



# Sustainability Report 2023

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**nnit**

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## Annual Report

This Sustainability Report is part of our [Annual Report 2023](#), and together the two reports address the requirements of sections 99a and 107d of the Danish Financial Statements Act for the financial year 2023. The data collected for the Sustainability Report takes the divestment of the infrastructure activities on April 28, 2023 into account.



## Related Reports

- [Annual Report 2023](#)
- [Remuneration Report 2023](#)
- [Corporate Governance Report 2023](#)



# Setting the Scene

- [The NNIT Group at a Glance](#)
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# The NNIT Group at a Glance

NNIT is a leading provider of IT solutions to life sciences internationally, and to the public and private sectors in Denmark. We focus on high complexity industries and thrive in environments where regulatory demands and complexity are high. We advise on and build sustainable digital solutions that work for end-users, customers and employees.

NNIT Group consists of parent company NNIT A/S, NNIT subsidiaries, SCALES, Excellis Health Solutions and SL Controls. Together, these companies employ more than 1,700 people in Europe, Asia and the US.

## OUR BUSINESS FOCUS

### Life Sciences

Building a strong, international position; helping life sciences customers digitalize key parts of their value chain.

#### Region:

EUROPE

US

ASIA

### Public and Private

Developing our position in the Danish market; first and foremost within the public sector.

#### Region:

DENMARK

#### Revenue Growth

15.2%

#### Organic Growth

10.8%

#### Operating Profit Margin before Special Items

6.7%

#### Employees

1,773

#### Customer Satisfaction Score

4.4

(out of 5)

## WORDS FROM THE CHAIRMAN AND CEO

# A Highly Focused IT Consulting Company

**Carsten Dilling**

Chairman of the Board of Directors

**Pär Fors**

Chief Executive Officer

2023 was a transformative year for NNIT as we relaunched our company as a pure-play IT consulting business highly specialized in global life sciences and the public sector in Denmark and completed the divestment of the infrastructure operations. We reported improved business and financial performance throughout the year and exceeded our initial guidance.

As a highly specialized IT consulting business, strategically focused on life sciences internationally and the public sector in Denmark, NNIT has emerged as a less complex business with one operating model and a sharp focus on solidifying our leading position offering IT solutions for the entire life sciences value chain.

We launched our New Beginning strategy in May with an ambition to continuously increase market share within our preferred industries and a clear commitment to continually increase revenue and lift profitability through organic and acquisitive growth combined with efficiency enhancements.

**A Truly International Company**

With a new organizational setup headed by a truly international management team of our four regions – Europe, US, Asia and

Denmark – our global enablement functions and our Global Delivery Centers, we have established a clear international focus and provided our regions with autonomy, P&L accountability and a strong go-to-market approach. On the back of this, we are expecting to create further growth into 2024 despite the continued macroeconomic uncertainty.

We also strive to further build our international profile focusing on making a mark in society – with a more streamlined and global approach to our sustainability efforts, continuing our commitment to UN Global Compact and aligning our select Sustainable Development Goals more closely with our strategy: adding new supportive initiatives, and taking the next step with the Science Based Targets initiative to set targets towards net-zero.



We are acutely aware of the role we play for our customers, and we aspire to become the best possible digitalization partner by creating an attractive workplace that delivers strong business and financial results.

### Solutions Developed for People by People

As a pure IT consulting business, more than ever, our primary resource is our people who advise on and develop digital solutions for people operating in industries where quality of life is at play. In other words, people – their surrounding societies and well-being – are absolutely central to our business.

With our new, regionally empowered organization, we made it a priority to be close to our customers while also leveraging our global enablement units, and we are proud to have maintained a high customer satisfaction score (4.4 out of 5) throughout our transformative year.

### Onboarding our People to a New Beginning

Following the launch of our new strategy, a string of roadshows and summits were held across our new regions to kick-start our New Beginning and onboard all employees to our future state as an industry-leading employer and solution provider specialized in international life sciences and the public sector in Denmark.

In the second half of 2023, we aligned business plans across the new regions and took steps to launch our new employer value proposition and supporting materials to be implemented during 2024 with a view to become the employer of choice.

### Delivering on our Promise in 2023 and Beyond

Following solid performance in the first half of the year, we upgraded our 2023 full-year outlook in August, announcing an expectation of revenue growth around 15% and an operating profit margin before special items around 6% (against previous expectations of 10% and 5%, respectively).

We subsequently hosted a Capital Markets Day in September, where we presented the New NNIT to investors and analysts,

introducing our financial aspirations of realizing a compound annual organic growth rate of around 10% and an annual average Group operating profit margin of around 10-13% before special items in 2024-2026.

We continued the positive trajectory in the second half of the year, confirming our confidence in the strategic roadmap and enabling us to deliver on the promise of increased revenue and profitability. Propelled by solid performance on existing engagements and onboarding of new customers, we grew revenue by 15.2% to DKK 1,728 million and improved the profit margin before special items substantially to 6.7% as a result of higher capacity utilization and efficiency enhancements. We generated a significant uptick in operating profit to DKK 116 million before special items of DKK 69 million relating mainly to contingent consideration payments connected to acquisitions and restructuring costs to right-size the organization after completion of the divestment of the infrastructure operations.

Looking into 2024, we see ample opportunities for growth within the life sciences space and a solid pipeline within the public sector in Denmark, enabling us to guide for

organic revenue growth of around 10% with a profit margin before special items of 8-9% this year.

In the longer run, we expect to grow throughout the strategy period by capitalizing on our leading position in attractive markets and utilizing our core skills while increasing profitability. After completing the divestment of the infrastructure operations, we have reduced our assets by 28% to DKK 2 billion, enabling us to leverage our proven M&A and integration skills to pursue attractive acquisition opportunities backed by a robust balance sheet.

### Invested in the New NNIT

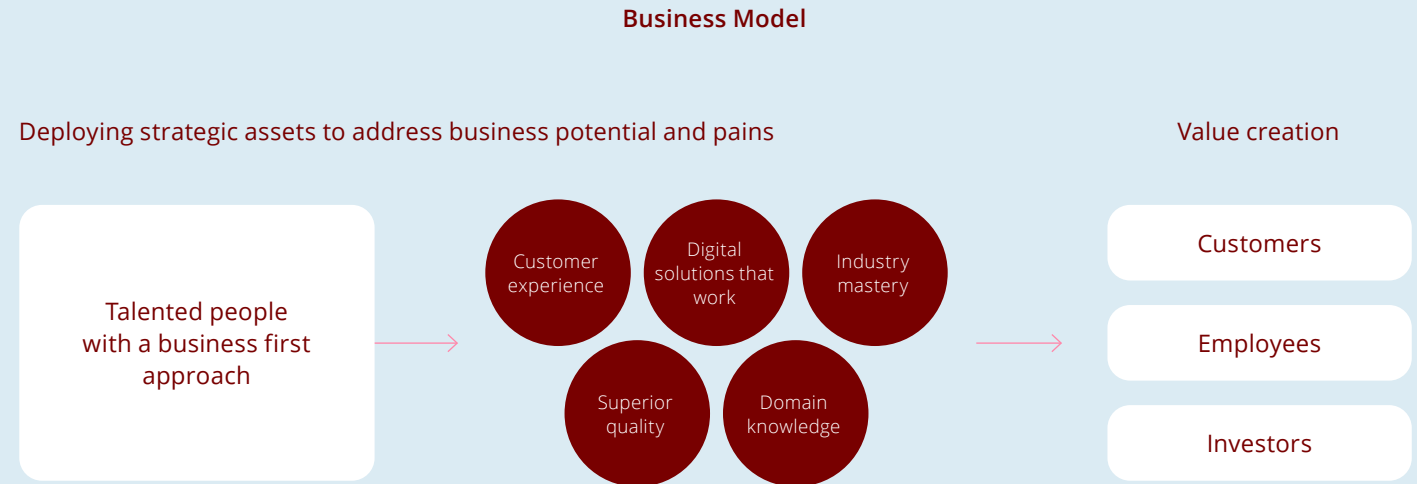
After meeting with investors, customers and employees during an exciting 2023, we would like to end by expressing our joy in the overwhelmingly positive reactions we have met across all regions.

Hearing from our customers and teams in Europe, the US, Asia and Denmark, as well as investors and analysts, we are assured of the widespread belief and investment in NNIT's New Beginning. And we are pleased to report on a year of improved performance, exceeding our initial expectations and paving the way for further progress.

# Strategy

NNIT has relaunched the Group strategy with a view to become a more focused consultancy and solutions company with an asset-light business model.

In the relaunched NNIT, addressing the targeted markets requires a combination of NNIT's deep IT solutions expertise and strong process and domain knowledge, which will be deployed internationally through a regional approach and focus on leveraging specific market strongholds in highly regulated industries where NNIT has a clear competitive edge.



## Customer Satisfaction is Key

NNIT is rigorously keeping customer satisfaction a key priority by measuring, analyzing, and acting on key findings from various customer satisfaction data points. Overall, customer satisfaction remains high and stable – as evidenced by various customer satisfaction scores encompassing both end

users and key decision makers. Our services are well-received by customers, and we continually monitor satisfaction based on an extensive Customer Feedback Program and daily interactions with customers and partners, providing a solid base for continued improvement.

# Sustainability in NNIT

NNIT's overall aspiration is to make a mark in business and society; bringing digital transformation to life. In other words, while building a successful business, we also want to contribute our expertise and capabilities towards creating a sustainable future.

As responsible corporate citizens, we have long-since committed to the UN Global Compact (UNGC), supporting and communicating on our progress in adhering to the ten UNGC principles. This remains a key pillar in our sustainability and ESG work.

