



SUSTAINABILITY REPORT

2021

About this report

The MT Højgaard Holding Group wants to be transparent in its sustainability reporting in order to retain the trust of shareholders, society and other stakeholders.

This sustainability report constitutes the MT Højgaard Holding Group's corporate social responsibility report for the period 1 January – 31 December 2021, see section 99(a) of the Danish Financial Statements Act, its report on the gender composition of governance bodies, see section 99(b) of the Danish Financial Statements Act, and its report on the diversity of governance bodies, see section 107(d) of the Danish Financial Statements Act. The report also constitutes the Group's reporting on the EU Taxonomy Regulation requirements on reporting of the taxonomy-eligible share of revenue, CAPEX and OPEX.

At MT Højgaard Holding, we support the UN Global Compact, which we joined in 2015. This means that we have taken a stand on a number of issues in the areas of human rights, working conditions, the environment and anti-corruption. The English version of the report also serves as the Group's Communication on Progress under the Global Compact.

MT Højgaard Holding acts in accordance with internationally recognised minimum standards on responsible business conduct as defined in the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamen-

tal Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, and the Precautionary Approach Principle in the Rio Declaration, which means that the Group commits to prevent and mitigate environmental risks.

In 2014 the Group signed Charter for Responsible Danish Property and Construction.

The sustainability report is published annually. The last report was published on 20 February 2021. The auditor has reviewed the sustainability report.

DELIMITATION

All the remaining activities of the business unit Ajos A/S were sold at the end of 2021 and Ajos is consequently included in the reported figures for 2020 but not the figures for 2021.

The Group acquired three companies in 2021 that are not included in this report. These are Enemærke & Petersen's acquisition of 60% of the shares in the contracting company NemByg A/S and 100% of the contracting and carpentry company Raunstrup as well as MT Højgaard International's acquisition of 80% of the shares in the Faroese company RTS

Contractors. Seth, in Portugal, in which MT Højgaard International has a 60% equity stake, is not included in the report either. Unless otherwise stated, all information in this report

relates to the whole of the rest of the MT Højgaard Holding Group.


THE GROUP IS A MEMBER OF A NUMBER OF INDUSTRY ASSOCIATIONS, INCLUDING:

General industry communities

- The Confederation of Danish Industry
- The Danish Society of Engineers
- Greenland Business Association
- We Build Denmark
- Danish Standards

Communities with specific sustainability focus

- The Danish Association for Responsible Construction
- Global Compact Network Denmark
- Green Building Council Denmark
- BLOXHUB
- Association for Wood in Construction
- Circle House Lab
- Bygcirkulært.dk
- Knowledge Center for Circular Economy in Construction



COMMUNICATION ON PROGRESS

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

We welcome feedback on its contents.

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COVER PAGE

Scandi Byg has built Gartnergården in Taastrup, Denmark's first retirement housing with the Nordic Swan Ecolabel.

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CPH BAGGAGE FACTORY

In 2021, MT Højgaard Danmark completed the construction of Copenhagen Airport's 9,500-square metre new baggage building. The facade is made of recycled aluminium, and the project has DGNB Gold certification.



Letter from the CEO

In this interview Morten Hansen, CEO of the MT Højgaard Holding Group, describes our achievements in the field of sustainability in 2021.

What has characterised the year's sustainability agenda?

Three topics in particular come to mind. Firstly, the anchoring of our new sustainability strategy, which we launched at the start of the year. Secondly, the growing demand from our customers for sustainable solutions, and, thirdly, COVID-19, which we also had to deal with in 2021.

Putting the sustainability strategy into practice was of course a focus area. A strategy must be more than just fine words on a screen. We have now set targets for every action area in the strategy, both at Group level and in the individual business units, and we report on our progress. There are five themes in the strategy: Local & Social Responsibility, Health & Learning, Climate & Environment, Circular Economy, and Collaboration & Certifications. These clarify the framework for the business units' sustainability initiatives.

Among both private and public clients we are seeing an increase in demand for sustainable construction and refurbishment. Interest in sustainability-certified building, especially DGNB and the Nordic Swan Ecolabel, is growing considerably and the Group worked on a total of 39 projects with sustainability certifi-

cation, compared to 21 in 2020. We are geared for this trend, and we invest in sustainability as a key competition parameter. We have also started on the major task of structuring our actions and reporting in accordance with a number of new requirements from the government and the EU Taxonomy. In general, the Group always endeavours to keep abreast of the outside world's expectations and requirements in the areas of human rights, environmental and climate issues and social issues.

In 2021, the COVID-19 pandemic put extra pressure on the physical and mental working environment as a result of health risks and furlough. So in 2021 we were compelled to introduce new measures and take extra care of our employees in order to prevent the spread of COVID-19. Thanks to our employees' and partners' readiness to adapt we quickly succeeded in finding solutions.

Why is sustainability important for us as a Group?

Because we contribute to leaving a lasting impression on the society we are part of. We are a major player in the Danish construction and civil engineering industry and we therefore have a social obligation as well as a desire to develop the physical environment in



Morten Hansen





a sustainable way. The ability to deliver environmental, social and economic sustainability has become a key competitive parameter and we want to be seen as the people who have understood the importance of sustainability and can make it happen in reality. Our ambition is to create healthy, durable, sustainable projects in which we take responsibility for local communities, people, the climate and the environment.

How do you see the interaction with society?

Sustainability takes up an increasingly large part of our dialogue with clients and consultants. They look to us to turn sustainability from strategy into practice and we need to be able to deliver on this extended role for the contractor. As a Group, we have been through a few turbulent years of reorganisations and adaptations. For parts of the Group this meant less room for development and collaboration. We are now in a more stable situation and this gives us the opportunity to move closer to the other players in the value chain as we cannot raise sustainability to a sufficiently high level unless we collaborate. Sustainability is therefore a driver for our main collaboration agenda.

Which actions on the part of the business units have made an impression on you?

They have all performed well in their first year as independent business units. However, Scandi Byg's work with the Nordic Swan Ecolabel and on CO₂ reduction has particularly impressed me. They have come a long way and are now in a position to collect life cycle data and use standardisation to make more efficient use of resources. This should inspire the

rest of the Group and in connection with last year's reorganisation we specifically focused on improving knowledge-sharing.

What must we succeed with from the organisational point of view?

It has simply become even clearer to me how far sustainability will change the way we work. We can't change our behaviour 100 per cent from one day to the next, but we must tackle the areas where we have a negative impact on our surroundings. Our work covers a wide field and must be supported by digitisation, managed processes that will ensure quality and efficiency, as well as by innovation. My mantra for the organisation is that we should not only meet a practical need when constructing a building or a bridge, we should also make an overall positive contribution to the communities we are part of.

What do you look forward to next year?

In 2022, we will see the implementation of the strategy having greater effect in the area of sustainability. We also expect to make a number of investments in new skills and systems that will support the green transition of society and thus also of the Group, something I see as an investment in the future. We expect that the number of sustainability certifications will grow, that collaboration in the value chain will be intensified, and that the climate will still be high up on the agenda of our customers and other stakeholders.

Morten Hansen
CEO of the MT Højgaard Holding Group

Our profile

RESOURCES

RELATIONSHIPS

Strong internal and external relationships are a prerequisite for delivering value on projects. The trust-based relationship is key.

KNOWLEDGE

Thorough insight into and knowledge of construction industry players and processes creates sound, high-quality projects. Knowledge-sharing throughout the value chain is key.

MATERIALS

Holistic thinking about materials and processes creates sustainable solutions.

CAPITAL

Capital is raised through our operations and credit facilities. We develop some projects in-house.

PRESENCE

MT HØJGAARD HOLDING

We develop, plan and carry out construction and infrastructure projects in Denmark and selected international markets.



Project development



Civil works



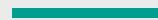
Construction



Refurbishment



Operation/Service



VALUE CREATION

Solutions with **the customer** and **the project** at the centre.

Collaboration and partnership across value chains with public and private clients.

Value for **employees** through a safe workplace with interesting projects.

Value for **owners** through financial results and strategic ambitions.

Value for **society** through the creation of a framework for the physical spaces we live in.

FOUNDATION



EMPLOYEES

The workplace of choice for the most competent employees in the industry



Collaboration

Trust-based collaboration as the lynchpin of project work



SUSTAINABILITY

Embedding sustainable thinking across our operations to the benefit of people, society and business



PROCESSES

The project and efficient processes are key



INNOVATION

Innovation in projects, processes and forms of collaboration

The big picture

The year offered a gloomy scientific report, new regulations from the EU and the Danish government, as well as growing demand from investors and clients for sustainable buildings.

August 2021 saw the publication of the sixth major status report from the UN Intergovernmental Panel on Climate Change, IPCC. The message of the report was clear: global warming is happening more quickly and we must act now. The consequences are close to Denmark, for instance with major flooding in Germany. It is therefore essential to make a greater effort to reduce greenhouse gas emissions and to protect ourselves from the consequences of climate change, including higher temperatures, rising sea levels and flooding.

In the middle of the year, the EU adopted the Taxonomy Regulation, which is a technical classification system establishing a list of environmentally sustainable economic activities. For the MT Højgaard Holding Group, this means that starting this year we must report on six climate and environmental targets. This is a considerable task, requiring changes to our processes, our data, what we require from our suppliers and new dialogues with clients. However, it is also a task we welcome as a tool for quantifying and communicating our progress in the field of sustainability.

In March 2021, the Danish government introduced a strategy for sustainable construction

with 22 specific initiatives. The strategy builds on a number of previous measures, including the introduction of “the Voluntary Sustainability Class” and recommendations to the government from the Climate Partnership for the Construction Sector. We are pleased to be contributing to testing the Voluntary Sustainability Class and work is in progress on equipping the Group to keep abreast of the new requirements, such as the gradual phasing in and tightening of the CO₂ requirements for buildings.

We are also experiencing demand from investors and clients for construction and civil works projects that are competitive in their entirety with regard to price, environmental impact and social considerations. The biggest Danish pension funds and major Danish companies, in particular, are increasingly asking for sustainability in their investments. The use of life cycle assessments and sustainability certification to the highest standard is gaining ground and we are specialists in these areas.

Sustainability is thus a strong social trend, driven by demand, regulations and reporting regimes, which are designed to underpin a long-term, holistic transition to sustainability in the construction and civil engineering

MOSEVEJ, RISSKOV

We broke ground at Mosevej in Risskov, and in collaboration with PFA we started work on the construction of yet another Multiflex Office project. The building will have DGNB Gold certification and focus on aspects such as the sharing economy and flexibility.



industry. In its interactions with customers and partners, the MT Højgaard Holding Group wants to take an active role in this transition through sustainable solutions throughout the life cycle of the building.

UN Global Goals

In the MT Højgaard Holding Group we give consideration to how we can contribute to the UN Global Goals.

The UN's 17 Sustainable Development Goals maps the most pressing challenges facing the world in general and the construction and civil engineering industry in particular.

In a Danish construction context, these include urbanisation, working conditions, social cohesion, house prices, biodiversity, waste volumes, lack of resources, resource consumption and climate change.

Construction and the built environment are a part of the environmental challenges. The construction process, materials and the energy consumption of buildings account for 30% of Denmark's CO₂ emissions and the industry's activities generate 40% of all waste in Denmark.

Construction affects many people's lives before, during and after the construction phase. As a Group, we have an opportunity to be part of the solution, in the way we operate our business, in the construction process and in the finished product.

But we cannot do this on our own. We need demand from clients and users and a willingness to pay more for more sustainable buildings. For example, a DGNB sustainability certification, which most clients are familiar with, contributes value to construction projects within 13 of the 17 Global Goals. That is why sustainability must be factored into projects from the outset to have full effect.

The Global Goals should be viewed in context and are interdependent. However, we consider that some goals are more relevant to us than others. As a Group, we believe that we can make a specific difference when it comes to ten of the Global Goals: 3, 4, 5, 7, 8, 9, 11, 12, 13 and 17. We have summarised our approach in relation to each of these Global Goals on the following page.





Good health and well-being

We must ensure healthy lives and promote well-being for all at all age groups. As we spend a great deal of our time indoors, the indoor climate has a considerable impact on our health, well-being and productivity. We therefore have a responsibility to create healthy, inclusive spaces.



Quality education

We must ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. We want to encourage young people to complete a vocational education by establishing apprenticeships, traineeships and further education as well as skills development for our employees.



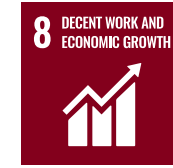
Gender equality

We want to achieve gender equality for women in the construction and civil engineering industry. Women make up only 10% of the workforce in our industry. It is our ambition to increase the proportion of women in the MT Højgaard Holding Group as a whole, in management positions and at the Board and executive levels.



Affordable and clean energy

Energy savings in buildings are making a significant contribution to Denmark's ability to meet the goal of achieving carbon neutrality by 2050. We make concerted efforts to reduce our energy consumption and use affordable and clean energy wherever possible.



Decent work and economic growth

We create decent jobs under satisfactory working conditions, and we want to employ persons on the edge of the labour market. We are firmly focused on zero occupational injuries and the mental and physical health of our employees is of paramount importance to us.



Industry, innovation and infrastructure

Investments in industry, innovation and infrastructure are vital drivers of economic growth and development. We contribute to the essential building stock and infrastructure that help promote growth in Denmark and internationally.



Sustainable cities and communities

By reducing our environmental impact and through our choice of materials and sustainability-certified construction projects, we are contributing to making cities and communities inclusive, resilient and flexible. Through our construction projects we want to promote local cooperation and social responsibility.



Responsible consumption and production

We make concerted efforts to reduce our environmental impact and protect nature and biodiversity. We increase recycling and re-use of materials with the ultimate ambition of creating a closed loop that eliminates waste.



Climate action

We want to live up to the Danish government's target of a 70% reduction in CO₂ emissions by 2030 compared to 1990. We have made a start with our own activities, but in order to achieve 70% we need to factor CO₂ reductions into the entire construction, operation and disposal cycles.




