricity consumption from data cen-tres was not included correctly. Emissions from previous years have been recalculated to correct this.

Other indirect GHG emissions (CO_2e Scope 3)

Other indirect GHG emissions (CO_2e scope 3) include emissions that derive from business travel by flight and employ-ees' own cars. Netcompany's emissions deriving from business travel by car is based on mileage reimbursements. Emission factors are based on DEFRA 2020 and an average car with unknown fuel type. The only exception is Netcompany Denmark, whose emission factors are based on factors from the Danish Energy Agency. Netcompany's emissions deriving from business travel by flight are based on data from

Netcompany's travel agency, Egencia, which uses the DEFRA emission factors. It is further noted that emissions deriving from aerial transportation have not been included in the data up until March 2018, as the previous travel agency that Netcompany used did not register flight mileages. Therefore, it has not been pos-sible to determine the amount of GHG emissions up to that point.

Due to data unavailability, only scopes 1 and 2 have been calculated for Netcompany-Intrasoft for 2021. From 2022 and onwards, Netcompany-Intrasoft is expected to be included in scope 3.

Previous years have been recalculated because final numbers have been obtained.

Total energy consumption

Total energy consumption includes all energy consumed in scope 1 and 2. The underlying data is extracted from invoices from our energy suppliers, read-ings by our fuel suppliers, and meter readings for Netcompany Denmark. All figures have been converted to GJ using conversion factors from DEFRA 2021.

There has been a correction to the energy consumption data for previous years, including the correct inclusion of server electricity consumption

mentioned above. Previous years have therefore been recalculated.

Water consumption

Water consumption includes the sum of all water used from all sources such as spring water, surface water and groundwater. Total water consumption is based on meter readings from our different loca-tions as well as usage of bottled water. For our offices in Netcompany Denmark and Norway, the data is on account.

Social accounting practice

The social ESG key figures have been prepared based on the classifications and practices below.

- For Netcompany Core, FTEs includ-ing freelancers and contractors is based on average 2021 FTE, includ-ing freelancers, contractors and administration.
  For Netcompany-Intrasoft, the figure covers avg. FTEs weighted for the months of November and December including freelancers as of 31 December 2021.

- For Netcompany Core, gender diversity is based on registered female headcounts as of 31 December 2021, including adminis-trative functions and excluding freelancers.

  For Netcompany-Intrasoft, this fig-ure covers the average gender dis-tribution for all employees, includ-ing the employee categories referred to as managers and upper management, excluding freelanc-ers as of 31 December 2021.
  For Netcompany Group figures, these are calcuated based on a weighted headcount share of Netcompany-Intrasoft and Netcompany Core.

Governance accounting practice

- For Netcompany Core, gender diversity for Managers, Principals and Partners is based on registered female headcounts at Manager, Principal and Partner level as of 31 December 2021, including administrative functions and excluding freelancers.
  For Netcompany-Intrasoft, this figure covers the average gender distribution for the employee categories referred to as managers and upper management, excluding freelancers as of 31 December 2021.
  For Netcompnay Group figures, these are calcuated based on a weighted headcount share of Netcompany-Intrasoft and Netcompany Core.

- Sickness absence is based on average sickness absence from 1 January to 31 December 2021 for all employees in Netcompany Group, including the administration and excluding freelancers.
  Netcompany-Intrasoft sickness absence share is calculated using the average norm working days as in Netcompany Core (205 average norm working days).

- For Netcompany Core, the employee satisfaction (eNPS) is based on Netcompany Core employees, including administration and excluding freelancers. The response rate for 2021 is 77%.
  For Netcompany-Intrasoft, comparable data is not possible to retrieve, but it is expected that Netcompany Group as a whole will use eNPS from 2022.

- For Netcompany Core, the international project share is based on the total number of projects over five average allocated FTEs, where international FTEs have been included in the project in 2021. This includes customer-facing employees at Entry, Senior, Manager and Principal level, and excludes freelancers.

- For Netcompany Core, the customer satisfaction (NPS) score is based on customer ratings from our largest customers in DK, UK, NO and NL weighted by revenue.
  For Netcompany-Intrasoft, comparable data is not possible to retrieve.

- For Netcompany Core, the key ESG customer figures (nationality, female share, education, career track and title) have been prepared based on the following classifications and practices: The figures are based on customer allocation data in November 2021 for customers over five average allocated FTEs. This includes customer-facing employees at Entry, Senior, Manager, Principal level and excludes freelancers. The customer of the employee is determined based on which customer the individual employee was most allocated to in November 2021. The key ESG customer figures indicate the count of nationalities, educations, career tracks, titles and the female percentage of each customer, based on the number of employees allocated to the specific customer. The count of nationalities excludes employees without any registered nationality.