As part of our commitment to the UNGC, we also fully support UN's 17 Sustainable Development Goals (SDGs) with special focus on driving awareness and activities in support of SDG 4 Quality Education, SDG 5 Gender Equality, SDG 9 Industry, Innovation and Infrastructure, and SDG 12 Responsible Consumption and Production.

## Continuing our Efforts in 2023

In addition to this, we disclose our environmental impact via the Carbon Disclosure Project (CDP); and in August 2022, we committed to the Science Based Targets initiative (SBTi), joining over 3,000 other businesses and institutions in reducing our CO<sub>2</sub> emissions in line with climate science.

Throughout 2023, we continually collaborated with relevant partners, including SBTi, to set targets towards net zero, consistent with limiting the global temperature rise to 1.5°C. These targets will be agreed with SBTi and published no later than August 2024.

Further in 2023, we initiated the production and publication of a Global Facility Policy to,

among other things, govern investments in and management of NNIT office buildings with a view to optimize and drive reductions in our energy and water consumption. The new policy is available via [nnit.com](http://nnit.com).

On the business side of things, NNIT provides several consulting services with the potential to drive the ESG agenda, including adoption of new technology to improve virtual meeting and interaction experiences and reduce travel activity/carbon emissions.

Our new ESG Advisory Services were launched in 2023, providing customers with a consulting service to ready them for the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability

## WE SUPPORT



NNIT is committed to the UN Global Compact, the Universal Declaration of Human Rights, the UN Convention against Corruption, the International Labor Organization's conventions and recommendations, including the Rio Declaration on Environment and Development, convention no. 155, and the Declaration on Fundamental Principles and Rights at Work.



Reporting Standards (ESRS) coming into play in 2024-2025.

This service is aimed at implementing a finance-grade, auditable ESG reporting IT system, which, in addition to automating the existing hand-held ESG data collection processes, ensures both compliance and communication on progress through in-system dynamic dashboards.

With the system's dual focus on compliance and continuous reporting, companies will finally have the right tool to actively drive sustainable change on E, S and G. Read more on pages 23-24.

### Driving Engagement Internationally in 2024

In May, we launched and implemented our New Beginning strategy, which, among other things, highlighted NNIT as a truly international company consisting of four regions – Europe, US, Asia and Denmark.

To align our sustainability profile closer to our strategy, during 2023, we focused on

adopting a more streamlined and international approach. This included a widening of our Sustainability Committee to include representation from all regions as well as the appointment of regional Sustainability Ambassadors to help drive and create awareness about our sustainability work across our entire organization. Read more on pages 12-13.

As a matter of priority, the Sustainability Committee reviewed our SDG focus once again to ensure alignment with our new strategy.

It was decided to maintain our select focus on SDGs 4, 5, 9 and 12 combined with a plan to launch new initiatives to ensure sustainability engagement across all regions. This work will be continued in 2024.

### Double Materiality Assessment and ESRS Reporting

As part of EU's CSRD and ESRS, to come into effect in 2024, publicly listed companies with more than 500 employees are required to

perform a double materiality assessment<sup>1</sup> ahead of sustainability reporting for 2024.

NNIT will initiate and complete its double materiality assessment in the first half of 2024, and the expected outcome is a matrix clustering of material ESG topics to meet appropriate disclosure requests in accordance with ESRS. This, of course, will heavily influence our ESG profile, work and reporting in 2024 and the years to come.



### Low-level Risk Rating of

16.2

Sustainalytics placed NNIT among the top-rated global companies in the IT industry with a low-level risk rating of 16.2 in 2023.



<sup>1</sup> Double materiality is a concept that provides criteria for the determination of whether a sustainability matter should be included in the sustainability report. Double materiality is the union of impact materiality and financial materiality. A sustainability matter therefore meets the criteria of double materiality if it is material from either the impact perspective or the financial perspective or both perspectives.

# We are Focused on Four of the 17 Sustainable Development Goals

As part of our commitment to UN's Global Compact, we have identified four SDGs where we see our work adding most value, and we are committed to making a more positive mark on both business and society through our activities within this framework.

In 2024, our goal is to ramp up our activities supporting SDGs 4 and 5 as well as ensure we have activities supporting our SDG focus across all our four regions.

In preparation of a more structured approach, with help of our new regional Sustainability Ambassadors, we were able to map our global sustainability activities more comprehensively in 2023 as per the table on the next page.



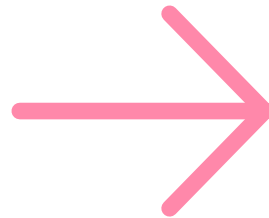
## 2023 Activities and Initiatives

	SDG 4	SDG 5	SDG 9	SDG 12
<b>Global</b>	Global graduate and training programs running in Europe, Asia and Denmark	<p>The Sustainability Committee maintains dedicated Diversity &amp; Inclusion pages on the intranet, where employees can educate themselves on unconscious bias, learn about how to increase awareness and reach out if they have experienced any form of discrimination</p> <p>Publication of open and honest testimonials by prominent female employees on our intranet – weighing in on how we can accelerate the achievement of gender equality</p> <p>Establishment of a diversity community to drive and promote diversity and inclusion across our organization</p>	<p>Continued promotion of hybrid work and paperless practice technologies as part of our consultancy services helps lower customers' carbon footprint by reducing business travel and consumption and waste of paper</p> <p>Our new ESG Advisory Services help customers get a better handle on their ESG data and reporting – allowing them to continuously track their environmental impact and progress</p>	<p>Company-wide migration to the Cloud reducing the energy consumption needed to operate and cool servers in data centers</p> <p>Development and publication of new Global Facilities Management Policy to continually optimize energy and water consumption</p> <p>Continued waste management and sorting across all major locations</p> <p>Widespread use of reusable and/or compostable cups, dishes, and utensils across all locations</p> <p>Addition of smaller electronic devices (keyboards, mice, etc.) to our e-waste handling process aimed at recycling both large and small IT equipment</p> <p>Extension of our reporting to include all relevant categories of Scope 3 emissions</p> <p>Hybrid workplace practice across all regions resulting in reductions of emissions from commuting to and from work</p> <p>Controlled, mandatory annual training in ESG related policies for all employees</p>
<b>Europe</b>	Local activities may be initiated by regional ambassadors in 2024	Local activities may be initiated by regional ambassadors in 2024	Local activities may be initiated by regional ambassadors in 2024	<p>Access to company bike leasing in Karlsruhe</p> <p>Paperless production practice across our locations in Europe</p>
<b>USA</b>	Local activities may be initiated by regional ambassadors in 2024	Local activities may be initiated by regional ambassadors in 2024	Local activities may be initiated by regional ambassadors in 2024	Continued use of automated building management
<b>Asia</b>	Donation of 75 second-hand PCs to a middle-school located in a poverty-stricken county in northwest China	Local activities may be initiated by regional ambassadors in 2024	Local activities may be initiated by regional ambassadors in 2024	ISO 14001:2015 certified in Tianjin, China (January 2023)
<b>Denmark</b>	Founding partner in Coding Class teaching young school kids to code	Local activities may be initiated by regional ambassadors in 2024	Our Company Car Policy and extensive e-car parking at HQ continue to promote a greater proportion of e-cars among employees	<p>Continued use of 100% green electricity</p> <p>ISO 14001:2015 certified in Søborg, Denmark (January 2023)</p> <p>Continued use of automated building management</p>

# New Regional Sustainability Ambassadors

Following the launch of our New Beginning strategy and divestment of our infrastructure operations in the spring of 2023, NNIT re-emerged as a truly international company with stronger footprints across our four regions.

It was important to mirror this New NNIT in our sustainability approach and efforts; so, in October, we appointed four new regional<sup>1</sup> Sustainability Ambassadors to help drive and promote our sustainability efforts across the international organization. They were all immediately welcomed into our Sustainability Committee and onboarded to our ongoing work. In time, we want to increase local sustainability activities to enable more colleagues to get directly involved, thereby securing more awareness and engagement organization wide.



To me, being a Sustainability Ambassador is going about our daily life whilst thinking about the impact of our actions on both other people and nature. It's being conscious of the small things we can do or optimize; and knowing that even the smallest things count towards positive change, like the butterfly effect. My motto is 'generating less to give future generations more'.

I am thrilled to be the 'bridge' between the corporate team and my colleagues in Region Europe; involving colleagues in our sustainability plans and soliciting their input to learn what they want to see from our programs going forward. I am convinced this will also help make NNIT a more attractive employer."

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**Carmen Geschke**

HR Manager, representing and driving efforts in Region Europe

<sup>1</sup> Region Denmark is represented by the Sustainability and Communications team based at the headquarters in Denmark.



The synergy between being 'green' and being profitable is clear to me, having broad knowledge of what makes a successful IT company. I am also interested in the social responsibility aspects of the UN Global Compact and eager to learn more about the living wage, equal pay, and finance and investment aspects of this endeavor.

I am happy to report that, in the US office, we already have a firm environmental focus making sure we only use compostable or washable kitchenware; our reverse osmosis water dispenser has eliminated the need for plastic water bottles; and, having fully embraced hybrid working, we made sure to optimize our facility management systems accordingly."

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**Kathi Paton**

NNIT Program Management Office (PMO), representing and driving efforts in Region USA



Whether to focus more on one's own development or external issues is one question faced by a profit enterprise. As an industry-leading digital solutions provider, we enable many life sciences companies to accelerate their green transformation by helping them build paperless and environment-friendly business processes.

As a Sustainability Ambassador, I will do more research on the workplace environment in China and Singapore, and I will also plan and execute energy-saving activities and generally encourage my colleagues to contribute to help drive sustainability in Region Asia. I believe this will make us an even stronger organization."