Partnerships for the goals

We will only be able to meet our ambitious goals if we collaborate with all relevant parties in the value chain. We like to take the lead and participate in new initiatives, where the parties on construction projects work in cross-disciplinary collaboration to contribute to better, sustainable solutions.

The strategic sustainability themes

MT Højgaard Holding's sustainability strategy forms the framework for the Group's sustainability work. The strategy encompasses both social and environmental sustainability and is underpinned by collaboration and certifications. We prepared the strategy at the end of 2020, and in 2021 we continued work on a number of initiatives under each strategic focus area and set targets for how we will create sustainable results, both at Group level and in the business units. Objectives and achievements are set out on the following page.

SOCIAL SUSTAINABILITY		ENVIRONMENTAL SUSTAINABILITY	
 <p>Local and social responsibility</p> <p>Through our building projects we promote local cooperation and social responsibility</p> <ul style="list-style-type: none"> We take local responsibility and add local value through our projects and products. We work to promote diversity and employ people who are on the edge of the labour market. 	 <p>Health and learning</p> <p>We are a safe and healthy workplace that stimulates learning and knowledge-sharing</p> <ul style="list-style-type: none"> We are firmly focused on zero injuries, and the physical and mental health of our employees is paramount. We develop our employees and train the next generation. 	 <p>Climate and environment</p> <p>Ambitious climate and environmental initiatives are an integral part of our core operations and business models</p> <ul style="list-style-type: none"> We make concerted efforts to reduce our energy consumption and environmental impact. We factor nature conservation and climate change adaptation into our projects. 	 <p>Circular economy</p> <p>We create a closed loop that eliminates the concept of waste</p> <ul style="list-style-type: none"> We increase recycling and reuse of materials and reduce waste. We use durable materials and solutions and factor in flexibility.
   		    	
 <p>Collaboration and certifications</p> <p>We give priority to collaboration and promote recognised standards</p>	<ul style="list-style-type: none"> We collaborate with relevant players on finding solutions to sustainability challenges across the value chain. We use and contribute to the development of standards and certifications in the field of sustainable construction and civil works. 		

FOCUS AREA

OBJECTIVES 2023

RESULTS 2021

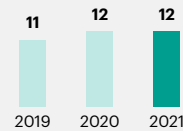
COMMENTS



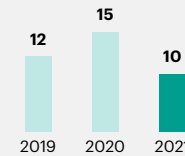
Local and social responsibility

15% of the Group's employees are women
15% of the Group's managers are women

Women in the Group %



Women in management positions %



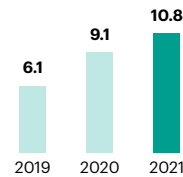
The proportion of female employees and managers in the Group must be increased. The decrease in the proportion of women in management positions, in particular, is unsatisfactory. A number of initiatives in 2022 will address this issue.



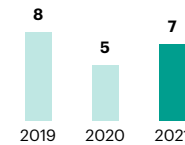
Health and learning

Injury rate of less than **8**
The proportion of employees in training posts was **8%** of the Group's employees

Injury rate




Training posts %



We take the rising injury rate very seriously, and in 2022 we will implement a number of initiatives aimed at reducing the number of injuries.

We are satisfied with the increase in the number of employees in training posts and will continue our efforts in this area.



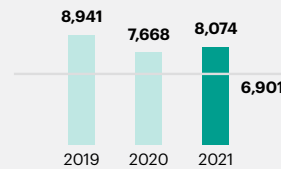
Climate and environment

Reduction in Scope 1 and 2 emissions of **10%** compared to 2020 (equivalent to a level of 6,901 tonnes of CO₂e)

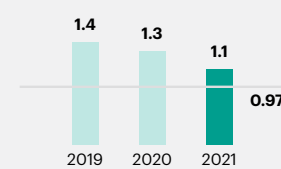
Reduction of emission intensity (emissions Scope 1 and 2 relative to revenue) by **25%** compared to 2020, equivalent to 0.97

Scope 3 emissions to be determined and a reduction target has been set

CO₂e emissions (scope 1 and 2)



Emission intensity (emissions/revenue)



We want to reduce our absolute and relative emissions of greenhouse gases.

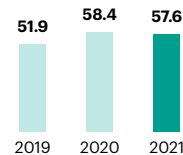
We must determine and reduce our Scope 3 emissions from sources such as materials and the operation of buildings. At present, we are not able to document this.



Circular economy

70% recycling of waste

Waste recycling %



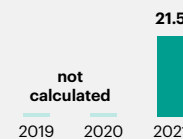
By carrying out sorting on construction sites and in production we achieved a recycling rate of 57.6% in 2021. In 2022, we will improve on this figure in collaboration with our waste management partners.



Collaboration and certifications

Revenue from sustainability-certified or pre-certified projects was **30%** of total revenue

Revenue from sustainability-certified or pre-certified projects %



Revenue from the 39 pre-certified or certified projects represented 21.5% of total Group revenue in 2021. The trend is for major projects, in particular, to be certified.



LOCAL AND SOCIAL RESPONSIBILITY

At MT Højgaard Holding, we want to be a diverse and inclusive workplace that promotes social responsibility in the entire supply chain and through our projects.

Working conditions must be decent and the Group is keen to take the lead in new, cross-disciplinary collaborations to encourage information-sharing, promote training and productivity and improve building processes. We employ people on the edge of the labour market and reach out to local communities, for example by offering unemployed residents work on housing refurbishments, integrating young people in jobs with wage subsidies and setting up training posts. For the Group, social responsibility is very much about ensuring decent working and employment conditions and equal opportunities as well as respecting diversity in the workplace regardless of gender, race and religion. The Group works proactively to protect the rights of the individual and requires its partners and suppliers to do the same.

SELECTED ACTION AND ACHIEVEMENTS IN 2021

MT Højgaard Holding is a large group with 3,064 employees, and the Group's exposure is mainly Danish. In 2021, 80% of employees were employed in Denmark, and, expressed in terms of value, 94% of purchases came from Danish suppliers. The Group has permanent offices in Denmark, the Faroe Islands, Greenland and the Maldives. In 2021, the Group adopted an

updated Code of Conduct with additional requirements concerning, especially, the human rights area, which employees and suppliers must adhere to, regardless of affiliation. In 2021, we carried out a total of 93 random checks at subsuppliers compared to 13 in 2020. The checks mainly related to working conditions. Of these, 14 revealed breaches of our Code of Conduct. These breaches are taken seriously and have led to corrective action.

Diversity and the under-represented sex

The Group wants to maintain a diverse workplace in which women and men have equal opportunities for employment and everyone feels included. We are therefore working to create a more even gender balance at all levels of our organisation. At Board level, the target for 2021 was for 40% of shareholder-elected Board members to be women. This target was met as three of six shareholder-elected Board members are women. This represents 50%. This means that an even gender balance has been achieved on the Group's Board of Directors. To ensure diversity on the Board, efforts are made to ensure that the Board possesses a broad range of attributes in terms of gender, age, business background and experience. Management is of the opinion that this objective has been met as these selection criteria formed the basis for the appointment of shareholder-elected members in 2021.

The MT Højgaard Holding Group's business units do not satisfy the criterion concerning gender balance on the companies' governance bodies at present, as, according to their articles of association, their Boards of Directors are made up of the Executive Board of the MT Højgaard Holding Group and a few other mem-

bers of management or external candidates. The Executive Board of MT Højgaard Holding consists of a CEO and a CFO, both of whom are men. It is therefore difficult to achieve gender balance on the business units' Boards of Directors at present. In those of the Group's business units that are subject to statutory requirements concerning the setting of targets, the aim is for women to make up 25% of shareholder-elected members by 2023. The current balance can be seen in the table.

The Group had 10% female managers in 2021, compared to 15% in 2020. In the organisation as a whole, women made up 12% of all employees, on a par with 2020. We take the decrease in the number of female managers seriously and, together with the management of each

company, we have set a target of increasing the proportion of women in the organisation and at management level to at least 15% in 2023. In 2020, special activities were undertaken with the aim of attracting women to construction and civil engineering disciplines, and recruitment practice is under development in several of the companies. Increasing the proportion of females in the organisation is not an easy task as the proportion is already higher than the industry average of around 10%, but this is nevertheless a task we are determined to see through. This year we have for the first time calculated the age distribution of our employees, divided into three categories: under 35, 35-50 and over 50. We consider the fact that they are almost equally distributed between the three categories as beneficial for the Group.

MEMBERS ELECTED BY THE SHAREHOLDERS IN GENERAL MEETING

	Men	Women	% women	Target 2023
MT Højgaard Holding A/S	3	3	50 %	50 %
MT Højgaard Danmark	4	0	0 %	25 %
Enemærke & Petersen	3	1	25 %	25 %
Scandi Byg	3	0	0 %	25 %
MT Højgaard Projektudvikling*	3	0	0 %	n.a.
MT Højgaard International	5	0	0 %	25 %

* Due to the company's size there is no statutory requirement to define a target for the under-represented gender



HEALTH AND LEARNING

The MT Højgaard Holding Group wants to be a safe and healthy workplace that stimulates learning and knowledge-sharing.

Employees must look after themselves and each other, and the Group has a long-term ambition of zero occupational injuries. To that end, we work to prevent occupational injuries and maintain a safe and healthy working environment for all every single day. The Group makes health and safety knowledge, training and safety equipment available. We endeavour to identify and prevent the main causes of defects and occupational injuries, and we take joint responsibility for checking and ensuring that subcontractors and other external stakeholders work safely when working under the auspices of the MT Højgaard Holding Group. Each company has set up an occupational health and safety organisation that helps to ensure that health and safety considerations are factored into all essential management and work processes. The Group wants to prevent physical deterioration and reduce the risk of injuries by promoting new technology, such as process automation and using robots that can relieve and prevent injuries as a result of physically strenuous work. We do not tolerate mentally or physically abusive behaviour such as harassment, violence, threats of violence or bullying.

The MT Højgaard Holding Group wants to take responsibility for the learning and education

of its employees. Retention of competent employees and focus on job satisfaction is therefore a priority focus area that we support by offering employees at all levels skills development.

SELECTED ACTION AND ACHIEVEMENTS IN 2021

Physical and mental working environment

The MT Højgaard Holding Group has an ambition of zero injuries. The aim is to reduce the injury rate to 8 in 2023. The Group's injury rate was 11.1, up from 9.1 in 2020. The number of lost-time injuries in the Group rose from 40 in 2020 to 58 in 2021. This is far from satisfactory. Efforts to reduce the number of injuries and near misses will continue in 2022, when we will increase our focus on identifying the main causes and subsequently implementing effective preventive action. The Danish Working Environment Authority served the Group with 39 responses, consisting of one prohibition notice and 38 immediate improvement notices. This was eight responses less than in 2020 and we thus met our target of reducing the number of immediate improvement notices to 40 or less. The aim is to completely avoid prohibition notices. The Group incurred no fines in 2021, compared to four in 2020. The Group is going to great lengths to make its construction sites as safe as possible, so the performance in 2021 was a step in the right direction. There were two cases of discriminatory behaviour in 2021. Action was taken with involvement of the manager and HR. None of the cases led to a formal report being filed.

Training

The Group wants to train the next generation and therefore employs trainees, apprentices

and interns. In 2021, a total of 185 people were employed in training posts with the Group, up from 131 in 2020. The proportion of employees in training posts thus rose from 5% to 7%, bringing us closer to our objective of 8% for 2023. The number of training hours per employee was 25.4. In 2021 there was a drastic reduction in this area due to COVID-19 and we are pleased to report that carrying out training activities was less problematic in 2021.



CLIMATE AND ENVIRONMENT

The Group is working hard on calculating and reducing the impact on climate and environment of both direct and indirect emissions from our construction and civil works projects.

Buildings account for 40% of Denmark's energy consumption and together with building materials and construction processes account for 30% of Denmark's CO₂ emissions. More sustainable construction is therefore a crucial factor for the green conversion. Optimisation of energy and materials, greater circularity in the supply chain and design, less wastage, better sorting and handling of waste and optimisation of operations are all essential measures for reducing the construction industry's climate footprint. It is essential that solutions relating to climate and environment should be considered as early as possible in the planning stage in order to achieve the greatest possible effect and so that the meas-

ures can be matched to the project and their execution planned. It is the Group's ambition for 2023 to reduce Scope 1 and 2 emissions of greenhouse gases by 10% and to reduce the emission intensity (Scope 1 and 2 emissions relative to revenue) by 25% compared to 2020. For new buildings, CO₂ emissions from building materials make up the major part of the climate footprint. By contrast, refurbishment projects allow large portions of the existing materials to be retained and do not involve using new areas for buildings that could potentially have an impact on biodiversity. Refurbishment is often a more climate- and environment-friendly alternative to new builds.

In the MT Højgaard Holding Group we are working on integrating climate and environmental factors throughout our projects, for example by using certification schemes as a lever, as they set specific requirements for these initiatives.

SELECTED ACTION AND ACHIEVEMENTS IN 2021

The MT Højgaard Holding Group continuously calculates direct emissions of greenhouse gases from own operations (Scope 1) and indirect emissions from the operation of facilities (Scope 2). Scope 1 emissions thus primarily come from fuel for vehicles and heating using oil or gas, while Scope 2 emissions come from purchased electricity and district heating for the Group's facilities.

In 2021, Scope 1 emissions from the Group's operations were 6,849 tonnes CO₂e, compared to 7,104 tonnes CO₂e in 2020. To support a further reduction in Scope 1 emissions, among other initiatives the Group has

introduced a new car policy for the Group's fleet of company passenger cars, which must switch from primarily diesel to electricity. We estimate that the new policy will generate CO₂ savings of 50% from 2021-2025. Electric charging points are being installed at all offices and on selected construction sites. In 2021, the data basis for Scope 2 emissions was increased, and consumption values have now been collected for electricity and district heating from all the Group's Danish and international facilities. Scope 2 emissions for 2021 have thus been calculated at 1,225 tonnes of CO₂e versus 564 tonnes in 2020. However, the Group buys renewable energy certificates from Ørsted for its permanent addresses in Denmark, equivalent to 37% of the purchased energy for electricity and district heating and a CO₂ reduction of 410 CO₂e.

