

# NCC's impact areas

## Data and expertise

### NCC-1 Company-specific disclosure: Certified constructions and buildings

**NCC provides data** and expertise to its stakeholders to support data-informed and sustainable decision-making, thereby contributing to positive change.

Reliable data and expertise are keys to handling the complexity of a construction process and to contributing to its development. Data and expertise is a separate impact area as it helps both NCC and its stakeholders to make well-founded and sustainable decisions. Accordingly, developing and presenting data in such forms as environmental product declarations and climate calculations is a prioritized method that enables NCC to contribute to its customers' processes.

#### A data-informed work method

NCC's stated purpose is to take the customer through the construction process in order to create a positive result for all stakeholders. Over the course of the process, there are multiple occasions when access to data and expertise contribute to informed choices. NCC strives to be involved in the process at an early stage.

A group of NCC's size creates enormous amounts of data. For the knowledge to be shared as efficiently as possible, it is essential that the information is structured, easily available and simple to share. By working in a data-informed manner, NCC improves its own sustainability performance and that of its customers, and thus contributes to productivity improvements and increased competitiveness, while facilitating sustainable solutions. By accumulating and sharing expertise, NCC also

contributes to knowledge development in the areas of sustainable solutions and work methods for the entire industry.

With expertise in materials selection and construction processes, NCC helps its customers and other stakeholders to make sustainable choices and informed decisions ahead of and during the construction process. Access to reliable and qualitative sustainability data is a competitive advantage, which enables NCC to make a difference and achieve change, and to be an even better guide for customers throughout the construction process.

With the help of reliable, relevant and transparent data, NCC is able to use climate calculations and environmental product declarations to formulate the actual climate impact of projects and products, simplify work to obtain sustainability certifications, improve the development of products and concepts involving sustainable profiles and to measure, examine and follow up sustainability activities at the worksites.

#### Digitization and standardization

Digitization is a prerequisite for NCC's ability to leverage the collective information, data, knowledge and expertise and to increase the efficiency of and develop its sustainability work. A higher degree of digitization and standardization is also required for knowledge sharing with other players in the industry, to drive change and succeed in the climate transition, to use resources efficiently and to achieve traceability and control in the value chain.

#### Ongoing development

NCC's strategic focus is based on using the strength of the large company and developing expertise. This is formulated in the following priorities:

- Build a knowledge-based company and a culture based on shared values and behaviors.
- Work in a data-informed manner, which requires that NCC invests in IT and digitization.
- Be proactive in relation to the customers in order to manage the complexity of the construction process and utilize and develop NCC's expertise and experience.
- Leverage the Group's collective expertise in order to develop the construction process. NCC is pursuing this as part of a number of strategic initiatives, including NCC Academy, the Group's training and education initiative.

#### Climate calculations

NCC is involved in focused efforts to implement climate calculations in construction projects, whereby the calculation process is becoming increasingly digitalized in order to ensure high quality. Examples of this are BIM models, One Click and ByggLCA.

The purpose of climate calculations is to gain an overview of and control the total climate impact of a project. This includes data and related carbon emissions associated with the use of materials, energy consumption and waste. This is also an important step on the way to formulating the climate declaration that is statutory in Sweden, whereby a building's climate

#### Sustainability-certified constructions and buildings

Certification systems	Nordic Swan Ecolabel		BREEAM		LEED		DGNB		MILJÖBYGGNAD			BREEAM Infrastructure (CEEQUAL)			RTS						
		Number	Grade	Number	Grade	Number	Grade	Number	Grade	Number	Grade	Number	Grade	Number	Grade	Number					
		3	Pass	–	Bronze	–	Bronze	–	Bronze	–	Pass	–				1					
			Good	–	Silver	–	Silver	–	Silver	8	Good	–				–					
			Very good	–	Gold	1	Gold	1	Gold	1	Very good	–				–					
			Excellent	5	Platinum	2	Platinum	–			Excellent	–				–					
			Outstanding	–							Outstanding	–				–					
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022			
<b>Total</b>	2	4	3	3	5	5	2	0	3	3	4	1	17	9	9	1	1	0	0	0	1

Constructing buildings to satisfy ambitious certification requirements has become a matter of course in many construction projects; however, it is not equally self-evident that the building will be actually certified. Preliminary certifications are not included in the table; only certifications completed during the year in question.

impact is identified and quantified using actual supplier data. The same type of statutory climate declarations are also about to be introduced in the other countries where NCC is active.

Customer interest in and demand for climate calculations is increasing. In 2022, efforts aimed at involving customers, which were initiated in 2021, continued in the form of customer meetings. NCC also has an in-house center of excellence with climate calculation experts. The in-house expertise in both lifecycle assessments (LCAs) and climate calculations continues to grow and deepen in several business areas.