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**Josie Zuoxin Zhang**

Communications Consultant, representing and driving efforts in Region Asia



As a Sustainability Ambassador, my role is to champion the principles of ESG as an integral part of our corporate identity. I'm dedicated to creating sustainable value for our stakeholders, fostering positive impact, and setting the standard for responsible business practices. Our vision is to lead by example, striving to be a driving force for positive change in our community.

I am thoroughly committed to ensuring that NNIT in the Philippines not only meets but exceeds ESG expectations, becoming a beacon of responsible and sustainable business practices in our industry and beyond."

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**Grace Rosales**

HR Manager, representing our Global Delivery Center in Manila, Philippines

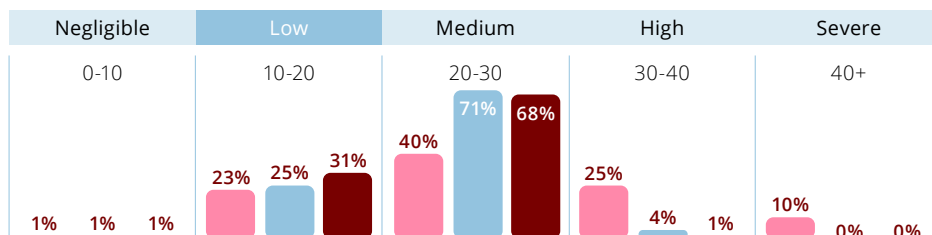
# ESG Overview

In 2023, we further enhanced our reporting and the transparency of our ESG activities. Our Sustainalytics low-risk rating score of 16.2, awarded in early 2023, remains, and we expect to receive a new rating score sometime during the first half of 2024 based on our 2023 reporting and updates. We also disclosed ESG data to Nasdaq and were awarded the title "Nasdaq ESG Transparency Partner." We are proud to be among the best rated companies in our industry.

## NNIT ESG Risk Rating Distribution

Updated January 2023

# 16.2



## ESG Risk Rating Ranking

	Rank (1 <sup>st</sup> = lowest risk)	Percentile (1 <sup>st</sup> = Top Score)
Global Universe	1957 / 15617	13 <sup>th</sup>
Software & Services	98 / 1071	10 <sup>th</sup>
IT Consulting	30 / 234	13 <sup>th</sup>

	Unit	2023	2022	2021	Target
<b>Environment data<sup>1</sup></b>					
Global electricity consumption	kWh	10,764,548	19,657,000	19,264,000	TBD
Renewable electricity share	%	95	97	96	TBD
Scope 1 emissions	tCO <sub>2</sub> e	106	119	89	TBD
Scope 2 emissions	tCO <sub>2</sub> e	1,593	3,123	2,934	TBD
Scope 3 emissions <sup>2</sup>	tCO <sub>2</sub> e	7,974	20,373	463	TBD
<b>Social data<sup>3</sup></b>					
Full-time workforce <sup>4</sup>	Number	1,773	1,809	3,130	N/A
Gender diversity (male/female)	%	66/34	70/30	68/32	30
Employee turnover rate	%	21.6	34	24.1	N/A
Unmanaged employee turnover rate	%	13.6	19	18.1	19
Absence due to illness	%	2.6	3.5	2.3	N/A
Employee satisfaction score <sup>5</sup>	1 to 5	4.0	N/A	4.3	N/A
<b>Governance data<sup>7</sup></b>					
Gender split, Board (male/female) <sup>8</sup>	%	67/33	67/33	67/33	30
Gender split, Other Management Levels (male/female) <sup>9</sup>	%	87.5/12.5	N/A	N/A	30

1 Data collected from locations with >100 employees (China, Czech Republic, Denmark, the Philippines) for the full year (including the divested infrastructure operations January-April 2023). Data in Scope 1-3 is collected internally in NNIT and based on information from third parties/suppliers. Data is processed in CEMAsys. See method description on p. 20 in the Sustainability Report.

2 In 2023, we expanded our Scope 3 reporting, now covering seven categories. See overview on p. 21 in the Sustainability Report.

3 Data collected for all employees, including Group companies.

4 Average number of full-time employees continuing after the divestment of the infrastructure operations on April 28, 2023. Please note that the 2021 number has not been adjusted to reflect the divestment.

6 Survey not conducted in 2022 due to divestment of infrastructure business.

7 Data collected internally in NNIT from HR and Legal departments.

8 Gender diversity on the Board in 2023 excl. the three employee-elected members.

9 CEO and CFO (Executive Management) and leaders who report to Executive Management. This is a new management category compared to 2022 and 2021, which is why the splits for 2022 and 2021 have been omitted.

# Environment

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Environmental Protection Principles  
and Progress (CoP)



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NNIT ESG Advisory Services Ensure  
Compliance and Progress



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EU Taxonomy Regulation Reporting



# Environmental Protection Principles and Progress (CoP)

In accordance with principles 7, 8, and 9 in the UN Global Compact, NNIT supports and undertakes initiatives to promote greater environmental responsibility and encourages the development of more sustainable technologies.

NNIT is committed to the International Labor Organization's (ILO) Rio Declaration on Environment and Development, convention no. 1554. We fully accept the responsibility to prioritize and develop all initiatives to make our business and surroundings more sustainable.

## **Actively Working Towards a Sustainable Future**

As part of our UN Global Compact commitment, we focus on Sustainable Development Goal 12, Responsible Consumption and Production. This means

we are always looking for ways to further minimize our impact on the environment.

This is true from a central (global) point of view as well as a more regional and local point of view – corresponding to our geographical footprint across Europe, USA, Asia and Denmark.

## **Setting an Environmental Management System Standard**

Our commitment to best practice environmental management is demonstrated by our ISO 14001:2015 certification

## **UN Global Compact**

### Principle 7:

Businesses should support a precautionary approach to environmental challenges

### Principle 8:

Undertake initiatives to promote greater environmental responsibility

### Principle 9:

Encourage the development and diffusion of environmentally friendly technologies



(Environmental Management System standard) obtained in January 2023. We are now ISO 14001:2015 certified at our HQ in Copenhagen, Denmark and our head office in Tianjin, China<sup>1</sup>. The official diplomas have been uploaded to our website: [nnit.com/about-us/our-certifications](https://nnit.com/about-us/our-certifications)

### Updating our Sustainability Policies

We guide and create awareness around our environmental efforts first and foremost via our global policies outlining our commitment and requirements. Internal policy training is managed and conducted in our quality management system.

In addition, we have dedicated pages on our intranet and website to describe and promote our approach to sustainability – and any progress on activities is generally and continuously communicated via our internal and external channels. [nnit.com/about-us/sustainability-esg](https://nnit.com/about-us/sustainability-esg)

In 2023, we revised our Sustainability and ESG Policy, and we also produced a new Global Facilities Policy to continually

optimize our energy and water consumption. Both documents were uploaded to our quality management system and are mandatory for all employees to read, understand and accept.

Our Remote Work Guidelines (created in 2021) allow employees to work from home to an extent found appropriate by each unit. Working from home has become widespread throughout our entire organization, which helps to reduce emissions from commuting to and from work.

NNIT's company car policy is to encourage all in scope employees to choose e-cars and, at all Danish locations, NNIT employees have access to charger stations.

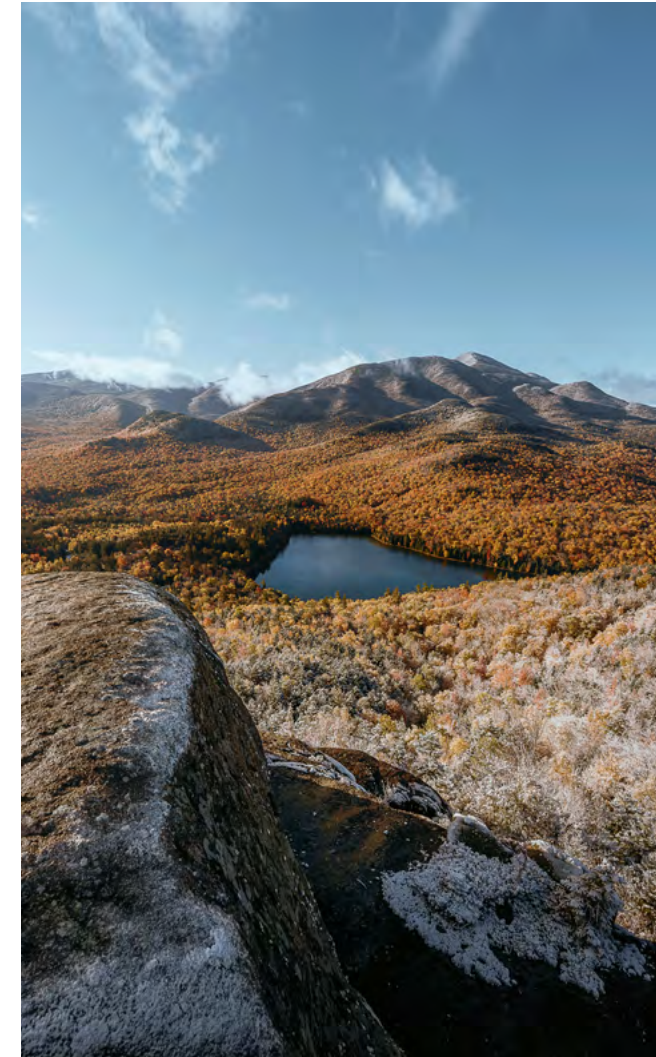
Finally, we continue to have Responsible Sourcing Standards (updated in 2022) in place to set the direction for our suppliers. We have chosen a collaborative approach in an attempt to find the answers to an accelerated green transition together, and we ask

our suppliers to actively engage with us to improve our collective carbon footprint.