It is our ambition to be able to measure the energy consumption on our construction sites in greater detail – in line with the requirements under the Voluntary Sustainability Class. Several of the companies in the Group are engaged in working on obtaining more accurate measurements of the resources consumed in the execution phase and various suppliers are being considered for selected projects where we are exploring the possibility of installing sensors that can accurately register the local electricity consumption on the construction site. The objective is that having this knowledge of the energy consumption of the construction process will enable us to improve the implementation of measures to reduce the consumption of resources on construction sites.



CIRCULAR ECONOMY

One of the construction sector's principal challenges from a sustainability perspective is ensuring circular lifecycles for buildings, taking into account all phases during the design phase, from the choice of materials to future reuse of construction elements following dismantling.

According to the Danish Environmental Protection Agency, 40% of all waste in Denmark comes from construction and civil works activities. It is therefore essential to move from a linear to a circular economy in order to reduce the large amounts of waste and the drain on resources. We must erect more flexible, adaptable buildings, make efficient use of resources and increase reuse and recycling. Circular economy is about keeping materials and products in the economic loop with the highest possible value for as long as possible. One company alone cannot achieve a circular value chain. Partnerships are key to breaking with the concept of a linear value chain, which starts with the extraction of resources and ends as waste.

SELECTED ACTION AND ACHIEVEMENTS IN 2021

On our construction sites and in production we sort waste at source so it can be recycled. In 2021, the Group achieved a recycling rate of 57.6% compared to 58.4% in 2020. The figures mask major differences among the companies, with Scandi Byg having improved

its recycling rate from 42% in 2020 to 62% in 2021, while both MT Højgaard Danmark and Enemærke & Petersen were at a stable approx. 59-61%. This year, for the first time, the figures includes waste data for MT Højgaard International in Greenland and the Faroe Islands. This data has not previously been obtained. The recycling rate for MT Højgaard International is 9%, which drags down the Group average. We are planning a major initiative across the companies in the Group in order to achieve the target of 70 % recycling in 2023. This initiative will increase the amount of sorting on construction sites, reduce wastage and contribute to new take-back agreements with producers.

The demolition or refurbishment of a building results in large quantities of construction waste. Much of this waste can be reused and enter a new resource cycle if action is taken to do so. Resource mapping, especially in the case of refurbishments, is carried out on a number of the Group's projects, and this has given us an overview of the materials, opportunities for recycling them and potential purchasers. In recent years, the Group has also entered into a number of partnerships aimed at circularity, e.g. on reuse of temporary structures and reuse of recycled materials on new construction and civil works projects.

In 2021, a number of initiatives were implemented throughout the Group in order to facilitate Design for Disassembly on projects, so that buildings will be better able to meet changes in future requirements and be dismantlable for recycling or reuse. Further details on these activities are provided in the section on each company.



COLLABORATION AND CERTIFICATIONS

Certifications play a key role in the MT Højgaard Holding Group's work on the green transition, as they formulate sustainability and provide a framework for a constructive collaboration process from start to finish.

Voluntary certifications and approval schemes such as DGNB, the Nordic Swan Ecolabel and the Voluntary Sustainability Class are increasingly being used to verify the sustainability of projects and support the dialogue on which solutions create the most value for the customer. They provide clients, tenants and owners with certainty that the end product complies with measurable sustainability requirements. The Group offers its customers sustainability certification and often uses the sustainability certification DGNB on construction projects developed in-house by the Group. The Group's modular buildings are certified with the Nordic Swan Ecolabel as standard.

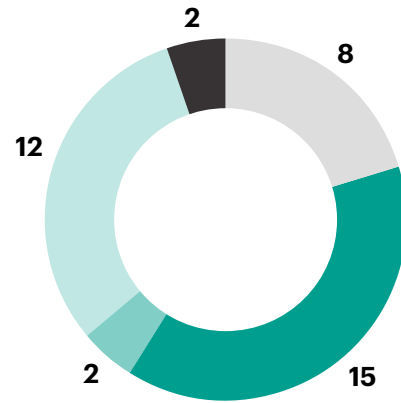
SELECTED ACTION AND ACHIEVEMENTS IN 2021

In 2021, the Group's companies were involved in 39 projects with pre-certification or certification under the two recognised standards DGNB and the Nordic Swan Ecolabel – including the first two projects in Denmark certified with both DGNB Gold and the Nordic Swan Ecolabel. This was a significant increase from 21 projects in 2020. On 15 of the 39 projects, more than one of the Group's companies were

involved, for example with MT Højgaard Projektudvikling as auditor on a project being built by MT Højgaard Danmark. This reflects the growing collaboration across the MT Højgaard Holding Group. Revenue from the Group's pre-certified or certified projects represented 21.5% of total Group revenue. The companies focused extensively on training employees within the certification schemes, investing in building up sound knowledge on sustainability in the organisations. More than 30 employees completed training as DGNB consultants in 2021.

Collaboration was also high on the agenda in 2021, when a number of collaborations within sustainability and innovation were launched, especially with educational institutions.

SUSTAINABILITY CERTIFICATIONS 2021



- DGNB Silver
- DGNB Gold
- DGNB Platinum
- Nordic Swan Ecolabel
- Nordic Swan Ecolabel & DGNB Gold

The DGNB certification process involves evaluating a construction project based on a number of criteria within five key areas:

- Environment
- Finance
- Social factors
- Technology
- Process quality

Construction projects score points by meeting a range of sub-criteria, such as indoor climate, life cycle costing, life cycle assessment, environmentally hazardous substances, and acoustics. On this basis, the construction project is awarded Silver, Gold or Platinum certification.



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HØJSTRUPPARKEN
 Højstrupparken is Enemærke & Petersen's first DGNB refurbishment that has focused on recycling building materials and creating jobs for the local unemployed.

The Group's EU Taxonomy work

In the Group, we are aware that good collaboration begins with a common language – and the same applies to sustainability. We have chosen to tackle the EU Taxonomy head on to create transparency for our customers and partners, and to ensure that our action to promote sustainable development is synchronised with society's green transition.

The EU Taxonomy Regulation is a classification system designed to create a common definition of the economic activities in a company that contribute to the green transition. As a listed company, MT Højgaard Holding is one of the first companies required to report on a number of screening criteria for when construction and civil works activities can be classified as sustainable according to the EU. This year, we are required to disclose which of the Group's activities are taxonomy-eligible. The proportion of taxonomy-eligible revenue, investments and operating expenses must be disclosed. Next year, we will also disclose the extent to which our activities align with the criteria (are taxonomy-aligned). Investments (CAPEX) cover additions of property, plant and equipment and intangible assets during the financial year, while operating expenses (OPEX) relate to operation and maintenance of assets.

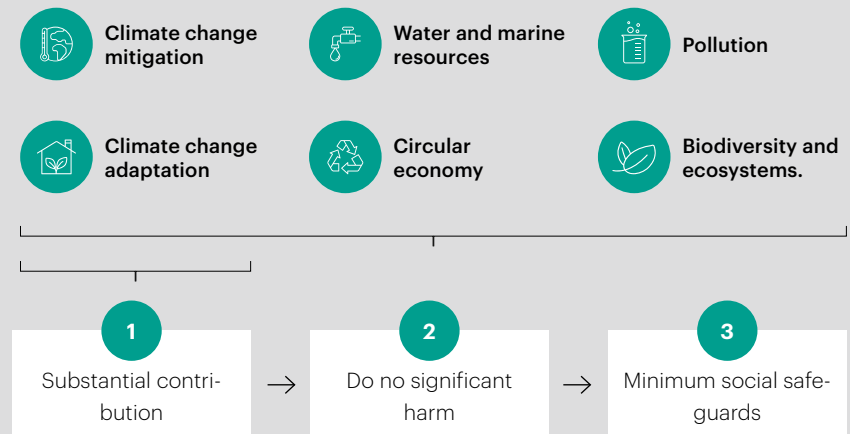
RESULTS

Of the Group's overall activities, 83% of revenue is taxonomy-eligible. Non-eligible activities include a number of infrastructure projects focused on car driving, a whole range of service assignments and the manufacture

of site huts. There are several reasons why the projects in the Group do not align with the taxonomy criteria. For a number of projects, it has not been possible to obtain the necessary documentation, either because we were not aware of the new requirements at the start-up of the construction process or because another actor is responsible for that part of the process, e.g. the client obtaining the building permit. In addition, the EU Taxonomy does not take account of the fact that a number of the criteria can only be documented late in the construction process, and the proportion of revenue that relates to the years before the documentation is available therefore cannot be classified as sustainable, even though the project will meet the criteria on its completion. Lastly, there are a number of projects where documentation is available, but that do not align with the criteria, for example because buildings do not comply with the limit value for the energy policy framework. The Group's companies are therefore working actively on a number of measures that are designed to ensure that more projects will align with the EU Taxonomy criteria.

The taxonomy establishes six environmental objectives as shown in the figure. In order to be classified as sustainable, an economic activity must make a substantial contribution to at least one environmental objective, while avoiding harm to the other envi-

ronmental objectives. Furthermore, the activity must comply with a number of minimum social safeguards, including the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights.



So far, the EU has only defined how enterprises can make substantial contribution to the first two environmental objectives, viz. climate change mitigation and adaptation. Of these, mitigation has proved the most rele-

vant environmental objective for the Group in the vast majority of cases. We believe that our activities are being carried out in accordance with the minimum social safeguards.

COMMENTS TO THE GROUP'S ALIGNMENT

The Group's projects have been screened to determine the proportion that can be expected to align with the EU Taxonomy criteria, and to identify potential for alignment and action areas in the future work. The following overview reviews the status within each of the six environmental criteria – and focus areas going forward.



CLIMATE CHANGE MITIGATION

- Alignment
- Difficulty

Requirements concerning energy consumption on new builds and refurbishment projects and air tightness testing are deemed to be met on a substantial proportion of the Group's projects. This applies in particular to projects for which sustainability targets have been set. At present, life cycle assessments are mainly carried out in connection with certifications. These are expected to become more widespread in the period up to 2023, when they will be introduced as a legal requirement. We therefore expect that a considerable proportion of the Group's projects will comply with this criterion from 2023. For infrastructure projects and small refurbishment projects, alignment will depend, to a greater extent, on whether the activities are within the scope of the taxonomy.



PROTECTION OF WATER AND MARINE RESOURCES

- Alignment
- Difficulty

Generally speaking, requirements in the legislation on environmental impact screening and reporting leave Danish construction projects in a good position with regard to alignment with requirements concerning environmental impact – including water resources. Residential projects are exempt from water consumption requirements and therefore comply in principle with this criterion. The opposite is true of projects other than residential, where the limits for water-consuming installations are in many cases exceeded for one or more types of installation. Future alignment will depend on agreeing the requirement values for water consumption in early dialogue with the customer.



TRANSITION TO A CIRCULAR ECONOMY

- Alignment
- Difficulty

The Group's projects comply with the regulation on waste and thus help to ensure that waste is sorted correctly and that materials are prepared with a view to reuse, recycling and other materials recovery where this is possible. However, not all projects currently meet the requirement for 70% reuse or recycling. Similarly, the work on circular design has lacked a common framework and methodology. Reuse and recycling of waste is a central KPI in this sustainability report and, together with the mapping of potentials for circular design based on ISO 20887, this constitutes a separate focus area.



POLLUTION CONTROL

- Alignment
- Difficulty

Requirements on the chemical content of and emissions from materials are already enshrined in Danish and European legislation and in principle, projects with building materials and components that are traded in the EU should therefore comply with the requirements on chemical content. However, there is uncertainty surrounding how the threshold values for formaldehyde should be documented and this is still awaiting clarification. In future, there will be particular focus on ensuring that company policies and contractual documents make suppliers' obligations relating to chemicals clear, with particular focus on materials imported from outside the EU. Provisions for reducing the emission of noise, dust and pollutants on construction sites are part of the work to achieve a safe workplace and therefore form part of any project's health and safety plan.



CLIMATE CHANGE ADAPTATION

- Alignment
- Difficulty

An overall climate risk and vulnerability assessment in the format required by the EU is not yet an integral tool on the Group's projects. Climate parameters are often considered in isolation within the relevant disciplines and to some extent in municipal planning and in connection with DGNB certifications. Going forward, developing procedures for the assessment of climate risk and vulnerability will be a focus area to enable integration in the early planning phases.



PROTECTION OF BIODIVERSITY

- Alignment
- Difficulty

In line with the requirements under Water and Marine Resources there are requirements in Danish legislation on environmental impact screening and reporting, which cover such aspects as the assessment of possible impact on protected areas, including Natura 2000 sites. It is therefore primarily the siting of projects on agricultural land, greenfield sites and woodland that may limit alignment with this criterion. In future it will be important to have these concepts defined in more detail in order to identify areas that do not comply with the requirements.

ALIGNMENT: To what extent do our current projects comply with EU requirements?

- The criterion is only complied with to a limited extent.
- The criterion is complied with on many of the Group's projects.
- The criterion is complied with on most of the Group's projects.

DEGREE OF DIFFICULTY: What is needed to comply with the requirements in future?

- Compliance will require targeted efforts in several areas.
- Compliance will require a targeted but limited effort.
- Compliance will require minor adjustments.