The governance ESG key figures have been prepared based on the following classifications and practices:

- Gender diversity – Board of Directors (BoD). This figure is based on the number of female board members divided by the total number of board members as per 31 December 2021

- Attendance at the BoD meetings:
  o Attendance rating per board member: (presence at board meetings / total number of board meetings) x 100

  o Overall attendance rating: (sum of attendance rating for all board members / number of board members)

- CEO pay ratio: CEO's salary cost divided by the average pay for company employees excluding Board of Directors and Executive Management. In this report, the historical figures have been recalculated with our new practice, where the value of company cars is included in our remuneration report.

Appendix A:

UN Sustainable Development Goals supported by Netcompany

Our SDG targets

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Targets:

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.

At Netcompany, we are a strong believer in education and the continuous development of skills throughout one's life. We take great pride in developing our employees each day of their career at Netcompany, through our Netcompany Academy, mentoring, and more. We also believe that one of the main challenges facing society today is a lack of digital competencies. This is why we want to share our knowledge and educate and develop more digital talent. We do so by engaging in close collaborations with universities and organisations, as well as sharing our knowledge at events and on our digital platforms.

Achieve gender equality and empower all women and girls.

Targets:

5.1 End all forms of discrimination against all women and girls everywhere.

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

5.B Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

At Netcompany, we offer equal opportunities for men and women. We have a transparent and fair recruitment process, progression and development setup, ensuring that employees are hired, promoted and evaluated based on qualifications and skills. Also, employees with similar experience and performance ratings are paid equally, irrespective of gender. Netcompany engages in a long list of initiatives aimed at getting more girls and women interested in IT and attracted to the IT industry. In 2021, we have taken on new initiatives to promote diversity and inclusion and set up new targets to measure and follow up on diversity and inclusion initiatives.

Promote inclusive and sustainable economic growth, employment, and decent work for all.

8 DECENT WORK AND ECONOMIC GROWTH

Targets:

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors.

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

At Netcompany, we believe that digitising societies is key in sustaining future growth and prosperity in our societies. Therefore, we keep working towards technological upgrades and creating innovative solutions. We can do this thanks to our talented labour force.

Netcompany's remarkable growth generates hundreds of new jobs each year, even during the COVID-19 pandemic, contributing to the general education and training of new IT talents and the overall reduction of unemployment rates. A significant number of jobs are occupied by graduates, which contributes to the overall reduction of the unemployment rate within the youth labour force.

At Netcompany, we're committed to ensuring a safe and healthy working environment for all our employees in respect of our values, legal obligations and the rights of our employees. This includes fair and equal wages, rest and leisure, safe and comfortable working environments, and the clear renunciation of the use of child and forced labour.

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

Targets:

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

9.2 Promote inclusive and sustainable industrialisation and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

Netcompany builds digital solutions that support the development of innovative, digital, and sustainable infrastructure in society. Our solutions are built on secure platforms that are flexible and scalable, with information being accessible at any time. We also engage in ongoing dialogue with governmental boards and associations that focus on how digitisation can build resilient infrastructure and help support sustainable industrialisation.

Reduce inequality within and among countries.

Targets:

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

At Netcompany, we believe that all people are equal. We also know that a diverse workforce equals an innovative workforce, and that happy employees who feel included and accepted for who they are perform better. Therefore, we actively invite everyone to apply for vacancies in our company irrespective of age, culture, nationality, ethnicity, gender, physical abilities, experience, political and religious beliefs, sexual orientation, and other social identity attributes. Through our digital govtech solutions, we also contribute towards making health information accessible to all citizens in a country and the disbursement of social pensions, child benefits and more.

Ensure sustainable consumption and production patterns.

Targets:

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.

Netcompany is dedicated to preserving the environment and has internal procedures to secure sustainable waste management and reduction of resource consumption. We continuously look into decreasing our energy and water consumption, as well as recycling and donating our used IT equipment and office furniture.

Promote just, peaceful, and inclusive societies.

Targets:

16.2 End abuse, exploitation, trafficking, and all forms of violence against and torture of children.

16.5 Substantially reduce corruption and bribery in all their forms.

Netcompany firmly condemns all use of child labour, human trafficking and any form of exploitation of any human being. We have implemented internal policies such as our Anti-Slavery Policy and our Anti-Bribery and Anti-Corruption Policy to make our stance clear to both our employees and business partners. We have also implemented a whistleblower system where reports can be filed anonymously by anyone that may have suspicions or knowledge of any discrepancies.

Revitalise the global partnership for sustainable development.

Targets:

17.17 Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.

At Netcompany, we offer and apply our expertise in this field to the societies we operate in. We collaborate with governments, trade organisations, universities, NGOs, and other associations, engaging in dialogue and committing to initiatives that promote technology and engineering as a means to solve some of the difficult issues we face in this world.

Our govtech solutions help governments and public authorities manage everything from the payment of child benefits to citizens' health information and taxes, thereby building more digitised, sustainable societies.

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