All relevant policies are published on our website: [nnit.com/about-us/sustainability-esg/policies](https://nnit.com/about-us/sustainability-esg/policies)

### New Regional Sustainability Ambassadors

To drive regional and local sustainability (including environmental) awareness, commitment and efforts, we appointed four Sustainability Ambassadors in 2023. The four ambassadors represent our non-HQ regions, US, Europe and Asia as well as our Delivery Centers, and have taken on the important responsibility of promoting sustainability efforts in their region. They are now part of our central Sustainability Committee, participating in our quarterly meetings and general sustainability work.



<sup>1</sup> The Environmental Management System covers NNIT excluding group companies Scales, LLC, Excellis Health Solutions and SL Controls.



**Science Based Targets initiative Continued**

In August 2022, NNIT committed to the Science Based Targets initiative (SBTi). The SBTi is a global body enabling businesses to set ambitious emission reduction targets in line with the latest climate science. It is focused on helping companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050.

During 2023, NNIT accelerated efforts to set short- and long-term emission reduction targets in accordance with the SBTi framework and in line with the UN Paris Agreement (2015). NNIT must submit reduction targets to the SBTi no later than August 11, 2024.

Until our SBTi targets have been set and validated, we pursue continued progress towards the following environmental ambitions:

Ambitions	2023 progress
Extend our reporting by year-end 2023 to include reporting on all relevant categories of Scope 3 (approx. 50% of the 15 categories).	In 2023, we added category 7 (employee commuting), bringing our reporting total to 7 out of 15 Scope 3 categories (= approx 50%). In 2024, we will continue to explore possibilities for the addition of further categories. Please refer to the table on p. 21 for an elaboration on this topic.
Increase the non-fossil fueled proportion of our company car fleet by year-end 2023 compared to the start of 2023.	Compared to 2022, we managed to slightly increase the share of electric and hybrid cars in our company car fleet. Up from 17-18% and 20-21%, respectively. That means 39% of our company car fleet is made up of non-fossil fuel cars. In the years to come, we expect to increase the share of non-fossil fuel cars even more.
Complete a full e-waste handling process to prolong the life cycles of equipment by making agreements covering our missing category of smaller electronic devices (keyboards, mouses, etc.).	We entered into discussions with Tier 1, a leading recycling management company, to finalize an agreement. This collaboration is particularly promising, because Tier 1 has a close partnership with Lenovo, our chosen supplier for PCs, monitors, and other equipment at NNIT. Under the agreement, Tier 1 will handle the collection of all old laptops from NNIT.
Increase our Power Usage Effectiveness (PUE).	As this relates to the divested data centers (owned by Aeven since May 2023), the PUE ambition was abandoned and will not apply going forward.

### Reporting on our Footprint

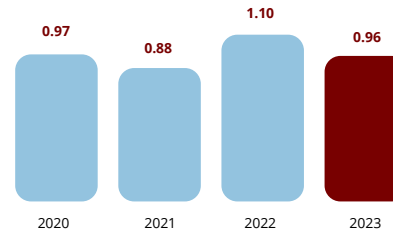
In 2023, we continued to develop our methods of monitoring and measuring our emissions following the prescriptions of the Greenhouse Gas Protocol (GHG Protocol). The GHG Protocol categorizes companies' direct (Scope 1), indirect (Scope 2) and value chain (Scope 3) emissions.

We use 2019 as our baseline year and include all country locations with more than 100 employees, i.e. Denmark, China, Czech Republic, and the Philippines.

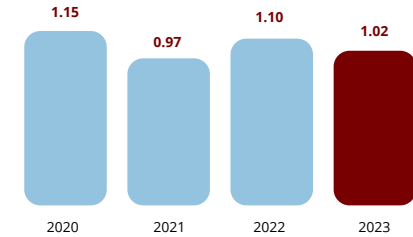
For 2019-2022, we collected relevant data to disclose our Scope 1 and 2 emissions. In 2021, we began the analysis of our Scope 3 emissions by publishing our emissions from business travel, and in 2022, we expanded this analysis to include emissions from four additional Scope 3 categories. In 2023, we proceeded to add further Scope 3 categories to our data set.

As expected, our total emissions decreased significantly from 2022 to 2023, primarily due to the divestment of our infrastructure operations on April 28, 2023 - see notes on the next page.

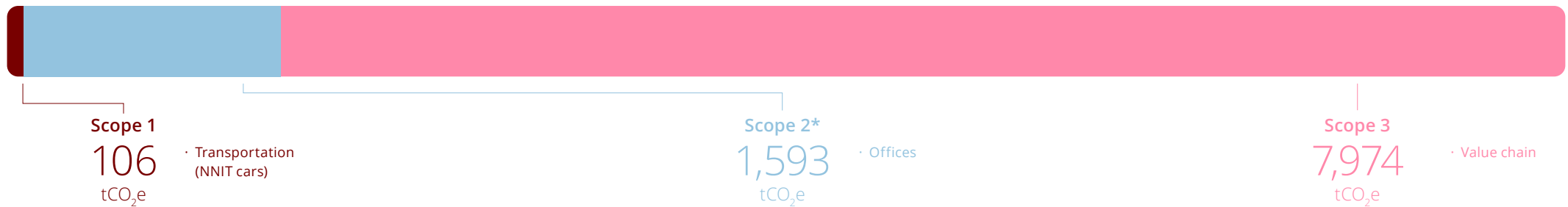
### Location-based tCO<sub>2</sub>e Emissions (Scope 1+2) per FTE



### Carbon Intensity (Scope 1+2, tCO<sub>2</sub>e per DKKm in Revenue)



### Our Emissions in the Three Scopes, 2023



\* Location-based

### Notes on the Emissions Data

The three emissions categories cover different geographical locations as we have varying access to, and ownership of, emissions data from our offices.

Data for our GHG Protocol reporting covers our offices in Denmark, Czech Republic, China, and the Philippines. Collectively, these account for 62% of our total workforce.

Scope 3 emissions from the category Purchased Goods and Services cover procurement by our offices in Denmark, China, the Czech Republic, and the Philippines.

Waste generated from operations covers our offices in Denmark and China.

### No Compensation through Climate Credits

In 2022, we purchased climate credits to compensate for our Scope 1 emissions and emissions following our market-based electricity consumption.

We also purchased climate credits with the Thor Heyerdahl Climate Park, which

conducts reforestation and restoration of degraded mangrove lands in Myanmar.

However, based on the significant reductions in our 2023 total emissions (compared to 2022), we decided to discontinue our compensation program and focus fully on achieving further reductions in 2024 in accordance with the targets we set with SBTi.

### Scope 1 and 2 Emissions Reduced

While our Scope 1 emissions remained much the same as in 2022, our Scope 2 emissions halved in 2023. The explanation is the divestment of our infrastructure operations (data centers) on April 28, 2023.

We will continue our practice of purchasing renewable energy through Guarantees of Origin (GoO) and Renewable Energy Certificates (REC) in Denmark (home to 500+ employees).

Following the GHG Protocol, we disclose this type of energy consumption by disclosing our emissions from electricity consumption using both the location-based and market-based methods for calculation.

### Scope 3 Emissions Expanded - and Reduced

As mentioned in our 2022 report, the identification and collection of Scope 3 emission data is a work in progress. We remain committed to improving the accuracy and scale of our data and reporting in close collaboration with our advisory partners CDP, CEMAsys, and SBTi – and in accordance with GHG.

In close collaboration with our partner CEMAsys, we re-screened all 15 Scope 3 categories in 2023 and were able to further expand our reporting as outlined in the table on the next page.

We are happy to report that we reduced our Scope 3 emissions by almost two-thirds. This was also due to the divestment of our infrastructure operations (data centers), suspending the need for continued operation and maintenance of equipment (purchased goods and services), as well as the consequential 50% reduction in staff and use of fewer office m<sup>2</sup>.

Starting in 2022, NNIT has disclosed its environmental impact via CDP - the gold standard for corporate environmental reporting.



### Development in Scope 3 Emissions Reporting 2021-2023

Category	Definition	2023	2022	2021	Comments
1. Purchased goods and services	Production of products and services purchased or acquired	✓	✓	✓	
2. Capital goods	Final products that have an extended life and are used to manufacture a product or provide a service	✗	✗	✗	To a wide extent, NNIT uses personal computers and other digital devices to provide IT consultancy services. Starting in 2024, we will look into how we can collect data to potentially report on this category.
3. Fuel-and-energy-related activities	Production of fuels and energy purchased and consumed	✓	✓	✗	
4. Upstream transportation and distribution	Transportation and distribution of products	✗	✗	✗	Due to immature procurement data, unfortunately, we are unable to report on this category in 2023. We will be seeking to increase data maturity and potentially report on this category in 2024.
5. Waste generated in operations	Third-party disposal and treatment of generated waste	✓	✓	✓	
6. Business travel	Transportation of employees for business-related activities in vehicles owned or operated by third parties	✓	✓	✓	
7. Employee commuting	Transportation of employees between their homes and their worksites	✓	✗	✗	As our offices in Denmark are the only locations with a significant number of employees commuting to/from work, emissions were calculated for employees in Denmark only.
8. Upstream leased assets	Operation of leased assets	✓	✓	✓	
9. Downstream transportation and distribution	Transportation and distribution of sold products in vehicles and facilities not owned or controlled	✗	✗	✗	In its capacity as an IT consultancy, NNIT does not produce or sell any tangible goods to be transported or distributed.
10. Processing of sold products	Processing of sold intermediate products by third parties (e.g., manufacturers) subsequent to sale	✗	✗	✗	In its capacity as an IT consultancy, NNIT does not produce, process or sell any tangible goods.
11. Use of sold products	Use of goods and services sold	✗	✗	✗	In its capacity as an IT consultancy, NNIT does not produce or sell any tangible goods. However, we do recognize that the ultimate use and/or operation of our IT consultancy and development services may result in emissions. Unfortunately, we were unable to retrieve data of a satisfactory quality to allow us to report on this category in 2023.
12. End of life treatment of sold products	Waste disposal and treatment of products sold at the end of their life	✗	✗	✗	In its capacity as an IT consultancy, NNIT does not produce or sell any tangible goods.
13. Downstream leased assets	Emissions from the operation of assets that are owned and leased to other entities	✓	✓	✓	With the divestment of the IT infrastructure operations in April 2023, NNIT divested all owned and leased data centers. However, throughout 2023, we sublet part of our leased headquarter building to other entities. This activity is expected to cease in 2024, at which time NNIT may cease to report on this category.
14. Franchises	Operation of franchises	✗	✗	✗	NNIT does not operate through any franchises.
15. Investments	Emissions associated with investments	✗	✗	✗	NNIT is 100 % asset light and does not own any buildings, production facilities or the like. NNIT only invests in the acquisition of similar companies (IT consultancies). No such investments were made in 2023.
<b>Total</b>		7/15	6/15	5/15	