EU Taxonomy reporting

	SHARE OF REVENUE	ELIGIBLE		COMMENTS
		Revenue	CAPEX OPEX	
MT HØJGAARD HOLDING		83%	60% 96%	The vast majority of the MT Højgaard Holding Group's economic activities fall within the scope of the EU Taxonomy in terms of eligibility. The Group will work on implementing procedures and policies that support and document alignment with the taxonomy's climate and environmental targets. The Group will also initiate collaboration and knowledge-sharing with partners in the value chain and endeavour to resolve any uncertainty relating to the interpretation of the screening criteria.
MTHøjgaard Danmark		91%	89% 92%	A large proportion of MT Højgaard Danmark's revenue is eligible as activities that meet the EU Taxonomy's screening criteria. The proportion of revenue that is not eligible mainly consists of a share of small projects carried out on a subcontract basis, bridges for car traffic and a few harbour renovation projects. As one of several actions, MT Højgaard Danmark will strive to get closer to the 70% target for recycling of waste.
Enemærke & Petersen a/s		86%	30% 79%	In the case of Enemærke & Petersen, it is mainly small service contracts that are not eligible for screening as they do not necessarily result in energy renovation. Enemærke & Petersen has put in place a number of actions designed to ensure future alignment with EU Taxonomy requirements, including: 1) Assess the resource efficiency, dismantlability and adaptability of buildings, 2) Ensure that even more construction and demolition waste is prepared for reuse and recycling, and 3) Prepare climate risk assessments of projects as standard practice.
MTHøjgaard International		69%	65% 100%	Regulation in the construction and civil works area is generally at an earlier stage of maturity in the countries in which MT Højgaard International operates. This makes both technical screening and real alignment with taxonomy criteria more difficult. Screening is also made difficult by the fact that many of the company's projects take place in countries that are not members of the EU. Accordingly, EU legislation cannot be assumed to apply in those countries.
scandibyg		88%	35% 81%	Scandi Byg's production of site huts is not considered to fall within the category of buildings according to the building regulations and consequently is not an eligible activity. The Nordic Swan Ecolabel criteria are undergoing revision. The coming criteria incorporate the requirements in the EU Taxonomy, and continued Nordic Swan Ecolabelling of all relevant projects will therefore ensure alignment with the taxonomy. Scandi Byg will introduce initiatives within climate risk assessment, documentation, supplier agreements and life cycle assessments of buildings.
MTHøjgaard Projektudvikling		40%	0% 0%	Revenue from the sale of companies and rental of properties is not considered to be eligible under the EU Taxonomy. Because MT Højgaard Projektudvikling buys and develops properties and development projects with a view to resale, these investments are classified as current assets. Current assets are not covered by the definition of CAPEX, and costs for repair and maintenance of current assets are not included in the definition of OPEX either. These costs are therefore not eligible.

Accounting policies

The accounting policies applied to identify relevant and eligible revenue, CAPEX and OPEX are based on the methods for identifying and determining KPIs for non-financial undertakings, as specified in Annex 1 to the EU Commission’s Delegated Regulation. Eligible activities have been mapped and financial data allocated based on data from the respective business units.

REVENUE

For each company, actually recognised revenue for the 2021 financial year has been used. The revenue figures have been specified at project level so that revenue on each project can be summed up to give the business unit’s total revenue figure.

The KPI for a business unit’s revenue has been calculated as follows:

$$\frac{\text{Revenue for eligible projects}}{\text{Total revenue}}$$

CAPEX

CAPEX covers investments in property, plant and equipment and intangible assets during the financial year, before depreciation, amortisation and any re-evaluations, including as a result of revaluations and impairment in the current financial year, excluding changes to fair value. IFRS 16 leasing is recognised in CAPEX. A number of investments have been allocated directly to a project or a group of projects. Other costs have been allocated to projects using a decided allocation key.

The KPI for a business unit’s CAPEX has been calculated as follows:

$$\frac{\text{CAPEX for eligible projects}}{\text{Total CAPEX}}$$

OPEX

OPEX covers operating costs related to repair and maintenance of assets. The companies’ income statements have been reviewed to identify the proportion that relates to repair and maintenance of assets, for example maintenance of cars and repair and maintenance of production plant. For some cost items, it was necessary to estimate the proportion of these that was covered by the scope of the OPEX definition. Once this group of costs had been defined, they were allocated to projects using the same principles as for the allocation of CAPEX.

The KPI for a business unit’s OPEX has been calculated as follows:

$$\frac{\text{OPEX for eligible projects}}{\text{Total OPEX}}$$











DALUM PAPER FACTORY

At Dalum Paper Factory, we are reusing the existing structures and aim to retain as many materials as possible from the existing buildings on the land register.



The Group's stakeholders

The Group's stakeholders cover a wide range, as our business affects large portions of the society surrounding us. Collaboration with stakeholders is crucial, because it underpins our business strategy and allows targeted sustainability initiatives. The stakeholders highlighted below are judged to potentially be particularly affected by our activities or have the potential to have a particularly great impact on our ability to operate.

STAKEHOLDERS	KEY AREAS OF INTEREST	HOW WE INTERACT
 Shareholders	Responsible business conduct Financial targets Trustworthy communication	We maintain open, honest and trustworthy dialogue with all shareholders, and we comply with applicable rules for listed companies. We regularly brief all market participants about relevant matters and results and publish company announcements and annual reports and interim financial reports. We communicate with shareholders at the annual general meeting and engage in regular dialogue with investors, share analysts, media and other stakeholders.
 Clients and investors	Partnerships Price, time and quality Sustainability and certifications	Our customers are increasingly demanding buildings that are competitive in terms of price, environmental impact and social considerations. We enter into collaboration and partnerships with clients and investors as we know that this provides a better basis for delivering sustainable solutions – especially if we make the right decisions early on in the project.
 Consultants	Projects Sustainability Processes and knowledge	We have many skills in-house, but on many projects the good collaboration with architects and consulting engineers is key. If the sustainability of a project is to be enhanced, dialogue and innovation with partners must take place as early as possible in the construction process.
 Suppliers and subcontractors	Quality and quantity Sustainability criteria Agreements, price and time	We enter into framework agreements in order to improve the quality of collaboration with suppliers and ensure focus on sustainability. We involve local subcontractors where it makes sense, in order to support our social responsibility. Respect for human rights is essential for us, and we have therefore established screening processes and policies.
 Local community and end users	Sustainability and quality of life Influence on end product Local labour	Our projects should contribute to better quality of life through high-quality building and respect for the local environment. As far as it is possible, we involve the local community and end users in our projects through consultations, local committees and neighbour information, as well as by recruiting in the local area.
 Employees	Career opportunities Good working environment Challenging and rewarding work	Our size and the variety of our projects give our employees opportunities to test their strengths with new challenges, leadership tasks and specialist functions. We make a great effort to maintain a safe and secure working environment with respect for diversity. We are experiencing growing interest among employees in how we can take on greater environmental and social responsibility and we endeavour to pick up on and support this.
 Authorities	Legislation and regulation Job creation and socioeconomics	There is increasing political focus, in particular on environmental sustainability in the construction and civil engineering industry, where we appreciate regulatory initiatives such as the EU Taxonomy and the Voluntary Sustainability Class, as they make the sustainability work very specific. We are always interested in engaging in dialogue with authorities and we are conscious of our social responsibility.
 Educational institutions	Research and innovation Training posts, including apprentices, trainees and interns	We focus strongly on collaboration with educational institutions, with particular emphasis on training posts, research projects and fairs. Our initiatives cover a wide field, from apprenticeships to business PhDs and from individual interviews to case competitions.
 Media	Management Finance Sustainability, especially climate	We endeavour to engage in a constructive, transparent and fact-based dialogue in order to ensure that our conduct and aims are correctly reflected. We therefore agree to interviews, reply to approaches and make our position public when appropriate. We also appreciate the help of the media in supporting the sustainability agenda.
 Industry associations	Industry challenges Sustainability Legislation and political interests	We interact with industry associations to promote the sustainability agenda, improve the competitive conditions in the industry and be inspired and share knowledge in the sustainability area. We are a member of a number of trade associations and committees. The most important of these are listed on page 2.

Business conduct and human rights

The Group wants management and employees to respect human rights and act responsibly. This includes identifying and managing risks associated with our or our partners' activities.

The MT Højgaard Holding Group is committed to respecting internationally recognised human rights. That includes, as a minimum, the rights established in the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and The International Covenant on Economic, Social and Cultural Rights as well as the principles on fundamental rights established in the ILO Declaration on Fundamental Principles and Rights at Work from 1998. We do not accept unethical business conduct or negative human rights impacts.

BUSINESS CONDUCT

We should always act professionally and fairly. We place high importance on trust, ethics and morals. Our business conduct ensures that we avoid all forms of corruption, fraud, deception and breach of competition laws. We have set up a training course for employees and newly appointed colleagues in order to ensure that our policies are adhered to. No cases of corruption were identified in the Group in 2021. We have set up complaints mechanisms where suspected or known criminal, unlawful

and criticisable conduct can be reported. We have an internal control unit, which carries out regular screening of projects, subcontractors and suppliers. Our whistleblowing system is handled by an independent law firm, which received one report in 2021. In 2021, we made a number of updates to the system in order to make it clear that breaches of human rights and labour rights can also be reported and that all stakeholders, both external and internal, can submit reports.

HUMAN RIGHTS

Our Code of Conduct, our Supplier Code of Conduct and our Human Rights Policy clarify the framework for our conduct in relation to internationally recognised human rights and what we expect from our suppliers. In 2021, we revised all these policies so that they better reflect our commitment to respecting human rights, including labour rights, child labour, discrimination, the right to organise and to participate in collective bargaining, physical and mental working environment and forced labour. When doing business with us, our customers can rely on there being focus

on responsibility, professionalism and human rights throughout the entire value chain. In 2021, we introduced a more structured due diligence process, where we identify, prevent and remedy negative human rights impacts in close dialogue with relevant and any impacted internal and external stakeholders. In future,

the Group expects to adopt a more systematic approach to its overall work with human rights and anti-corruption, including by updating risk assessments and compliance systems across the Group.



MAGDALENAPARKEN

The historic mansions of Skovlyhjemmet have been refurbished and converted into an exclusive residential development named Magdalenaparken. MT Højgaard Danmark has preserved the area's historical heritage and the close link to the woodland.

RISK ASSESSMENT

In order to ensure that we and our partners respect human rights and the principles set out in UN, OECD and ILO guidelines, we carry out due diligence. Accordingly, we identify and analyse risks that arise or may arise as a result of our activities. Our risk assessment includes climate and environment as well as our external relationships.

Our latest risk assessment identified 16 risks related to social responsibility, where we identified the likelihood and consequences of each risk. All the risks identified are important to us, both in relation to the impact of our Group on society and how society impacts us. We have put in place measures and initiatives to mitigate potential negative impacts. We focus in particular on the eight risks with the biggest impact and highest likelihood, as described on the following page.



Risk management

In the light of our risk assessments we regularly draw up preventive and/or remedial measures. In our opinion, eight of the 16 identified risks are particularly important and are therefore described below.

RISKS	DESCRIPTION	ACTION
Greenhouse gas emissions	The construction and civil engineering industry is responsible for considerable emissions of greenhouse gases, and the materials and the use of the buildings and civil works we erect play a big part in this. If we fail to make the necessary changes to our methods and products soon enough it may do irreparable harm to the climate – and damage our relationship with consumers, investors and customers.	We have a clear goal of reducing our greenhouse gas emissions and integrating climate considerations in our strategic decision-making processes. The climate footprint from our activities must be lowered and we have pledged to reduce Scope 1 and 2 CO ₂ emissions. At the same time we are working on calculating and setting targets for reducing our Scope 3 emissions. Across the companies we are working on a large number of initiatives for achieving these targets.
Resource efficiency	Construction processes are materials-intensive and we are dependent on natural resources. There will be a scarcity of materials in the very near future and last year we experienced price rises and supply issues. We must therefore make better use of resources. Inefficient use of energy, materials and water results in both a negative impact on the environment and increased costs.	The companies in the Group have committed to increasing the proportion of waste going to reuse or recycling from 57.6% this year to 70% in 2023. This is an ambitious target, which we will achieve by selecting the right materials, increasing sorting and recycling, and reducing the total amount of waste. The target will require close collaboration with suppliers and we will invest in this in the coming years.
Biodiversity	The activities of the construction and civil engineering industry have a negative impact on the diversity of the earth's living organisms, both on land and in the oceans. Where we build and what we build with affects biodiversity, especially where the extraction or production of materials may result in damage to biodiversity. At the same time, consideration for biodiversity can cause delays to or cancellation of planned projects.	Our aim is to protect the natural world and support biodiversity. We will do this partly by increasing the use of sustainable materials and solutions, including FSC-certified timber, and by making more efficient use of materials. Biodiversity has not previously been an area with special initiatives, but because of the high speed at which species are disappearing, this will be an area of increased focus for the Group in future.
Diversity and inclusion	Our sector has traditionally been a male-dominated industry, which constitutes a challenge for the sector in general and us in particular. A non-inclusive workplace culture creates a negative working environment, which is damaging to equality and solidarity.	Diversity and inclusion are an integral part of our recruitment initiatives and the employee development process. Even though we have a higher proportion of women than the construction industry in general, we have set targets for increasing the proportion of women at all levels in the company.
Physical working environment	When personal injury, accidents and attrition occur, it has an impact on employees and subcontractors. For the individual employee an accident at work may cause serious injury and for us it may result in disruption to the project or high costs that can have a negative effect on profits and our ability to attract customers and employees.	Our target is to have no injuries of any kind. This makes high demands on correct training and safety equipment, aids and a well-established culture in which employees' health and safety have the highest priority. Concrete plans, routines and systems for preventing and dealing with injuries or near misses have been implemented in all the companies.
Mental working environment	Large amounts of work, time pressure, unclear procedures and roles, bullying and exclusion are among the situations that can result in a poor mental working environment and stress.	We have zero tolerance for improper or offensive behaviour towards other employees and in general we are working to promote a healthy workplace culture.
Labour shortage	Demand for skilled workers is high in the construction and civil engineering industry. We are dependent on employees with strong skills in specific disciplines. If the Group is not able to attract and retain competent employees it may lead to poor financial results, loss of tenders, and injuries caused by lack of experience.	The breadth of the Group creates good career and personal development opportunities for employees and provides a sound basis for flexibility and continuity in manning. We want to offer competitive employment conditions. The individual companies make considerable investments in training and talent development. The work on diversity and getting jobless people into work will play an important role.
Regulatory changes	We are subject to complex and changeable regulation, and we therefore need to keep abreast of changes and invest in innovation. In recent years, the EU and the Danish Government have introduced new regulation related to the climate, the environment and human rights. These requirements may make it more costly to operate a business and can potentially change the competitive situation in the market.	As a Group, we are equipped for these regulatory changes. In 2021, we made a dedicated effort to screen projects for compliance with the EU Taxonomy's new climate and environmental requirements. At the same time we are working on compliance with the coming Danish limit values for CO ₂ emissions. The Voluntary Sustainability Class is tested on a number of projects.

