



Social inclusion

GRI 405 Diversity and equal opportunity
GRI 406 Non-discrimination

NCC endeavors to be a driving force in efforts to achieve an inclusive society. By cooperating with other players in society and via increased dialog with citizens, NCC enables the construction of healthy, safe and secure and inclusive environments. This is exemplified by NCC's Socially Sustainable Projects concept, which defines and clarifies projects in respect of work involving social aspects.

Diversity and equal opportunity

Diversity and equal opportunity are important elements of NCC's efforts to offer an inclusive worksite where employees perform, develop and have job satisfaction. This also constitutes a key issue in terms of satisfying NCC's recruitment and competency needs. The guiding framework for efforts to promote diversity and equality comprises the Group's Diversity Policy, NCC's Code of Conduct and NCC Compass.

NCC's Diversity Policy is based on the conviction that diversity contributes to increased business value, and that NCC will become a better business partner for customers if the company reflects the society that we are involved in building. The Code of Conduct and NCC Compass clarify how NCC supports and respects international human rights conventions. Equal treatment and providing the same opportunities must apply regardless of gender, transgender identity or expression, sexual orientation, ethnicity, religious beliefs, functional disability or age. NCC does not accept any form of discrimination and acts forcefully when incidents are reported.

Initiative for increased diversity

NCC pursues a number of proactive initiatives for increasing diversity and equality, both in the construction industry and in the Group. One example is NCC's Diversity Councils that supports management teams and spreads good examples to increase diversity and inclusion in our operations. NCC conducted systematic work on its corporate values in 2019 and 2020. Nearly half of the employees in NCC Infrastructure in Sweden and NCC Building Sweden have attended value-based workshops. A total of 100 moderators from these two business areas have been trained in holding these workshops and will thereafter act as ambassadors in core values-related activities, while disseminating and enhancing knowledge of diversity, inclusion and NCC's values within the organization. In 2020, a virtual continuation of value-based workshops was launched in all areas of the Swedish operations. This training is designed to introduce new employees to NCC's values and also serves as a natural follow-up and reminder to all employees who have previously attended value-based workshops.

Gender diversity¹⁾ at NCC

PROPORTION, %	2020		2019	
	Women	Men	Women	Men
Board of Directors	43	57	50	50
Senior Management Team	43	57	25	75
Management teams	34	66	32	68
Managers	18	82	17	83
Employees	16	84	15	85
White-collar employees	27	73	26	74
Blue-collar employees	2	98	2	98

¹⁾ As of 2019, the number of management teams in the survey has been expanded to include all management teams from the Senior Management Team to department management or the equivalent.

Age diversity¹⁾ at NCC

PROPORTION, %	2020			2019		
	<30 years old	30–50 years old	>50 years old	<30 years old	30–50 years old	>50 years old
Board of Directors	0	29	71	0	13	87
Senior Management Team	0	43	57	0	38	62
Management teams	1	57	42	0	58	42
Managers	2	59	39	2	59	39
Employees	15	50	36	16	49	35
White-collar employees	10	56	34	11	56	33
Blue-collar employees	20	42	38	21	41	37

¹⁾ In 2020, NCC reports the breakdown of ages on the basis of new age spans that are GRI adapted. In the summary above, figures for 2019 have also been broken down on the basis of new age spans.

Other examples of initiatives to enhance diversity are:

- Stella, NCC's network for highlighting women at NCC by exchanging experiences, helping them to develop in their roles and ensuring that more women assume senior positions at NCC. Stella was founded in 1998 and currently has more than 500 members.
- Participation in the Diversitas network, Norway's leading network for diversity and equal opportunity in the industry.

Employment contracts and collective agreements 2020

NUMBER OF EMPLOYEES ¹⁾	Number of employees	PERMANENT EMPLOYMENT		TEMPORARY EMPLOYMENT		EMPLOYEES WITH COLLECTIVE BARGAINING AGREEMENTS	PERCENTAGE WITH COLLECTIVE AGREEMENTS
		Men	Women	Men	Women		
Sweden	8,539	6,892	1,338	268	41	8,539	100
Norway	1,440	1,213	159	58	10	1,440	100
Denmark	2,269	1,945	280	37	7	1,325	58
Finland	1,393	1,079	276	32	6	1,200	82
Total, NCC	13,641	11,129	2,053	395	64	12,504	92

¹⁾ Employee data pertains to the number of employees at the end of 2020 and was collected from the Group's HR and payroll system.

Employment contracts, white-collar workers, 2020

NUMBER OF EMPLOYEES ¹⁾	FULL-TIME		PART-TIME	
	Men	Women	Men	Women
Sweden	3,218	1,244	35	67
Norway	473	135	2	7
Denmark	744	235	13	28
Finland	670	231	14	11
Total, NCC	5,105	1,845	64	113

¹⁾ Employee data pertains to the number of employees at the end of 2020 and was collected from the Group's HR and payroll system.

Non-discrimination

No confirmed cases of violations of human rights were reported during the year. In NCC's anonymous employee satisfaction survey, NCC Pulse, 5 percent (5) responded that they had experienced discrimination due to gender or age, harassment or bullying during 2020. However, fewer employees responded yes to this question compared with 2019. NCC has formulated an action plan to counter harassment, discrimination and bullying. The discrimination issue is also illuminated

in conjunction with value-based workshops in management teams and workshops in operating activities. NCC's Ask Me/Tell Me functions are available for all types of issues, both external and internal, where events that are not perceived as being compliant with NCC's Code of Conduct can be reported anonymously.

A risk of human rights crimes in NCC's value chain also exists and this could also arise at the purchasing level in risk areas. NCC has a thorough process for supplier assessment in third countries, which includes assessing and ensuring that we do not do business with suppliers who do not respect human rights. No violations were reported during the year.

Employees

NCC has collective agreements that regulate minimum wages, working hours and employees' rights in relation to the employer in all markets. 92 percent of NCC's employees are covered by collective agreements. In Sweden and Norway, all employees are covered by collective agreements. In Denmark and Finland, fewer are covered by collective agreements; local agreements are applied instead. Like other companies in the industry, NCC uses subcontractors and consultants when required. Subcontractors are most prevalent in NCC Building Sweden and NCC Building Nordics but are also used in other business areas.