### **Unwavering Commitment to Reducing our Footprint**

NNIT remains committed to continuously reducing our collective carbon footprint and taking the global environment and climate into consideration in everything we do.

We will continue to explore opportunities for optimized processes leading to less energy consumption or, as a last resort, purchase climate credits as compensation for CO<sub>2</sub> emissions.

We encourage all employees to act with environmental awareness. Wherever possible, NNIT makes use of technology solutions, including virtual meetings, to reduce the need for travel.

We acknowledge our responsibility in terms of waste management and will continue our efforts to lower the amount of waste and ensure that the environment is taken into consideration when handling waste.

### **All employees undergo mandatory annual training in the following E-policies:**

[Global Facilities Policy](#)  
[Responsible Sourcing Standards](#)  
[Sustainability and ESG Policy](#)



Training progress is continuously tracked. Policies can be downloaded from our website:

[nnit.com/about-us/sustainability-esg/policies](https://nnit.com/about-us/sustainability-esg/policies)





# NNIT ESG Advisory Services Ensure Compliance and Progress

In 2023, we introduced ESG Advisory Services to help customers cope with new ESG regulation and push the sustainability agenda. [nnit.com/our-solutions/esg-advisory](https://nnit.com/our-solutions/esg-advisory)

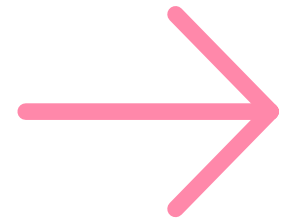
At the core of this new service is a new partnership with IBM on the Envizi ESG suite; a dedicated, automated and auditable ESG reporting system offering financial-grade data management and reporting in addition to dynamic dashboards to drive ESG change and excellence.

Below, Lars Dinesen, Head of NNIT's ESG Advisory Services, gives his input on how companies might turn the prospect of increased regulation and administration into a competitive advantage.

## **Leapfrogging beyond Compliance to a Competitive Advantage**

What if we looked beyond the compliance aspect of our sustainability work? What if we invested in a future where our sustainability efforts generate value for investors, customers, employees and society at large – and we had the data at hand to prove it on a continuous basis?

Lars Dinesen calls for a radically different approach to sustainability work and reporting, specifically when it comes to reporting practices with the goal of change rather than just compliance:



“Why is it that we’re satisfied with reporting on our progress only once a year? Why not measure and demonstrate our impact – or when it comes to the environment reduced impact – on an ongoing basis? With constant measurement and reporting, we can both communicate and act more proactively to secure a better future.”

### **New Progressive ESG Tool**

As a leading digitalization partner, NNIT looks for opportunities to transform customers’ business with the right IT solutions to help them continually release their potential. This is especially important when impacted by new regulation requiring 100% compliance, but also in mitigating the risk of stalling all progress because of increased administration.

Lars Dinesen and team are confident that they have found the right solution to the upcoming ESG reporting challenge – a solution that also looks to our sustainable future:

“With the Envizi ESG suite, companies don’t just get an ESG reporting system, they get a sustainability system that can drive the business forward by bringing their

efforts and results to light, enabling key stakeholders such as investors, customers and employees to actively engage with the company.

We need to move away from the manual processes and invest in a better future – both from a business and society point of view. The Corporate Sustainability Reporting Directive is coming into effect, but so are climate changes and new standards for corporate social responsibility, and we need to get in front of them rather than lagging behind and trying to catch up.”

### **Invest Now, Save in the Long Run**

As with ERP systems, when they were introduced to the market, a progressive and fully compliant ESG system comes with an initial investment:

“On the bright side, once implemented, the Envizi ESG suite will automate most of the previously hand-held data collection and management processes, and it will ensure 100% compliance with ESG regulation as well as provide accurate data to allow you to communicate sustainability stories without any risk of ‘washing’ because it’s simply stating the validated facts.

The Envizi ESG suite was built by ESG specialists, it incorporates CSRD and ESRS and comes with strong data management capabilities, so you will be able to drastically reduce the need for consultants. Once configured, the system does most of the ESG consulting for you. If you want to move beyond the compliance aspect and save on costs, frankly, it’s the only way to go.”

### **Getting Strategic with Increased Transparency**

Another added bonus when you drive your sustainability activities similar to the way you drive your financial top and bottom line is that it will ensure the engagement of all the right stakeholders inside and outside the business:

“With increased transparency and data validation, and your targets plotted into the system, you will know exactly where you’re at as well as where you need to go. And you will be able to communicate this progress – or lack thereof – to the right stakeholders on an ongoing basis, thereby engaging them on the path to change. I think we all want to get engaged, but we need more timely information in order to know what to do and when to act.

Of course, in order to get started, the ambition must go beyond compliance, and it can be difficult to convince our stakeholders before we are able to provide the transparency and added value that comes with the system. But we will keep pushing this, because we know it is the only way to turn a compliance exercise into a competitive advantage.”



# EU Taxonomy Regulation Reporting

The EU Taxonomy Regulation is a classification system that encompasses a standard set of definitions for sustainable activities. The aim of the regulation is to help the EU in investing in sustainable activities by requiring companies to report on the parts of revenue, capital expenditures (CapEX) and operational expenditures (OpEX) that are associated with environmentally sustainable economic activities. The defined activities are centered around six environmental objectives:

1. Climate change mitigation
2. Climate change adaptation
3. Sustainable use and protection of water and marine resources
4. Transition to circular economy
5. Pollution prevention and control
6. Protection and restoration of biodiversity and ecosystems

For 2022, only the first two objectives were in scope for reporting. For 2023, the remaining four objectives are in scope for reporting. This requires companies to assess if they have economic activities that can qualify as (“eligible activities”) under the EU Taxonomy Regulation. For the eligible activities, companies are required to report on revenue, CapEX and OpEX. In addition to this, companies are also required to assess whether the eligible activities supporting the first two objectives – climate change mitigation and climate change adaptation – are (“taxonomy-aligned”).

Alignment is determined by providing “substantial contribution” to at least one of the objectives, while at the same time ensuring “do no substantial harm (DNSH)” to all other objectives and meeting the “minimum social safeguards”.



### Revenue

Based on the technical annexes under the Delegated Act 2021/2139 and 2023/2486, we identified 5% eligible revenue from the activity 8.1 Data processing, hosting and related activities. The activity relates to collaborations with subcontractors. Of the eligible activities, none was assessed as (“taxonomy-aligned”).

Eligible revenue is based on hours spent by the subcontractor, and recognised when service is provided and subsequently invoiced to the customer. Refer to note 1.1 Summary of significant accounting policies for definitions supporting total revenue in the Consolidated Financial Statements for the year 2023.

### Capital Expenditures (CapEX)

Based on the technical annexes under the Delegated Act 2021/2139 and 2023/2486, we identified 0% eligible capital expenditures from the activity 8.1 Data processing, hosting and related activities. Of the eligible activities, none was assessed as (“taxonomy-aligned”).

CapEX is defined as additions of tangible assets, right-of-use assets (ROU) and

intangible assets (excluding goodwill) in the Consolidated Financial Statements for 2023. We refer to note 1.4 for accounting policies supporting the recognition of tangible assets, ROUs and intangible assets.

### Operational Expenditures (OpEX)

Based on the technical annexes under the Delegated Act 2021/2139 and 2023/2486, we identified 0% eligible operational expenditures from the activity 8.1 Data processing, hosting and related activities. Of the eligible activities, none was assessed as (taxonomy-aligned).

Operational expenditures as per the EU Taxonomy are defined as direct non-capitalized costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment by the undertaking or third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets.

### 2023

	Revenue	CapEX	OpEX
Taxonomy-eligible activities	5%	0%	0%
Taxonomy-non-eligible activities	95%	0%	0%
<b>The taxonomy-eligible activities were assessed to be:</b>			
Taxonomy-aligned activities	0%	0%	0%
Taxonomy-non-aligned activities	100%	100%	100%

Refer to appendices for details on reporting tables for revenue, CapEX and OpEX.