Management and organisation

ORGANISATION

The MT Højgaard Holding Group's highest governance body is the Board of Directors, which also has the ultimate responsibility for the progress of the Group's sustainability work. Group management has operational responsibility for the Group, which is organised based on a portfolio model with currently five equal, independent business units. Ajos is not included in this report as the Group divested the Ajos business unit in 2021.

The Group's sustainability report and sustainability strategy are prepared and driven by MT Højgaard Holding with input from and participation by the business units. The management

of each business unit is responsible for the unit's operation, results and strategy within the framework of the Group's shared key priorities. In the day-to-day sustainability work, it is thus the responsibility of the business units to prepare company-specific sustainability strategies and drive supporting activities.

A Sustainability Committee was established in 2021, consisting of two of MT Højgaard Holding's Board members. The committee acts in an advisory role on behalf of the Board of Directors.

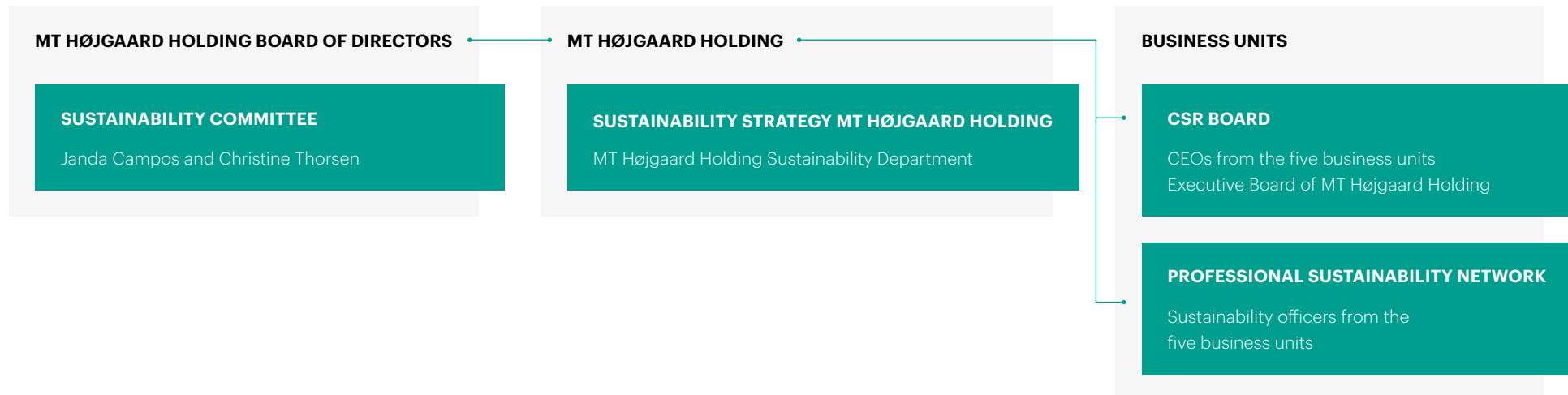
A CSR Board is responsible for adopting targets in the sustainability area and for ensuring

compliance with these. MT Højgaard Holding's Sustainability Department advises the business units in connection with the definition of targets and actions and follows up on performance across the Group. The CSR Board consists of the CEOs from all the Group's business units and the Executive Board of MT Højgaard Holding.

The professional sustainability network consists of sustainability officers representing all the business units and MT Højgaard Holding. The network has been set up in order to share tools and learning between business units and to contribute to the mapping of sustainability challenges and action areas.

POLICIES

We have adopted policies to guide our work on sustainability, including a CSR Policy, a Code of Conduct, a Supplier Code of Conduct, a Human Rights Policy, a Whistleblowing Policy, an Anti-corruption Policy and a Vehicle Policy. The individual employee is responsible for complying with these based on guidelines set by management.



Business units



Major contractor for construction, civil works and infrastructure

[Read more on page 26-29 >](#)



Contractor for new build and refurbishment and strategic partnerships throughout Denmark

[Read more on page 30-33 >](#)



MT HØJGAARD HOLDING



Market leader in the field of sustainable, certified flexible building in wood

[Read more on page 34-37 >](#)



Development and realisation of construction projects and PPP

[Read more on page 42-46 >](#)



International contractor within construction, civil works and technical installations contracts on selected markets and projects

[Read more on page 38-41 >](#)

MT HØJGAARD DANMARK AT A GLANCE

REVENUE IN 2021

3,091 DKK million

As a contracting company, MT Højgaard Danmark undertakes projects across Denmark within new build and refurbishment of housing, commercial and industrial buildings, the health and education sectors, and builds bridges, ports and many other infrastructure projects.



“We all – as both companies and individuals – have a responsibility for contributing to the green transition every day”

Carsten Lund, CEO

MULTI-STOREY CAR PARK AT MUSICON

The multi-storey car park at Musicon in Roskilde invites people to stay around and spend time there. A “Street Cave” has been built at street level, where street bikers and skaters can help to give it life. On the top of the “Inspiration”, the occupants of the nearest residential estates will be able to grow vegetables and herbs in the roof garden. The car park has been built from recycled materials from the area and can be dismantled, so that the individual components can be given a new lease of circular life later.

As a significant player in the industry, MT Højgaard Danmark will leave a distinctive imprint on future construction and civil works and thus on the solutions that will become part of future building stock. MT Højgaard Danmark was split off into a separate company on 1 January 2021 and now has its own targets and actions in the field of sustainability based on the Group's overall sustainability strategy. Among other initiatives, MT Højgaard Danmark has appointed a team, which will be driving progress and prioritisation of sustainability actions in the company in future, in collaboration with relevant stakeholders and on construction sites.



Local and social responsibility

ACTIONS

With construction sites spread across Denmark, MT Højgaard Danmark attaches importance to using local resources on construction and civil works projects. MT Højgaard Danmark's own craftsmen are resident across Denmark and our subcontractors and suppliers are for the most part selected in the local area. This supports local employment. On a number of refurbishment projects MT Højgaard Danmark is working in close collaboration with housing associations to create areas with varied types of homes that can improve the social life of the area and create new demographic combinations among the residents. We employed 42 local residents in a radical refurbishment of the residential area of Egedalsvænge in Kokkedal. Interaction with residents, refurbishment, and establishing a friendly physical environment have helped to create greater security and reduce local crime. We want to contribute actively to training the next generation and therefore employ young people in training posts. In 2021, apprentices accounted for 8% of our hourly paid employees. Overall, apprentices, interns, trainees and student assistants account for 7% of our workforce. As one of the few in our industry we also have a Graduate programme, where competent candidates are offered the opportunity to complete a three-year training programme within civil works or construction.

OBJECTIVES

We want to continue our high local engagement and to use local resources. It is our aim to have 10% apprentices among our workforce of craftsmen and to increase the proportion of training posts to 8% of our total workforce.

Year	Proportion of apprentices out of total number of hourly paid employees (%)
2019	-
2020	-
2021	8

As the three MT Højgaard business units were first split in 2020, it is not possible to split and report data for 2019 and 2020.



Health and learning

ACTIONS

In MT Højgaard Danmark we have a vision of zero occupational injuries and want our employees to have a healthy and safe physical and mental working environment. This is a prerequisite for job satisfaction and development in day-to-day work. All hourly-paid workers participate in a mandatory safety induction and, partly through e-learning we ensure that all salaried employees are fully equipped to create a framework for ensuring that work is carried out with proper regard for safety. We ended 2021 with an injury rate of 14.8, which was 0.3 higher than in 2020, reflecting the fact that MT Højgaard Danmark had fewer salaried employees in 2021 than in 2020. Having fewer manhours among which to allocate injuries drives up the overall injury rate, as injuries mainly occur among hourly paid employees. The number of lost time injuries reduced from 25 to 24, and the injury rate for hourly paid employees reduced from 26.3 to 23.7.

MT Højgaard Danmark also has strong focus on the mental working environment. We have a clear Code of Conduct that includes expectations in terms of conduct and zero tolerance of abusive behaviour. We make health plans, insurance and preventive advice available to our employees.

OBJECTIVES

In 2022, we will step up our efforts to prevent injuries in order to maintain a decreasing injury rate. We will work on minimising attrition.

Year	Injury rate (Number of injuries/one million hours worked)
2019	-
2020	-
2021	14.8



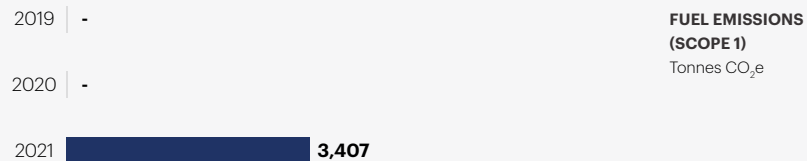
Climate and environment

ACTIONS

In 2021, MT Højgaard Danmark began working on reducing CO₂ emissions in the construction phase. We have developed a tool that provides insight into the consumption of electricity, gas, diesel, district heat and water on our construction sites. This means that in future we will be able to monitor the effect of concrete measures in relation to CO₂ emissions. The data will also be used in a collaboration between MT Højgaard Danmark and BUILD – Department of the Built Environment at Aalborg University to include CO₂ emissions from construction sites in life cycle assessments.

OBJECTIVES

We will increase our efforts to reduce CO₂ emissions from construction sites still further. For example, we will reduce equipment idling, reinsulate all containers and develop a method for calculating CO₂ emissions already in the tender phase of projects.



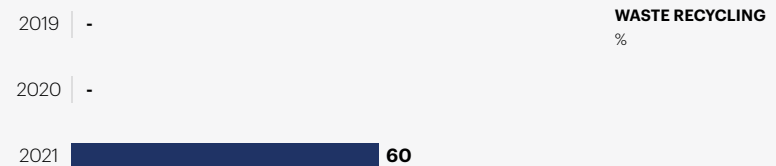
Circular economy

ACTIONS

In Roskilde, MT Højgaard Danmark has built a multi-storey car park – the first of its kind in Denmark – using recycled concrete and materials that had previously been part of other buildings in the Municipality of Roskilde. The project has been built in such a way that it can be dismantled for subsequent reuse. This has supported the targets in the Roskilde Municipality's Strategic Climate and Energy Plan and been a case in a large EU project, CityLoops. MT Højgaard Danmark's good experiences from this project will be part of the deliberations on circularity in relevant future projects. In 2021, it was possible to recycle over 90% of the building waste on various projects. This is a significant improvement, made possible by strong management and local focus on the construction site and new thinking about waste sorting. In our opinion, there is great potential for increased recycling of building materials, especially in the area of refurbishment.

OBJECTIVES

MT Højgaard Danmark will join one or more fora through which recycled or used building materials can be bought and sold. This will be a significant help in improving the CO₂ accounts on construction projects.





Collaboration and certifications

ACTIONS

MT Højgaard Danmark has handed over a total of seven DGNB-certified projects to clients, and many more are in progress and in the pipeline. In addition, in 2021 MT Højgaard Danmark started up one project signed up to the Voluntary Sustainability Class. As a result, production is now increasingly geared towards more sustainable behaviour on construction sites, for example through waste working and collection of documentation in connection with sustainability management. Going forward, creating sustainable projects with a lower climate impact will require closer collaboration between client, consultant and contractor. MT Højgaard Danmark insists on this close collaboration and is increasingly working with open, innovative forms of collaboration on large projects where sustainability plays an increasingly important role.

OBJECTIVES

Upskilling of workforce for even better handling of future documentation and data requirements under certifications and sustainability legislation, e.g. CO₂ limits and EU Taxonomy.

RECYCLING OF EXPANDED POLYSTYRENE

In North Jutland, MT Højgaard Danmark is collaborating with a local company on recycling of expanded polystyrene. The collaboration is a good example of how it is possible to find local, sustainable solutions to promote recycling of building materials. Until recently, there were no options for disposing of expanded polystyrene for recycling in the Aalborg area. All construction sites in the area therefore sent expanded polystyrene for incineration together with other residual waste. However, a new collaboration with the company Råt&Godt means that expanded polystyrene can now be collected at construction sites and subsequently sent for recycling. The project also helps to support vulnerable young people.





“2021 was the year in which we put the green transition on the agenda in earnest. Initiatives and development projects with a view to environmental improvements are sprouting up on construction sites and in collaboration with external players in recycling and other partners. We still have a lot to learn and a long way to go in the area of sustainability, but we have made a good start”

Troels Aggersbo, CEO



ENEMÆRKE & PETERSEN AT A GLANCE

REVENUE IN 2021

2,835 DKK million

Enemærke & Petersen is one of Denmark's biggest contracting companies and specialises in refurbishment and construction of social housing. The company also refurbishes and builds schools and institutions and builds new housing and commercial buildings.

<

DANISH NATIONAL BUSINESS ARCHIVES

Enemærke & Petersen has completed the conversion and restoration of the former Danish National Archive building in Aarhus. The building has had protected status since 1988 and has been energy-optimised with a ventilation system and LED lighting.

This building is a good example of a refurbishment project where the challenges and limitations involved in a building designated as worthy of preservation mean that on the one hand we must meet energy and sustainability requirements, and on the other hand we must ensure that the renovation is done in a way that is compatible with the building's designation status. The refurbishment was a very special project for the construction management and craftsmen. The close collaboration between skilled craftsmen, consultants and construction management ensured a good process and a result that aroused external attention and internal pride.