# Social

- [Human Rights Principles and Progress \(CoP\)](#)
- [Labor Rights Principles and Progress \(CoP\)](#)
- [NNIT is a People Business](#)
- [People Highlights](#)
- [Achieving Better Results through Diversity and Inclusion](#)
- [Promoting Female Leadership in NNIT](#)



# Human Rights Principles and Progress (CoP)

NNIT adheres to principles 1 and 2 in the UN Global Compact. We also support and respect the protection of internationally proclaimed human rights and ensure that no entity of NNIT is complicit in any human rights abuses.

NNIT acknowledges and complies with the requirements of the Universal Declaration of Human Rights. We respect the human rights of all workers and treat employees with dignity and respect. We ask all employees in NNIT to work actively to ensure continued compliance with these principles in all aspects of their work.

In all aspects, we respect and acknowledge cultural differences and disassociate NNIT from all discrimination based on race, religion, age, nationality, sexual orientation, or other personal characteristics.

NNIT requires all suppliers to respect human rights. This is clearly stated in our Responsible Sourcing Standards Policy, which all suppliers must adhere to.

Going forward, NNIT will maintain focus on human rights and ensure that all suppliers are conducting business in accordance with the UNGC principles 1 and 2 or similar.

NNIT was not subject to any investigations, legal cases, or incidents involving human rights violations in 2023.

## UN Global Compact

### Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights

### Principle 2:

Businesses should make sure that they are not complicit in human rights abuses

## UN Global Compact

### Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

### Principle 4:

Businesses should work towards the elimination of all forms of forced and compulsory labor

### Principle 5:

Businesses should work towards the effective abolition of child labor

### Principle 6:

Businesses should work towards the elimination of discrimination in respect of employment and occupation

# Labor Rights Principles and Progress (CoP)

NNIT adheres to principles 3, 4 and 5 in the UN Global Compact and thereby upholds the freedom of association and the right to collective bargaining and works to eliminate all forms of forced labor, including child labor.

We also adhere to principle 6 by eliminating discrimination in respect to both employment and occupation.

NNIT employs over 1,773 people working from 15 office locations across the globe. We recognize the importance of complying with international law and adhering to requirements protecting our employees.

We acknowledge the requirements of the International Labor Organization's conventions and declarations, including the Rio Declaration on Environment and Development, convention no. 155, as well as the Declaration of Fundamental Principles and Rights at Work.

We work in line with these frameworks and live up to their requirements in terms of wages and benefits, working hours, child labor, freely chosen employment, freedom of association and collective bargaining, non-discrimination, treatment of employees, and working environment.

We constantly strive to keep employees safe from the risk of accidents at work, and following Danish legislation, NNIT carries out a mandatory workplace assessment survey (APV) every three years for all Danish locations.

The last survey was conducted in 2020, and the next is planned for January 2024 (delayed from 2023 due to commitments related to the divestment of the infrastructure operations).

NNIT offices outside Denmark must adhere to the legislation of the country in which they are based.

NNIT was not subject to any investigations, legal cases, or incidents involving labor rights violations in 2023.

One (1) minor workplace accident (possible hearing impairment as a result of high volume levels at work summit) was reported in October 2023 against five in 2022.

### Reported Workplace Accidents

1

One workplace accident was reported in 2023 (five in 2022). The accident was categorized as minor.



# NNIT is a People Business

Working in NNIT means being part of an international team of talented colleagues who all work towards a common goal: Making a mark on business and society by bringing digital transformation to life – in industries where quality of life is at play.



We are a team of leading industry subject-matter experts and technology consultants: We develop, implement, and continuously improve sustainable solutions that help enhance quality of life around the globe.

We overcome complexities through determined customer centricity and proximity; and our team is built around a pioneering spirit, conscience-driven approach, and continued pursuit of excellence.

## **Focused on Liberating Talent**

We focus on a good working environment where personal development for all individuals is as important as developing our business. We meet continuously with our managers to discuss our Individual Development Plans. This ensures that we stay motivated, engaged, and passionate about our work.

We also set personal targets for our development, which is aligned with our overall business goals and strategy.

It is no secret that talent retention is a challenge in the IT industry. With numerous opportunities in the market, we compete to

attract and retain talents, and positively, in 2023, our unmanaged employee turnover rate improved (down from 19% in 2022 to 13.6% in 2023).

While this is in part due to a different calculation model (incl. Group companies), and the divestment of Aeven must be taken into account, we attribute this to our increased focus on creating the best possible workplace in terms of job content, culture, career development and life balance for all employees.

The employee satisfaction survey for 2023 showed a stable and high satisfaction score of 4.0 (out of 5) even in a year of transformation, including the launch of our New Beginning strategy and the successful divestment of our infrastructure business.

The satisfaction survey guides our continued work to improve and develop as a people company where the leaders are also encouraged to stay available, transparent, and continuously live our leadership principles: Inspire, Involve, Lead.

# People Highlights

More than 1,700 people, representing 50 different nationalities, work across four regions - all of them united in the pursuit of becoming the best possible digitalization partner in industries where quality of life is at play.

## Nationalities

# 50

2022: 60

## Number of Employees at Year-end

# 1,773

2022: 1,809

## Gender Distribution in NNIT

● Male  
● Female

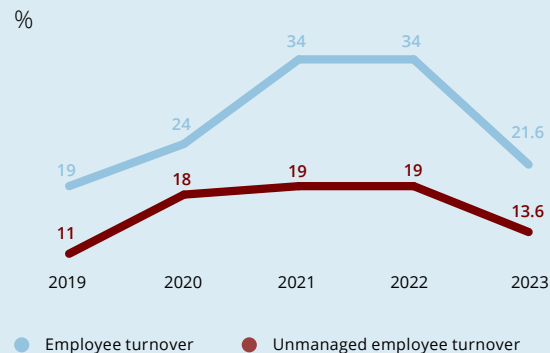
# 66%

2022: 70%

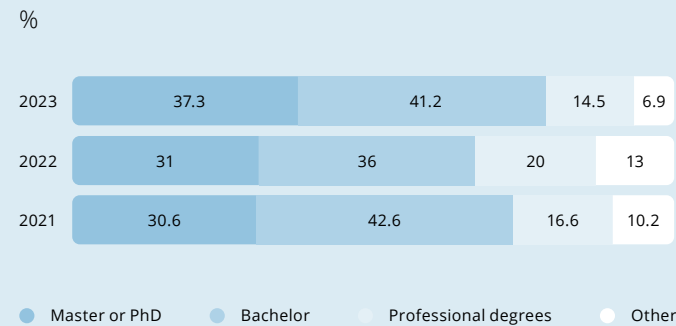
# 34%

2022: 30%

## Employee Turnover

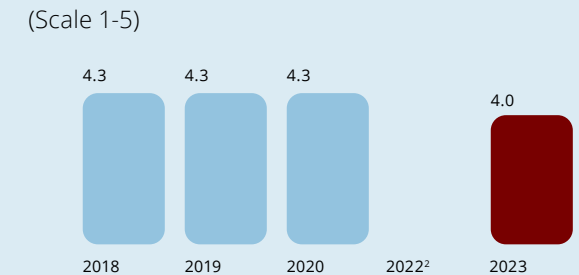


## Overview of Employees' Education<sup>1</sup>



<sup>1</sup> Data collected internally from HR systems.

## Employee Satisfaction Score



<sup>2</sup> Not applicable, survey not conducted due to divestment of infrastructure operations.



## CASE

# Coding Class – Introducing Young Children to the World of IT

NNIT is a co-founder and long-time partner in Coding Class – a project aimed at teaching children to successfully navigate the digital world. Coding Class also teaches children to be creative and create using IT.

Coding Class was initiated with the ultimate aim of adding IT and digital education to the school curriculum. In the meantime, public schools partner with IT companies to guide and inspire children to dive into the digital world and seize the inherent opportunities for their own benefit as well as society at large.

“Coding Class helps children to acquire basic digital skills at a critical time in their lives. We need more initiatives like this, so children can learn to navigate the digital world and know how to use IT in a constructive manner, so they don't end up being slaves to the screen easily manipulated and pulled

in by algorithms,” says Lars B. Petersen, Vice President, Communications, Marketing and Commercial Excellence.

In 2023, as per usual, NNIT held two Coding Class seminars for schools from the Greater Copenhagen area (DK), tasking the children with coding using the programs CoSpaces and Scratch.

In the first case, the children had to come up with a coding solution to inspire NNIT employees to get better at sorting waste in the offices. In the second case, the children were asked to come up with a coding solution to encourage grown-ups to take more breaks during office hours.

“Once again, we were blown away by how talented the kids were, and how much knowledge they had acquired in such a



short time. Their natural sense of collaboration and coding resulted in a number of very innovative and creative apps and games to teach, inspire and encourage our colleagues to either sort waste or take breaks,” recounts Sofie Mand Steffens, Senior Communication Consultant.

At both Coding Class seminars, we made sure to bring along and showcase some of our young developers to inspire the children to consider a career in IT.

We strongly believe in the power of example and in playing an active part in ensuring quality educations and empowering careers for all.

Read more at [itb.dk/tema/coding-class](https://itb.dk/tema/coding-class)

# Achieving Better Results through Diversity and Inclusion

Embracing differences and striving to create a diverse workplace is important to us. We believe it contributes to creating a healthy work environment and gives our people the best prerequisites for making a mark through their work. Plus, it has been shown to improve business results<sup>1</sup>.

Our Diversity and Inclusion Policy is the baseline for all our work in this area, and we are continuously introducing different initiatives to support the implementation of the policy as a supplement to mandatory annual training.

All NNIT employees, incl. all leaders, are trained in the policy annually, and in 2024 we plan to review and update the Diversity and Inclusion Policy based on recommendations from our Diversity and Inclusion community formed by employees

representing all our four regions (Europe, US, Asia and Denmark) in 2023.