In the last ten years, Enemærke & Petersen has carried out some of Denmark’s biggest refurbishment projects in social housing areas and has had great success with, for example, employing residents in socially disadvantaged neighbourhoods. The experience gained has given Enemærke & Petersen a social profile focusing on dialogue with residents. We are also working on further increasing our contribution to the green transition – including by upcycling used building materials, establishing emission-free construction sites and making more use of wood. We participate in a number of development projects focused on sustainability and have established two industrial PhDs who are carrying out research into sustainable building. We strengthened our DGNB skills in 2021 and have been working with DGNB on refurbishment projects, in particular.



Lokalt og socialt ansvar

ACTIONS

Enemærke & Petersen was involved in drawing up the new DGNB criteria 2020. We were coordinators on the development of a new criterion that awards points to clients when their tenders meet requirements for a social initiative. The aim is to get more vulnerable unemployed people into work. The company has been working actively to create job opportunities for people on the edge of the labour market. This effort will be intensified in 2022 to include all our major construction sites in Denmark.

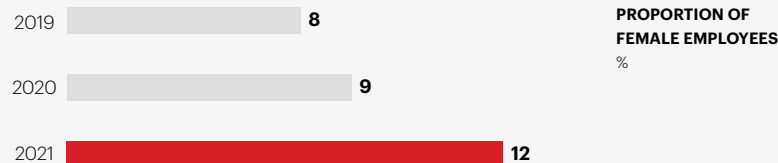
We have introduced an ID concept for craftsmen and make systematic use of external control of health and safety on construction sites.

Enemærke & Petersen has participated in Target Gender Equality Programme with UN Global Compact, creating the basis for the development of a policy and practice aimed at increasing the number of women in the organisation.

OBJECTIVES

We will test social employment on all major construction sites and we will support the inclusion of social employment in the contract basis.

We will recruit more female craftspeople and managers in production and establish networks for female production managers.



Health and learning

ACTIONS

Enemærke & Petersen does not accept injuries. In 2021, the injury rate was 14.6, up from last year’s 8.3. This result is not satisfactory and we will therefore change our efforts by increasing knowledge-sharing and implementing the Danish Working Environment Authority’s Vision Zero. Further training is in progress for apprentices and health and safety representatives on health and safety and better collection of data on injuries.

We are still running the Kloge Hænder (Skilled Hands) initiative, which aims to encourage more young people to consider the opportunities offered by the construction industry. Primary pupils are given the chance to carry out low-skilled craft tasks at their own school supervised by craftsmen from Enemærke & Petersen. Courses have been run at Ørestad School and the concept can be offered on other school refurbishment projects.

Lastly, we have been making targeted efforts to establish social sustainability and employment as a discipline in the construction industry. This will result in a new industry guide, which will be published in 2022.

OBJECTIVES

Determine objective and structure for health initiatives in Enemærke & Petersen. We will provide internal training in interest-based collaboration for all managers.

Implement the Danish Working Environment Authority’s culture-changing Vision Zero to prevent injuries and promote health and wellbeing.





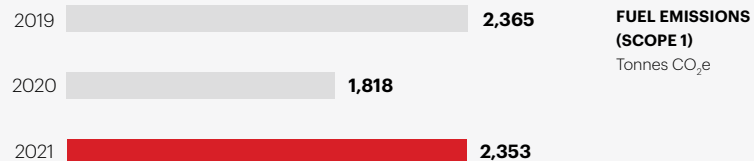
Climate and environment

ACTIONS

We have developed a concept for emission and fossil-free construction sites on two pilot projects in Copenhagen. The concept provides an overview of solutions and initiatives that can be implemented to create an emission-free construction site. It includes an assessment of the impact of each initiative on emission reduction, and the added costs of implementing the initiative. The initiative is structured into five overall themes with associated activities: 1) Supply, energy and heating, 2) Construction machinery and equipment, 3) Waste management, 4) Transport, and 5) Planning and process. We also completed a pilot project focusing on the development of a sensor-based concept for monitoring and collecting data from individual construction sites with a view to reducing CO₂ emissions. We are planning on testing the concept on more construction sites in 2022.

OBJECTIVES

We must establish targets for CO₂ reductions on our sites in 2022 and 2025. We must implement emission-reducing initiatives, including the establishment of solar-powered plant, charging points at relevant offices and pilots with HVO and electric vans. We must sign purchasing agreements with our major suppliers based on sustainability targets. We must comply with all requirements in the Voluntary Sustainability Class.



Circular economy

ACTIONS

The efforts to increase the proportion of waste for recycling and reuse of building materials continued. We did this by mapping resources, strengthening our collaboration with other players and participating in industry initiatives focusing on finding solutions to challenges that the individual players cannot tackle singlehandedly. The good relationships with waste carriers and recipients, demolition contractors, suppliers of materials, Næste ApS and others have led to extensive knowledge-sharing, both internally and in the industry.

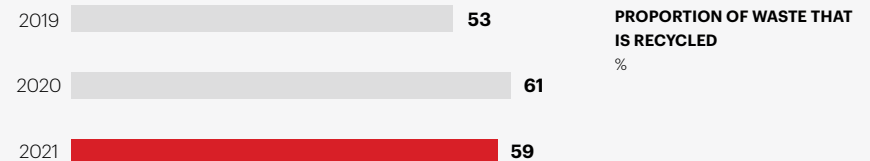
In October, Næste won the Sustainability Prize 2021 at the Building Awards for their huts and secondary buildings made from recycled materials that Enemærke & Petersen has helped develop and is still producing. Enemærke & Petersen's involvement is driven by a wish to develop the market for recycled materials, where dismantled building materials from own projects are reused and recycled instead of being sent for incineration or to landfill.

Tenders are increasingly demanding resource mapping as an integral part of construction projects. The aim is to determine which materials can be reused and how, prior to the construction phase, including by estimating the added cost of meticulous dismantling of materials. The result of the mapping is used to map out subsequent initiatives related to the sale of materials.

OBJECTIVES

Prepare a catalogue for reuse and recycling for use by Enemærke & Petersen as a basis for establishing a system for reuse and recycling that can increase waste recycling on all construction sites to 70%.

Establish strategy for the use of wood in building.





Collaboration and certifications

ACTIONS

28 of Enemærke & Petersen's employees completed training as DGNB consultants in the course of 2021, creating a robust basis for embedding sustainable building in the organisation. An internal network has been established with DGNB skills distributed according to geography and functions. Enemærke & Petersen has taken the initiative for the development of a new DGNB criterion on social initiatives and sustainability in the construction phase.

The company worked on seven projects with certifications in 2021, including two DGNB Silver, two DGNB Gold and three with the Nordic Swan Ecolabel. Enemærke & Petersen won the Process Prize 2021 for its project The Helping Hand, which focuses on the value of better collaboration among craftsmen.

OBJECTIVES

To have 25-40 employees with sound skills in DGNB.

For all relevant employees to be conversant with the Voluntary Sustainability Class.

2019 | 0

2020 | 1

2021 | 21

**EMPLOYEES WITH DGNB
CONSULTANCY TRAINING**
Number

HØJSTRUPPARKEN: REFURBISHMENT GUIDED BY SUSTAINABILITY

Environmental, social and economic sustainability have been the guiding principles in the refurbishment of Højstrupparken in Odense. The project is Enemærke & Petersen's first DGNB refurbishment and has included a number of measures aimed at enhancing sustainability on the project. The focus has been on recycling building materials. The outer walls and bricks have been retained and interior insulation fitted instead, and wood has been reused for secondary structures. Since the start of the project, we have worked in close collaboration with Byg til Vækst to create jobs for local unemployed people who help with various low-skilled tasks on the construction site. The project was Enemærke & Petersen's first DGNB refurbishment project and has resulted in good experiences which we can make use of on future DGNB refurbishment projects.



< **HØJSTRUPPARKEN IN
ODENSE**

SCANDI BYG
AT A GLANCE

REVENUE IN 2021

378 DKK million

Scandi Byg is a market leader in prefabricated modular buildings for housing and institutions with the Nordic Swan Ecolabel, and offices, healthcare facilities, and pavilions for accommodation, offices and housing.



“We have had our wooden buildings approved in an REI 120 fire test, which means that we are the first company in the Danish market allowed to construct buildings over four storeys high using prefabricated wooden modules as a fixed standard. The approval creates even more possibilities for increasing the proportion of wood in building, which can play a significant part in reducing Denmark’s total CO₂ emissions. This is an important step, not only for Scandi Byg but also for building in wood generally”

Christian Halcken, CEO

>
STUDIO[LUNDTOFTE]

In just 18 months, Scandi Byg has produced, delivered and completed 491 student flats for Boligfonden DTU and PensionDanmark, who wanted to develop inexpensive sustainable housing for students, researchers and guest lecturers close to the university. This project is the first in Denmark to have been awarded both DGNB Gold certification and the Nordic Swan Ecolabel.

Scandi Byg will promote sustainable solutions that cover both the construction and operation of the building. We are working on disseminating knowledge about the advantages of modular and wooden building to promote prefabricated modular building in wood. Buildings in wood emit far less CO₂ over their life cycle than concrete buildings, and wood is a renewable resource that can be easily dismantled and reused. This year, we focused on growing customer awareness of the environmental impact of our solutions, and we worked on optimising our industrial approach to production in order to enhance productivity and use resources more efficiently. This has saved time and resources and resulted in upskilling of employees.



Local and social responsibility

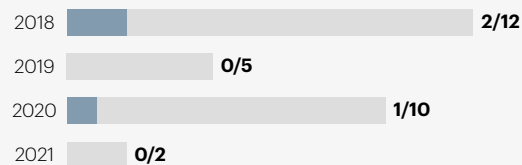
ACTIONS

With its geographical location in Løgstør, Scandi Byg stresses the importance of creating value in the local area. Among other things, our collaboration with Vesthimmerland Municipality has been about bringing people back into the labour market, and together with Vesthimmerland Municipality, Jobcenter Vesthimmerland and Erhverv Væksthimmerland we have contributed to the initiative “Go Vest” with the aim of attracting highly-trained foreign workers to local companies. Our employees have initiated a tool collection scheme with Carl Ras, which passes on tools to workshops for the vulnerable, and we supply discontinued products to Globen Vesthimmerland’s daytime workshops for adults with special needs. Scandi Byg wishes to help to spread awareness of technical subjects among young people. We have therefore entered a collaboration with Vesthimmerland Upper Secondary School and HTX on encouraging students to choose technical courses. We did not receive any improvement notices or other responses from the Danish Working Environment Authority.

OBJECTIVES

We want to continue and further expand existing collaborations and initiatives in the local area.

Another year of no improvement notices or other responses from the Danish Working Environment Authority.



IMPROVEMENT NOTICES / VISITS FROM THE DANISH WORKING ENVIRONMENT AUTHORITY
Number



Health and learning

ACTIONS

One occupational injury is one too many. We are therefore working hard to become better at managing risks before they lead to injuries. We have been working with risk spots and integrated daily safety rounds, in the morning and the evening, on construction sites. In 2021, there were four lost time occupational injuries, corresponding to an injury rate of 8.6, a small increase on last year’s 6.0.

All employees in production attended a LEAN course, and 20 selected employees also completed a ten-day LEAN “driver’s licence”. In addition, everyone in production attended a sustainability course and an ergonomics course to prevent attrition and occupational injuries.

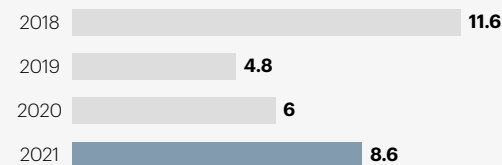
Moreover, key persons in bidding, design and the development department completed training as DGNB consultants. We also strengthened the company’s apprentice programme.

OBJECTIVES

Continue efforts to prevent injuries in order to achieve an injury rate of 5 or less. This must be supported by updating and prioritising workplace assessments for all areas by means of action plans.

A sickness absence rate of 2% or less.

Continue implementation of activities in the apprentice area and, as a minimum, maintaining the number of apprentices.



INJURY RATE
Number of injuries/one million hours worked



Climate and environment

ACTIONS

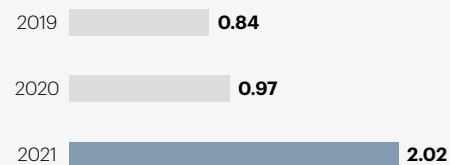
When Scandi Byg delivers a building, the climate and environment are factored into the planning from the start of the project. In 2021, all residential projects had the Nordic Swan Ecolabel. This protects not only the occupants and the environment but also all the craftsmen working in production. The Nordic Swan Ecolabel requirements for certified timber ensure that the wood comes from sustainably managed forests and has been legally felled. The construction industry is one of the biggest emitters of CO₂, but the use of wood in building will have a positive effect on CO₂ emissions. We are therefore proud of the fact that in 2021 we won approval for wood-based modular buildings of up to six storeys compared with the previous limit of four.

In 2021, we worked on developing a standardised model for life cycle assessment of Scandi Byg's construction types. Calculations on four building projects showed that Scandi Byg's CO₂ footprint is 5.1-7.4 kg/CO₂/m²/year, compared to the limit of 8.0 kg under the Voluntary Sustainability Class. We are working actively with data from the model in order to reduce our climate footprint still further and influence clients to opt for the most climate-friendly solutions.

OBJECTIVES

To prepare life cycle assessments on all projects.

To establish monitoring of consumption (water and electricity) on all construction sites and to identify reduction initiatives.



EMISSION INTENSITY FROM SCOPE 1
Tonnes CO₂e/DKK million revenue



Circular economy

ACTIONS

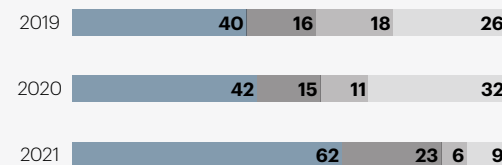
Scandi Byg's consistent module production helps to achieve few defects, minimum waste and the best use of materials. Scandi Byg sorts waste in its workshop buildings in Løgstør, on construction sites and in offices. We have increased the number of waste fractions from 22 in 2020 to 28 in 2021. At the same time, we have signed three new take-back agreements with suppliers of materials such as linoleum, vinyl and a variety of facade panels, optimising the possibilities for reusing materials. We now recycle xx% of construction waste from production. Our construction sites reuse 57-75%, and this year we endeavoured to improve this performance through changed waste sorting on selected sites. This increased recycling to over 90%.

Scandi Byg has launched a number of initiatives in order to increase integration of Design for Disassembly in our products to make them more adaptable to changed requirements and for dismantling for reuse or recycling. We have identified a number of change potentials, several of which are being tested on an innovation project on Stejlepladsen in collaboration with Lendager Group.

OBJECTIVES

To continue reducing waste volumes with specific focus on gypsum waste through, for example, adaptation of purchase agreements.

To carry out design and material screening to boost Design for Disassembly efforts.



WASTE BREAKDOWN: RECYCLING, INCINERATION, LANDFILL, MIXED WASTE
%



Collaboration and certifications

ACTIONS

The Nordic Swan Ecolabel certification plays a key role in Scandi Byg's buildings and is a source of continuous improvement. In 2021, we strengthened our skills within the DGNB certification, and we built the first two projects in Denmark to be certified with both DGNB Gold and the Nordic Swan Ecolabel. Scandi Byg manufactured the modules for Denmark's first two schools with the Nordic Swan Ecolabel, both as temporary buildings with the flexibility to be extended and made permanent if the need were to arise in the City of Copenhagen. Scandi Byg enters into partnerships with clients, architects and consultants to develop sustainable solutions. At Denmark's biggest sustainability festival, the Tomorrow Festival, we collaborated with PensionDanmark on erecting the concept Studio[Home], so that festival goers could experience a Nordic Swan Ecolabel home. The concept won the Building Awards' Project Development Prize for its clever combination of quality and sustainability with inexpensive dwellings.

In 2021, Scandi Byg became a partner in a four-year EU-supported innovation project, Build in Wood, which aims to promote the use of wood in building, where we contribute technical expertise in the field of prefabricated modular building. The project has 21 international partners representing the entire value chain in the area of wooden building, and together we will test out innovative methods and work out wood-related solutions for the whole of Europe.

OBJECTIVES

To continue to develop our skills and solutions within sustainability-certified building.
 To enter into more partnerships on the promotion of module-based sustainability-certified buildings.



REVENUE FROM PROJECTS WITH SUSTAINABILITY CERTIFICATION
DKK million

ANALYSIS OF CONSTRUCTION IN WOOD

In November 2021, Aalborg University's BUILD institute published two reports analysing 20 wooden buildings, four of which were built by Scandi Byg. The purpose of the reports is to prepare the industry to prioritise the use of wood in future building projects in order to achieve the necessary reduction in the construction industry's negative climate impact. We are proud of the fact that all four of our buildings have a much smaller climate impact than an average building and meet the requirements of the Voluntary Sustainability Class of 8 kg CO₂/m²/year – several of them by a big margin. We hope that this will be an inspiration and a source of learning for others in the industry who wish to build in wood in order to support the green transition.



< **SKRÅNINGEN II**
 On Skråningen II in Lejre, Scandi Byg has erected 46 wood-clad houses in materials with the Nordic Swan Ecolabel.

MT HØJGAARD INTERNATIONAL AT A GLANCE

REVENUE IN 2021

860 DKK million

MT Højgaard International undertakes most of the Group's international activities, including construction, infrastructure and technical installations contracts. The company is structured into geographical business units:

MT Højgaard Grønland and Arssarnerit in Greenland, MT Højgaard Færøerne and RTS in the Faroe Islands, MT Højgaard Maldiverne in the Maldives, and Seth in Portugal and a number of African countries. MT Højgaard International also carries out infrastructure projects in other geographies. The activities in Greenland account for approx. 2/3 of MT Højgaard International's total revenue.



“We want to be a role model in the green transition and have launched a number of initiatives, some of which go beyond the immediate demands from customers and authorities”

Martin Solberg, CEO



>
THE FIRE STATION IN NUUK

Northern lights over the new fire station in Nuuk, which was built using energy-saving solutions and materials.

In 2021, we carried out a more detailed investigation of environmental conditions in the Faroe Islands, Greenland and the Maldives in order to strengthen MT Højgaard International's actions in geographical areas where there is not the same focus on managing global environmental impacts as there is in Denmark. We are continuing this action by strengthening our local anchoring by appointing local employees and setting up apprentice training courses.



Local and social responsibility

ACTIONS

At MT Højgaard International, we want to use local labour, regardless of where we operate. In Greenland and the Faroe Islands, we ensure local anchoring and value creation by offering trainee positions. We have about 80% local employees in Arssarnerit and about 20% in MT Højgaard Grønland. About 20 of the 275 employees in MT Højgaard Grønland and Arssarnerit are apprentices. The great majority of applicants will be offered a trainee position. In the installations department in Greenland, there are 10% apprentices and we are working on increasing the proportion in both the contracting department in Greenland and our department in the Faroe Islands.

In the Maldives, we appoint mainly local labour, rather than bringing in people from outside. 65% of appointees are from the Maldives, 30% from Sri Lanka and the remaining 5% from Denmark, India and the Philippines. Many employees are people who live locally and have been trained over a number of years by Danish foremen to be able to undertake the work on MT Højgaard International's construction sites. When we need people, the local foremen help us to recruit new employees.

OBJECTIVES

10 % apprentices in Greenland and the Faroe Islands.

To maintain a high proportion of local labour in the Maldives

2019 | -

2020 | -

2021 | 4.3

PROPORTION OF APPRENTICES
%
As the three MT Højgaard business units were first split in 2020, it is not possible to split and report data for 2019 and 2020.



Health and learning

ACTIONS

MT Højgaard International ensures that employees are offered training and skills development. A first-aid course was held for salaried and hourly paid employees on all projects, and hourly paid employees on all projects in Greenland and the Faroe Islands were offered a rigging course to ensure that heavy components are handled and lifted correctly. A total of 27 employees attended the course. A crane course was held in Nuuk, with 12 participants.

Workplace assessments were carried out with employees, and training in the use of appropriate protective equipment and aids, and a course was held for all salaried employees in the Faroe Islands that focused on the preparation of workplace assessments. An overall review was carried out of MT Højgaard International's occupational health and safety and quality assurance management systems.

Five defibrillators were fitted on the projects in Greenland that were not already covered. As a special preventive action area we are focusing on recording and learning from near misses in order to avoid injuries as far as possible.

OBJECTIVES

To record at least one near-miss every two weeks to reduce the risk of actual injuries.

2019 | -

2020 | -

2021 | 5

OCCUPATIONAL INJURIES
Number



Climate and environment

ACTIONS

The main initiative in 2021 was to create an overview of environmental impacts in local areas where there is more of a tradition of dealing with immediate challenges, such as chemicals, oil spills, noise and pollution, rather than global environmental issues like climate change. In Greenland, for example, there is a strong culture in non-built up areas of preserving the local inhabitants' fishing opportunities, whereas in areas close to towns there is not the same requirement to look after the natural world or manage waste. Our work has resulted in the setting of a number of targets for 2022 and actions for reducing our energy consumption and consequently our emissions of greenhouse gases.

In the Maldives, they want to protect the coast and develop their islands while showing consideration for local coral reefs. The Maldivians deal with this through requirements in building permits. Before any construction or civil works can be undertaken there has to be an environmental impact assessment report. When new resorts are built, consideration for the environment is assessed as an integral part of the tender process. In collaboration with the local authorities we have carried out a number of climate-proofing projects intended to protect the population from the expected rises in sea level.

OBJECTIVES

In 2022, 20% of all site hut facilities will be replaced or upgraded. The aim is to reduce energy consumption by 50%.

Installation of charging points at office addresses and mobile charging points on major construction sites to support the switch to electric cars.

The employee area and component factory in Greenland and the component factory in the Maldives must be energy-optimised with a view to reducing energy consumption by 10% in permanent locations.

2019 | -

2020 | -

2021 | **5.3**

EMISSIONS FROM ELECTRICITY AND HEAT AT PERMANENT LOCATIONS (SCOPE 2)
Tonnes CO₂e



Circular economy

ACTIONS

MT Højgaard International has mapped waste management, reuse and recycling practice in the individual countries in order to create a stronger foundation for its future work.

The company has also started mapping procedures and knowledge-sharing related to new structures and building methods with a view to applying Design for Dismantling principles in construction in the Faroe Islands and Greenland to a greater extent.

OBJECTIVES

For 2022, the aim is for all waste to be recorded so that additional waste reduction and sorting initiatives can be introduced.

In Greenland, all hazardous and PCB-containing waste must be sent for processing in Denmark in order to avoid local dumping at facilities with capacity issues,

Hazardous waste includes: oil and chemical waste, electronics waste, CFC gases from fridges/freezers and accumulators.



Collaboration and certifications

ACTIONS

MT Højgaard International's Danish operations have health and safety and quality certification. Clients in the countries in which we operate are not yet putting sustainability certification of projects out to tender.

OBJECTIVES

We want to enter into collaboration with players in the waste sector in the countries in which we have activities, and will generally set out a number of principles for how we can make a positive, proactive contribution to sustainability work in local environments in which this is not high up on the agenda.

PROTECTION OF SEA TURTLES

MT Højgaard International co-owns the Portuguese company Seth, which has discovered a sea turtle nest at one of its construction sites on the Cape Verde islands. Sea turtles are classified as an endangered species worldwide. The discovery has resulted in a number of actions in collaboration with the local NGO, Fundacao Maio Biodiversidade (FMB), to help the turtles safely into the sea. The area is monitored daily for footprints and eggs, and night light has been minimised and adjusted in colour and direction. The sea turtles are nesting right next to the construction site on Maio Island in Cape Verde, where Seth is preparing the existing harbour and building new breakwaters and RoRo ramps.

HISINGSBRON BRIDGE

MT Højgaard International has built the Hisingsbron Bridge in Gothenburg in Sweden in joint venture with Skanska AB in the period 2016-2022. We worked systematically with a number of environmental targets in collaboration with Skanska and the Traffic and Public Transport Authority in Gothenburg (Göteborgs Stad), including:

- Selection of energy forms with less climate impact to reduce CO₂ emissions by 10%, corresponding to 9,500 tonnes CO₂
- Certified, ecolabelled electricity from Energy Sweden and diesel with a reduced environmental impact were used. At the beginning of 2021, a reduction of approx. 1,700 tonnes CO₂ had been documented
- Reduction of environmentally hazardous waste: target to phase out 20% of environmentally hazardous products was achieved at the start of 2021, and efforts are being made to achieve further reductions
- 50% reduction in water consumption and avoiding water pollution: at the start of 2021, a 30% reduction had been achieved
- Implementing work routines where suppliers and subcontractors are informed how to act in a sustainable workplace.



HISINGSBRON IN GOTHENBURG, SWEDEN





“We are developing carefully. It is sound common sense to build sustainably and it doesn’t have to be difficult or expensive. It is about our need to reflect and make conscious choices in the planning phase and when we build”

Erik Nielsen, CEO



MT HØJGAARD PROJEKTUDVIKLING AT A GLANCE

REVENUE IN 2021

494 DKK million

MT Højgaard Projektudvikling develops and carries out sustainable commercial and residential projects and erects and operates buildings on a public-private partnership basis (PPP). MT Højgaard Projektudvikling plays an important strategic role in the Group and helps to realise synergies between the individual business units.

<

ENGSSØHUS

MT Højgaard’s new office building in Risskov was inaugurated in mid-2021 and the ground-breaking ceremony for phase 2 was celebrated together with PFA Ejendomme. The office building is being built according to our MultiFlex Office concept with focus on flexibility, sharing economy and energy efficiency. The building achieved DGNB Gold sustainability certification.

Sustainability was at the centre of MT Højgaard Projektudvikling’s strategy for 2021 and we started the year by defining areas for action in order to ensure that in future we will be abreast of clients’ and investors’ sustainability requirements and able to advise on these. In addition to a target of strengthening the company’s skills and knowledge in the field of sustainability initiatives and requirements for products and materials in construction, we decided to incorporate sustainability in our concepts and projects and to make it a key part of the company’s market profile. In order to strengthen our skills in the sustainability field, the Group’s Sustainability Team became an integral part of MT Højgaard Projektudvikling on 1 June 2021. In addition to ensuring that we incorporate sustainability in development projects from day one, the team also functions as a knowledge and skills centre, promoting and supporting sustainable initiatives, projects and processes throughout the Group.



Local and social responsibility

ACTIONS

At MT Højgaard Projektudvikling, we assume social responsibility through the buildings and districts we develop. The former Dalum Paper Factory in Odense is developed with the ambition of creating community spirit across generations and interests. The district buildings will include family-friendly houses; exclusive, New York-inspired owner-occupied and retirement flats; and communal buildings, office space and a convenience store. The diversity of buildings and occupants is expected to help to create a varied and lively residential area. In collaboration with AAB, MT Højgaard Projektudvikling has launched a new type of residential accommodation, “speculation-free private cooperative housing”, which addresses the problem of the scarcity of inexpensive quality housing with a variety of occupants. Cooperative housing provides inexpensive housing in empty areas neighbouring existing areas of social housing. There will be shared facilities, which will strengthen community spirit. We see diversity and inclusion as a driving force for better projects, so we are proud to have a workforce with a wide spread of gender, age and nationality.

OBJECTIVES

Continuing close collaboration with housing associations, authorities and other clients in order to create buildings that strengthen the area’s social life and create new demographic mixes, including starting up at least one cooperative housing project in 2022.