For us, increasing diversity is not only about creating a more balanced gender<sup>2</sup> distribution among our management and employees. But we find it crucial to focus on this aspect, as the IT industry, historically, has had a very unbalanced gender<sup>2</sup> distribution.

Nevertheless, it is important to state that diversity in NNIT is also to be understood

as differences in age, religious beliefs, ethnicity, race, national and social origin, sexual orientation, disability, political views, education, professional competencies, and other personal characteristics.

We want to eliminate any discrimination against any (groups of) employees.

And we focus on our employees' competencies and contributions and on how we can grow our business by virtue of our differences.

## **Making Progress on Gender Balance**

As mentioned, in the IT industry, women have traditionally been the under-represented gender, and it remains a fairly male-dominated industry, although certain countries are taking the lead in achieving gender parity. Globally, the gender split among IT professionals is 70/30<sup>3</sup>.

In 2023, we were pleased to report that we reached a great milestone with an overall gender split of 66% men and 34% women.

<sup>1</sup> World Economic Forum: [The Business Case For Diversity is Now Overwhelming. Here's Why | World Economic Forum \(weforum.org\)](https://www.weforum.org/articles/the-business-case-for-diversity-is-now-overwhelming-here-s-why/)

<sup>2</sup> Currently, we do not have any registration of employees identifying as non-binary.

<sup>3</sup> World Economic Forum's Global Gender Gap Report 2023: [Global Gender Gap Report 2023 | World Economic Forum \(weforum.org\)](https://www.weforum.org/reports/global-gender-gap-report-2023/)

This result will be considered as part of the review of our Diversity and Inclusion Policy in 2024.

We also succeeded in attracting more women to our graduate programs and Young Professionals positions, where we have a gender balance of 56% men and 44% women.

We make sure that women are nominated to our leadership program Discover Your Leadership Potential and other leadership training, and we seek to promote female as well as male role models whenever possible.

### Always Focusing on Qualifications

Despite these great developments, we acknowledge that we have some distance to cover when it comes to achieving our 30% target in 2025 and a more equal gender split for our upper management levels<sup>4</sup>.

NNIT's diversity policy for management levels is to employ the best candidates and, as such, the decisive factor in external as well as internal recruitment processes is the candidate's qualifications.

While progress will initially be slow, we remain confident that we will achieve a better gender balance before the end of 2025 by continuing to focus first and foremost on qualifications.

We will adjust our targets accordingly year by year and introduce new actions informed by the work done by the new Diversity and Inclusion Community.

### Our Work to Increase Gender Parity

As previously stated, increasing diversity is not only about creating a more balanced gender distribution among our management and employees, and we continue to strive for broad representation among our employees.

**At the managerial level**, in 2023, we continuously focused on eliminating barriers that may prevent women from applying or being appointed to a management position. This focus applied to all steps of the employment process: job descriptions, job advertisements, screening of applicants and job interviews.

We continued our efforts to increase the percentage of women at management levels as vacancies arose, subject to identification of candidates with appropriate skills by:

- Requiring all internal and external searches to include at least one female candidate on the shortlist.
- Developing succession planning with the aim of identifying female successors for management level positions.
- Increasing awareness of women in leadership at Group Management levels by raising the discussion at least once a year at Board and Executive Management meetings.
- Ensuring female employees experience the same opportunities in their careers and in achieving managerial positions as their male counterparts.

In 2023, 54 out of 152 managerial positions were filled by female candidates.



<sup>4</sup> In 2023, with the introduction of our New Beginning strategy, on our journey to becoming a truly international company, we expanded our Group Management to also include the heads of our US and Asia regions as well as the global delivery and enablement units, increasing the total number and ratio of men significantly. At the same time, one (female) member left NNIT in late 2023.



**At the general level**, in 2023, we continued to focus on attracting and recruiting candidates with the best competencies for the individual job function by:

- Ensuring professional assessment criteria focused on the candidate's competencies, experiences, and potential.
- Ensuring balanced representation in our recruitment committees regarding gender, age, and other characteristics.
- Writing job ads in a language that would appeal to a broad and diverse field of candidates.
- Ensuring that spokespersons, images and material in our external communication,

job ads and PR reflected a diverse workplace.

- Clearly stating in job ads that all candidates were encouraged to apply for the given job regardless of their gender, age, religious beliefs, sexual orientation, national and social origin, political opinion, disability, race, and ethnic origin.
- Spreading awareness of how unconscious bias could be recognized and reduced, and how to avoid prejudices via a dedicated intranet site.

In 2023, 39% of all vacant positions were filled by female candidates.

#### Vacant Positions

39%

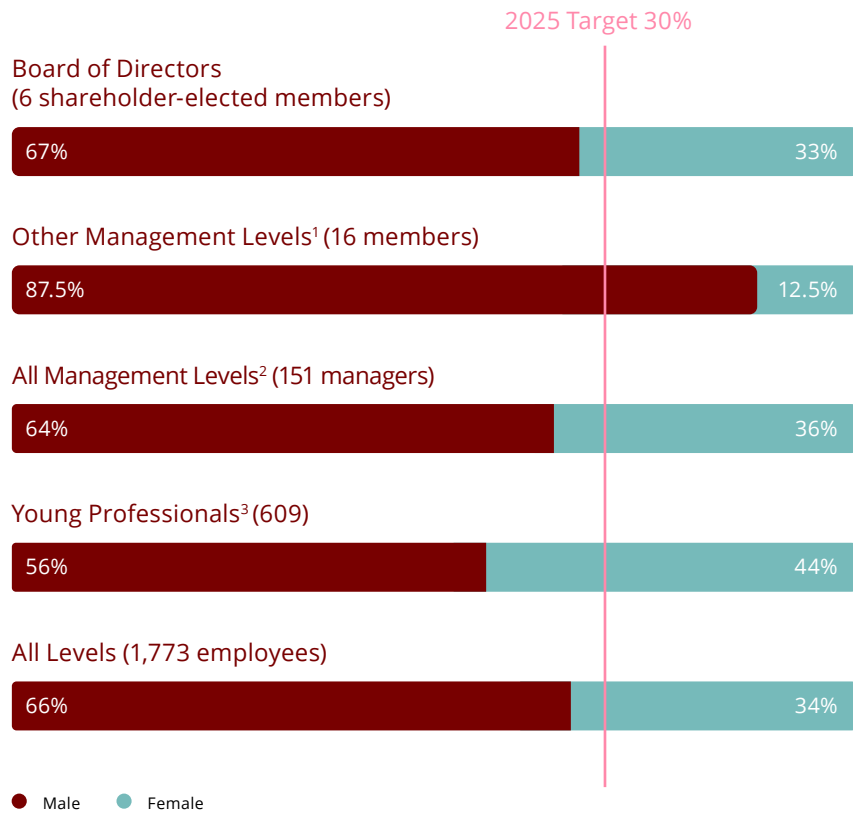
In 2023, 39% of all vacant positions were filled by female candidates

#### Managerial Positions

54

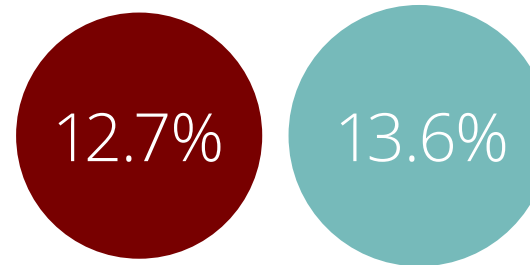
In 2023, 54 out of 152 managerial positions were filled by women.

### Gender Split (male/female)



<sup>1</sup> CEO and CFO (Executive Management) and leaders who report to Executive Management.  
<sup>2</sup> All managers on all levels (CEO to Line Manager).  
<sup>3</sup> All employees under the age of 35.

### Promotion Ratio (male/female)



### Courses - Internal Gender Split in 2023

Develop Your Leadership Potential Program (19 people in total)



Leadership Training (27 people in total)



● Male ● Female

We have a long tradition of hiring and developing young talents. This is something we take great pride in and have successfully strengthened over the years with new programs launched in 2023 in Denmark, Germany, Ireland and China. This year, we also saw an increase in applications from women for our graduate programs making our overall gender split for all Young Professionals (employees under the age of 35) 56% men and 44% women.

**All employees undergo mandatory annual training in the following S-policies:**

[Diversity and Inclusion Policy](#)  
[Sustainability and ESG Policy](#)



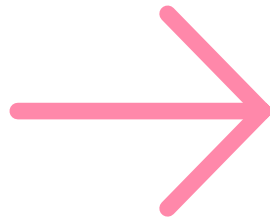
Training progress is continuously tracked. Policies can be downloaded from our website:

[nnit.com/about-us/sustainability-esg/policies](https://nnit.com/about-us/sustainability-esg/policies)

# Promoting Female Leadership in NNIT

In NNIT, we are continually working towards more equal gender representation, always looking for qualified female candidates when filling leadership positions and actively promoting women in both our internal and external communication.

In the autumn of 2023, we asked some of our prominent female leaders to weigh in on how we can further advance female leadership:



I think NNIT should be one of the leading companies when it comes to gender equality. Reality, however, looks a bit different, and I believe that we need to overcome some cultural heritage.

From my point of view, NNIT has developed very fast over just a few years: from a primarily Denmark-focused company with a typical hierarchical, male-dominated culture to a truly international business based on a diverse workforce with great expertise and leadership talent. Achieving diversity at all levels is absolutely crucial to retain and grow our talent pool and unlock the full potential of the New NNIT. And maybe it's a sum of small steps, such as recruiting for management roles by open internal advertisement, that can best deliver the big change?"