GENDER COMPOSITION IN THE COMPANY
Men/women
As the three MT Højgaard business units were first split in 2020, it is not possible to split and report data for 2019 and 2020.



Health and learning

ACTIONS

As clients, we at MT Højgaard Projektudvikling require ourselves and our partners to factor in a safe working environment when planning our projects. In 2021, all employees in MT Højgaard Projektudvikling attended seminars on sustainability, knowledge-sharing and peer training in order to ensure that all employees possess a basic level of sustainability skills. Three employees completed training as DGNB consultants and have thus gained more in-depth specialist knowledge within sustainability certifications. Collaborating with educational institutions and students brings us new knowledge and helps us train the next generation. We have strengthened our collaboration with AAU BUILD and contributed data and knowledge about life cycle assessments for both new builds and refurbishment projects during the year. We are contributing by providing four students with relevant work during their studies. Overall, the proportion of employees in training posts is 12%.

OBJECTIVES

Continue the collaboration with educational institutions with the aim of establishing an industrial PhD within circular economy and continue collaboration with postgraduates. Employ two graduates who will complete a programme where they work within various areas.





Climate and environment

ACTIONS

The choice of materials has a big impact on the climate and environmental impacts of a project. We continuously use life cycle assessments as a key tool to reduce and document the overall climate footprint of projects, including the climate footprint related to the manufacture of building materials, energy consumption during the operating phase and disposal of construction waste. In 2021, we carried out life cycle assessments on 83% of our projects. All projects have a CO₂ footprint below the Danish government's requirement of 12 kg CO₂e/m²/year, which will be introduced in 2023.

In order to ensure the best basis for long-term sustainability already in the initial phases of a building project, we have also developed a materials catalogue that compares the environmental and health properties of materials. The catalogue includes the most common building components and materials and compares standard products with more CO₂-friendly alternatives. We are working actively with data from the catalogue early on in the design phase on a number of projects in order to reduce the climate footprint.

The Sustainability Team provides advice and carries out design within energy, indoor climate and daylight calculations.

OBJECTIVES

To prepare life cycle assessments in the design phase of all projects.

2019 | -

2020 | -

2021 | **83**

**PROPORTION OF PROJECTS
WITH LCA**
%



Circular economy

ACTIONS

At MT Højgaard Projektudvikling, we study the stories behind the properties and areas that we buy, develop, refurbish or build on in great detail. We show respect for existing materials, reusing them where possible, and we are careful and quality-conscious in our selection. We are reusing the existing structures in our development of the new urban district of Dalum Paper Factory and aim to retain as many materials as possible from the existing buildings on the land register. Materials that cannot be re-used directly are broken down and used for road fill. This minimises the consumption of resources. Engssøhus, MT Højgaard's new office building in Risskov, was inaugurated in mid-2021 and the ground-breaking ceremony for phase 2 was celebrated together with PFA Ejendomme. The office building is being built according to our MultiFlex Office concept with focus on flexibility, sharing economy and energy efficiency. The concept is extremely flexible and makes efficient use of space, which will be able to accommodate changing needs in the future. This means, for example, that interior walls can be moved and installations can be adapted to different ways of dividing the modules. In this way we ensure that the building components that have the highest CO₂ contribution can be adapted to alternative functions and used in future buildings.

OBJECTIVES

To implement even better reuse of materials and to reduce waste volumes on construction sites.



Collaboration and certifications

ACTIONS

In 2021, the Sustainability Team worked on more than 20 in the Group, 13 of which will be sustainability certified by our own team. We also map investors' sustainability requirements in the initial project development phase and give regular advice on sustainability measures. As advisory developer we have worked closely with PFA and MT Højgaard Danmark on optimising PFA's new multi-user building in the Nordhavn district of Copenhagen, so the project can be handed over with DGNB Platinum certification. From a development point of view, our focus has been on finding a balance between aesthetics, sustainability, buildability and price.

During 2021, we collaborated with Aalborg University, BUILD and MT Højgaard Danmark on data collecting and exchanging experience on two projects that have to meet the requirements in the Voluntary Sustainability Class. By collecting and sharing experience we hope to influence the future legal requirements relating to emission-free construction sites in order to ensure that they can be implemented in practice.

OBJECTIVES

All future projects must either have the Nordic Swan Ecolabel or DGNB certification. Greater focus on implementing sustainability assessments in processes and procedures, partly by preparing a sustainability programme that is to set the standard for minimum measures within sustainability on future projects.

The Sustainability Team will contribute to the collection of sustainability ideas and initiatives in the Group and share these with the other companies.

2019 | -
2020 | -
2021 | ██████████

SUSTAINABILITY CERTIFICATIONS OR PRE-CERTIFICATIONS
Number of projects

25

ARBEJDERNES LANDSBANK, NEW HEAD OFFICE

Many investors and clients now have high ambitions with regard to sustainability. Arbejdernes Landsbank wants the AL building in the Sydhavnen district of Copenhagen to have significantly lower resource consumption and environmental impact than a normal office building. The ambition is to achieve a building with CO₂e emissions 25% below DGNB's reference values for ordinary office buildings. As a natural part of our development advice, MT Højgaard Projektudvikling regularly draws up life cycle assessments that can provide a picture of the AL building's environmental impact and consumption of resources. Calculations are made for the building's entire life cycle and include the procurement of raw materials, the production of building materials, energy and resource consumption for operation and maintenance, as well as disposal and potential recycling of building components and building materials. We also carry out CO₂ calculations for transport to the construction site and erection/assembly. From a development perspective, we focus on finding the balance between architecture, function, buildability, environmental impact and price.



HOLM 8

The Holm 8 project in the Nordhavn district of Copenhagen, which is signed up to both DGNB Gold and the Voluntary Sustainability Class, makes particularly high demands on the project team, including having to document the resources used in the form of water, electricity and transport to and on the construction site. MT Højgaard Projektudvikling's Sustainability Team offers regular advice and communicates the often complex sustainability requirements in terms of more understandable and concrete tools and actions. As a result, the new and unknown requirements are better integrated into the project's existing processes and the work of documentation is made clearer. At the same time, new skills are built up in MT Højgaard Danmark, who is responsible for the implementation of the project.



< **THE HOLM 8 BUILDING IN THE NORDHAVN DISTRICT OF COPENHAGEN**

Sustainability data

	Unit	2021	2020	
Local and social responsibility				
	Gender composition in the Group	m/f (%)	88 / 12	88 / 12
	- At management level	m/f (%)	90 / 10	85 / 15
	- On Executive Board	m/f (%)	100 / 0	100 / 0
	- On Board of Directors (MT Højgaard Holding)	m/f (%)	50 / 50	60 / 40
	Age composition in the Group	<35 / 35-50 / >50 (%)	32 / 36 / 32	Not calculated
	- At management level	<35 / 35-50 / >50 (%)	6 / 45 / 49	Not calculated
	Number of employees (FTE, average for the year)	Number	2,785	2,680
	- Salaried/hourly paid employees	%	43 / 57	44 / 56
	- Denmark/international	%	80 / 20	93 / 7
	Covered by collective bargaining agreements	%	52	57
	New hires	Number	1,285	885
	Terminations	Number	1,240	1,042
	Proportion of purchases in Denmark (measured in DKK)	%	94	94
	Random checks at suppliers	Number	93	13
	Cases reporter under whistleblowing scheme	Number	1	2
Health and learning				
	Lost-time injury frequency	Number	49	40
	Injury rate	Number	10.8	9.1
	Injuries without absence from work	Number	168	144
	Lost days	Number	522	542
	Danish Working Environment Authority responses	Number	39	47
	- Immediate improvement notices	Number	38	42
	- Prohibition notices	Number	1	5
	- Fines and sanctions	Number	0	4
	Cases concerning abusive or discriminatory behaviour	Number	2	5
	Hours of training per employee	Number	25.8	2.1
	Employees in training posts	%	7	5



Sustainability data (continued)







Climate and environment

	Unit	2021	2020
Total Scope 1 and Scope 2 emissions	Tonnes CO ₂ e	8,074	7,668
Direct (Scope 1) greenhouse gas emissions	Tonnes CO ₂ e	6,849	7,104
- Fuel purchases - diesel	Tonnes CO ₂ e	3,075	3,721
- Fuel purchases - petrol	Tonnes CO ₂ e	41	80
- Fuel purchases - machinery	Tonnes CO ₂ e	2,190	2,126
- Heating - heating oil	Tonnes CO ₂ e	120	24
- Heating - natural gas	Tonnes CO ₂ e	331	304
- Company mileage - private car	Tonnes CO ₂ e	1,092	849
Indirect (Scope 2) greenhouse gas emissions	Tonnes CO ₂ e	1,225	564
- Purchased electricity	Tonnes CO ₂ e	773	376
- Purchased district heat	Tonnes CO ₂ e	452	188
Energy proportion (Scope 2) from renewable energy sources (RE)	%	37	Not calculated
Indirect (Scope 2) greenhouse gas emissions less RE	Tonnes CO ₂ e	815	Not calculated
Emission intensity: Relative emissions (Scope 1 and 2 relative to revenue)	Tonnes CO ₂ e/DKK million	1.12	1.29
- Scope 1 emissions relative to revenue	Tonnes CO ₂ e/DKK million	0.95	1.19
- Scope 2 emissions relative to revenue	Tonnes CO ₂ e/DKK million	0.17	0.09
Total energy consumption (Scope 1 and Scope 2)	GJ	138,108	115,853
- Total energy consumption relative to revenue	GJ/DKK million	19.2	19.5
- Water consumption at offices and production facilities	m ³	16,853	Not calculated



Sustainability data (continued)

	Unit	2021	2020	
Circular economy				
	Total waste volume	Tonnes	21,738	16,551
	Waste recycling	%	57.6	58.4
	- Reuse and recycling	%	23.2	Not calculated
	- Other materials recovery	%	34.4	Not calculated
	Waste for incineration	%	25.8	25.5
	Landfill	%	4.5	3.7
	Other, including mixed waste	%	12.1	12.4
	Hazardous waste (for incineration or landfill)	%	1.0	1.2
	Relative waste volume relative to revenue	Tonnes/DKK million	3.02	2.78
Collaboration and certifications				
	Sustainability certifications or pre-certification	Number	39	21
	Revenue from projects with sustainability certification or pre-certification	%	21.5	Not calculated
EU Taxonomi				
	Eligible revenue	%	83.0	Not calculated
	Eligible CAPEX	%	60.1	Not calculated
	Eligible OPEX	%	96.2	Not calculated
Financial data				
	Revenue	DKK million	7,203	5,951



Definitions and notes

GENDER COMPOSITION

According to the Danish Financial Statements Act, targets for the Board of Directors only cover shareholder-elected members and not employee-elected representatives. Each of the Group's business units is free to define the meaning of the term "management level" in its own organisation.

AGE COMPOSITION

Employee ages at 31-12-2021.

Under 35: not yet 35.

Between 35 and 50: 35 or over but not yet 50.

Over 50: 50 or over.

NUMBER OF EMPLOYEES

Salaried employees: Number of salaried and monthly paid employees (incl. trainees, interns)

Hourly paid: Number of hourly paid employees (incl. apprentices)

Denmark: Employees at Danish addresses

International: Employees at international addresses (incl. Greenland and Faroe Islands).

NEW HIRES AND TERMINATIONS

Terminations: Employees who have left the Group voluntarily or involuntarily.

The figures for new hires and terminations are determined for salaried employees and hourly paid employees collectively. The high turnover is driven by hourly paid employees and reflects project hires, start-up/completion of individual projects, and seasonal work.

LOST-TIME INJURY FREQUENCY

Number of occupational injuries (incident resulting in physical or mental injury) resulting in at least one day's absence in addition to the date of injury.

INJURY RATE

Number of occupational injuries resulting in more than one day's absence per one million hours worked. Calculated as "number of injuries/million hours worked".

LOST DAYS

Days of absence due to injuries.

HOURS OF TRAINING PER EMPLOYEE

Total number of training hours/number of employees.

EMPLOYEES IN TRAINING POSTS

Employees in training posts include apprentices, trainees, interns, PhDs and student assistants and are calculated as a headcount.

TOTAL SCOPE 1 AND SCOPE 2 EMISSIONS

Total direct and indirect greenhouse gas emissions.

DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS

Total direct greenhouse gas emissions from various fuel types. Emission factors have been taken from the Climate Compass, previously known as the CO₂ calculator (Danish Business Authority).

COMPANY MILEAGE - PRIVATE CAR

Assumed 50/50 distribution between diesel/petrol.

INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS

Total direct greenhouse gas emissions from electricity and district heat. Emission factors have been taken from the Climate Compass, previously known as the CO₂ calculator (Danish Business Authority). For electricity consumption outside Denmark, local emission factors have been used.

ENERGY PROPORTION (SCOPE 2) FROM RENEWABLE ENERGY SOURCES (RE)

Proportion of total energy consumption for electricity and district heat that comes from renewable energy sources, documented in the form of RE certificates.

INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS LESS RE

Total greenhouse gas emissions from electricity and district heat; energy from renewable energy sources has been included with an emission factor of 0.

WASTE IN GENERAL

Waste data for 2020 and 2019 has been restated as a result of more accurate aggregation.

WASTE RECYCLING

Reuse and recycling: Materials are reused directly or used to make new materials

Other materials recovery: The waste replaces other materials but is not prepared for reuse or recycling.

As recycling of waste was not divided into the two sub-categories, "reuse and recycling" and "other materials recovery" until 2021, no figures are available for 2020.

WASTE FOR INCINERATION

Proportion of waste that is incinerated, including for energy recovery.

SUSTAINABILITY CERTIFICATIONS OR PRE-CERTIFICATION

Number of projects the Group has been working on that have or will achieve sustainability certification. Even where more than one of the Group's companies is involved in a project, the project is only counted once.

SUSTAINABILITY CERTIFICATIONS OR PRE-CERTIFICATION

Proportion of total Group revenue that is made up of projects with sustainability certification or pre-certification.

COMPANY INFORMATION

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