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**Beate Krüger**

Director, Manufacturing & Supply Chain Business Development,  
Region Europe



It is commendable that NNIT is shining a light on the importance of gender equality and taking steps to improve the balance of men and women in leadership and other influential roles.

It is the execution piece that is always a little trickier. If we are going to really equalize the balance of opportunity and leadership for women, I think we simply need to hire more women and come up with programs that will incentivize women to stay and get more involved: Matching “thought leaders” with more junior women in the company is very effective in building collaboration, networking, and providing informal training. I think we need more programs like that.”

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**Cathleen Hynoski**  
Sales Executive, Region USA



In the past, feminist movements have called for rethinking and rebalancing political, economic, social, and environmental systems so that they become inclusive and sustainable.

Gender inequality remains a pressing moral and social issue as well as a critical economic challenge. If we succeed in closing gender gaps, I believe our revenue and earnings would grow. I would suggest dedicated programs that support women in their efforts to transform themselves and their communities. It provides them with the opportunity to embark on a journey to gain the confidence, skills, and knowledge they need to reach their full potential as agents of sustainable change and to support their career aspirations in NNIT.”

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**Salva Manuel**  
Manager, Accounting, Controlling & Reporting, Region Asia



In NNIT’s Region Asia, the proportion of female leaders is quite high: The management team in China is almost at 50/50, and the female leaders hold important positions such as service delivery, finance, human resources, and sales.


This tells me that women’s professional and leadership abilities are widely recognized. And I believe it gives female employees more confidence too. If you want to go further in the workplace, don’t set limits on yourself, bravely express yourself. Of course, we still encounter worries about limitations on women’s development – family, children, etc. But I am hopeful that women will increasingly be met with tolerance and understanding, giving them strength and confidence.”

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**Vicky Dan Wang**  
Team Leader, Marketing, Region Asia

# Governance

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[Anti-Corruption Principles and Progress \(CoP\)](#) 

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[Risks Related to Sustainability and ESG \(CoP\)](#) 





# Anti-Corruption Principles and Progress (CoP)

NNIT adheres to principle 10 in the UN Global Compact and works against corruption in all forms. We require all employees to work actively to ensure continued compliance.

NNIT complies with the UN Convention against Corruption and all regulations on corruption and prohibited business practices applicable in all countries in which we operate.

NNIT rejects all forms of bribery, facilitation payments, corruption, extortion, or embezzlement.

## **Committed to Integrity and Moral Responsibility**

At NNIT, we act with professionalism, honesty and integrity. Our Business Ethics Code of Conduct is the foundation of our operations throughout our entire

organization. It provides guidance and outlines the responsibilities of employees and management to protect NNIT from any malpractice that may undermine our business integrity and impact our long-term business success. It also clearly states that we prohibit any kind of political involvement.

We expect all employees, management, the Board of Directors and any other person or entity doing business with NNIT to comply with applicable laws, regulations, and internal procedures. This includes our suppliers – as stated in our Responsible Sourcing Standards Policy.

## **Order to Report Concerns and Misconduct**

We are committed to detecting and preventing illegal activities, financial fraud, business ethics misconduct, security breaches or similar. Therefore, all employees, management, and the Board of Directors of NNIT, as well as all other persons doing business with and/or advising NNIT such as suppliers, customers, business partners, lawyers or auditors, must report concerns regarding acts or omissions that could harm our business.

## **UN Global Compact**

# Principle 10:

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



We have standard internal communication channels in place that enable concerns to be reported directly to managers, HR/Legal or senior management.

#### **Established Whistleblower Function**

We understand and recognize that in some situations, people may be reluctant to report concerns due to a sense of loyalty towards NNIT or colleagues or fear of retaliation.

Our whistleblower function enables employees, the management, the Board of Directors of NNIT, business partners, advisors, and people further specified in

the updated Whistleblower Policy to report incidents in a secure and confidential way.

Incidents can include internal breaches of EU legislation listed in the Whistleblower Directive, severe breaches of other parts of EU law or national law, including financial fraud, bribery and forgery, or other severe matters.

The whistleblower function also fulfills the Whistleblower Directive and national implementation legislation.

In 2023, no reports were submitted in the whistleblower system.

Going forward, NNIT will maintain focus on anti-corruption and bribery and ensure that all suppliers are conducting business in accordance with UNGC principle 10 or similar.

NNIT was not subject to any investigations, legal cases, or incidents involving anti-corruption violations in 2023.

**All employees undergo mandatory annual training in the following G-policies:**

[Business Ethics Code of Conduct](#)

[Communication Policy](#)

[Data Privacy Policy](#)

[IT Code of Conduct](#)

[Sustainability and ESG Policy](#)

[Tax Policy](#)

[Whistleblower Policy](#)



Training progress is continuously tracked. Policies can be downloaded from our website:

[nnit.com/about-us/sustainability-esg/policies](https://nnit.com/about-us/sustainability-esg/policies)

# Risks Related to Sustainability and ESG (CoP)

As part of the annual risk assessment performed by the NNIT Group Management in 2023, any identified ESG risks were subsequently assessed by the Board of Directors.

This work resulted in the identification of 9 key enterprise risks as described and outlined in the annual report for 2023.

Notably, Talent management (S) and Legal & compliance risks (G) were among these key risks. See the 2023 annual report, pages 28-30, for details on this.

## **ESG Risks Assessed to Be Low**

The potential environmental risks discussed as part of the assessment process were natural disasters, including extreme weather as a result of climate change, and water shortage.

Potential social risks discussed were discrimination against employees, and the emergence of a new, severe pandemic, similar to the COVID-19 pandemic.

Ultimately, these risks were deemed not to be significant enough (on impact/likelihood) to present key risks for NNIT.

## **Successfully Managing E and S Risks**

NNIT has comprehensive emergency response plans in place across all geographies and works diligently to ensure sustainable consumption to the extent possible (see Environmental chapter on pages 15-22).

NNIT's Business Ethics Code of Conduct outlines a zero tolerance for any form of harassment and/or discrimination, which all employees must read and accept when onboarded and every year after that.

And, during the last pandemic, we demonstrated close to full operational capability through stable online operations, widespread hybrid work and sanitary precautions as advised by the authorities.



## Relevant policies

[Business ethics and codes of conduct](#)

[Tax Policy](#)

[Responsible Sourcing Standards](#)

[Whistleblower program](#)



# Appendix

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Turnover (EU Taxonomy)



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CapEx (EU Taxonomy)



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OpEx (EU Taxonomy)



# Turnover

Financial year	2023		Substantial Contribution Criteria							DNSH Criteria ('Does Not Significantly Harm')						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) turnover, year N-1 (18)**	Category enabling activity (19)	Category transi-tional activity (20)
	Code (2)	Turnover (3)	Proportion of turnover, year N (4)	Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Economic Activities (1)		DKKm	0%	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
<b>A. Taxonomy-eligible activities</b>																			
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%		
Of which Enabling																		E	
Of which Transitional																			T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																			
8.1 Data processing, hosting and related activities		CCM 8.1	91	5%															
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		91	5%	0%	0%	0%	0%	0%	0%								0%		
A. Turnover of Taxonomy eligible activities (A1 + A2)		91	5%	0%	0%	0%	0%	0%	0%								0%		
<b>B. Taxonomy-non-eligible activities</b>																			
Turnover of Taxonomy-non-eligible activities		1,637	95%																
Total (A+B)		1,728	100%																

\* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy eligible turnover of the activity.

\*\* Taxonomy-aligned turnover of the activity/ Total turnover of undertaking.

# CapEx

Financial year	2023									DNSH Criteria ('Does Not Significantly Harm')										
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year N (4)	Substantial Contribution Criteria					DNSH Criteria ('Does Not Significantly Harm')					Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year N-1 (18)	Category enabling activity (19)	Category transi-tional activity (20)			
				Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)					Circular Economy (15)	Biodiversity (16)	
		DKKm	0%	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
<b>A. Taxonomy-eligible activities</b>																				
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																				
<b>CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)</b>		0	0%	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%		
Of which Enabling																			E	
Of which Transitional																				T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
<b>CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>		0	0%	0%	0%	0%	0%	0%	0%	0%								0%		
<b>A. CapEx of Taxonomy eligible activities (A1 + A2)</b>		0	0%	0%	0%	0%	0%	0%	0%	0%								0%		
<b>B. Taxonomy-non-eligible activities</b>																				
<b>CapEx of Taxonomy-non-eligible activities</b>		80	100%																	
<b>Total (A+B)</b>		80	100%																	

\* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy eligible turnover of the activity.

\*\* Taxonomy-aligned CapEx of the activity/ Total CapEx of undertaking.

# OpEx

Financial year	2023		Substantial Contribution Criteria							DNSH Criteria ('Does Not Significantly Harm')						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year N-1 (18)	Category enabling activity (19)	Category transi-tional activity (20)
	Code (2)	OpEx (3)	Proportion of OpEx, year N (4)	Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Economic Activities (1)		DKKm	0%	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
<b>A. Taxonomy-eligible activities</b>																			
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																			
<b>OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)</b>		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%		
Of which Enabling																		E	
Of which Transitional																			T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																			
<b>OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>		0	0%	0%	0%	0%	0%	0%	0%								0%		
<b>A. OpEx of Taxonomy eligible activities (A1 + A2)</b>		0	0%	0%	0%	0%	0%	0%	0%								0%		
<b>B. Taxonomy-non-eligible activities</b>																			
<b>OpEx of Taxonomy-non-eligible activities</b>		1,612	100%																
<b>Total (A+B)</b>		1,612	100%																

\* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy eligible turnover of the activity.

\*\* Taxonomy-aligned CapEx of the activity/ Total CapEx of undertaking.

# Bringing Digital Transformation to Life

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