In 2021, NCC initiated work to produce benchmarks for various types of buildings to increase knowledge of the impact made by the various choices. In 2022, the results of this work included NCC developing a climate guide intended, for example, to show how materials selection affects both the climate and finances. Using this, NCC can guide its customers to achieving a cost-effective reduction in climate-impacting emissions.

The Industry business area has also initiated a preliminary study – Green dimension – in order to map the information requirements that customers have in respect of climate issues related to asphalt.

**Environmental product declarations**

Customers are increasingly requesting and demanding that products should have environmental product declarations (EPDs) and these are being formulated for an ever-increasing share of products produced by NCC.

EPDs are third-party verified and include transparent and comparable environmental impact information throughout a product’s lifecycle, from the extraction of stone and other raw materials to delivery to customers and, ultimately, recycling.

As a result, customers obtain a transparent and comparable lifecycle assessment of the product. Customers gain access to objective and reliable data, and can thus assess the products’ environmental per-

formance. This makes it easier for the customers to make environmentally conscious choices and reduce their climate footprint.

NCC’s EPDs are location and product-specific, which also enables NCC to use the EPDs internally to make fact-based climate and environmental improvements in its production processes.

To date, NCC has published 31 EPDs for stone materials, of which 26 have been published and apply to EPDs for stone materials at EPD International and five to EPD Norway, as well as 23 that have been published and apply to EPDs for asphalt at EPD International.

In late 2022, 23 of NCC’s 27 asphalt plants in Sweden, about 85 percent of them, had an EPD. In Norway and Denmark, there are EPDs covering asphalt from several asphalt plants; however, these are not published by the EPD operator but are used solely in direct communication with customers.

**Sustainability certifications**

NCC offers its customers all the types of environmental certifications that are available for buildings and civil-engineering structures, both nationally and internationally.

Nordic Swan Ecolabel, Miljöbyggnad, CEQUAL, BREEAM, LEED, DGNB, WELL, RTS, Citylab and NollCO<sub>2</sub> are used for housing and infrastructure projects, as well as whole city districts. BREEAM, DGNB, Citylab and NollCO<sub>2</sub> are used for the projects that NCC develops itself. Having verified data for the projects makes it easier to get buildings and structures certified.

During the past year, NCC projects received three Sweden Green Building Awards. These projects were an e-shopping warehouse in Gothenburg for ICA, which was named BREEAM Building of the Year, the Stenängsskolan school in Huddinge, which was named Green Building of the Year (årets Miljöbyggnad) and the Fyrspår project in Lund-Arlöv, which received the year’s award for sustainable infrastructure from the Sweden Green Building Council.

**Products and concepts with an environmental profile**

NCC has a number of products and concepts with sustainability profiles, such as “Smart choices for a better world” within the stone materials and asphalt operations.

These are products and solutions for reducing the environmental impact from a lifecycle perspective, such as NCC Green Asphalt, NCC Machine Sand and environmentally optimized parking buildings, as well as products and solutions for managing the negative impact of climate change, such as drainage products and NCC Armour Stone.

NCC also has a method for increasing biodiversity in NCC’s quarries; refer to Natural resources and biodiversity on pp 89-90.

**Sustainable / Responsible sites**

NCC has its own work method, known as Sustainable Site and Responsible Site in Denmark. This method entails that all of NCC’s workplaces have a shared foundation upon which to base their sustainability activities, regardless of country or operation, from planning and throughout the course of a project. This work method is subject to checklists for ensuring that a number of sustainability requirements are fulfilled in relation to both environmental and social sustainability.

The use of Sustainable/Responsible Site is mandatory for all projects in the business areas Building Sweden (with a project value exceeding SEK 20 M), Infrastructure (projects exceeding SEK 100 M), Building Norway (projects exceeding NOK 40 M) and Building Denmark (projects exceeding DKK 50 M); they are also used to some extent in Building Finland. NCC Industry’s quarries, division Stone Materials, also use Sustainable Site (it is voluntary, but 44 quarries currently apply Sustainable Site). Sustainable Site continued to be developed during the year, to further support the projects’ focus on climate and other sustainability issues. Work has also been under way to address more stringent requirements from sustainability certifications, which impact various parts of NCC. The application of Sustainable/Responsible Site is monitored during environmental rounds and internal audits.

**Environmental product declarations**

Number EPDs	Total YTD	2022	2021	2020	Country
Asphalt	23	5	16	2	SE
Stone materials	31	11	11	9	DK, FI, NO, SE
Concrete piles				1	SE

NCC Industry formulates plant and quarry-specific EPDs for asphalt and stone materials. NCC has now published EPDs for 23 of our 27 permanent asphalt plants in Sweden. NCC has also published EPDs for stone materials from a total of 31 of the rock pits and gravel quarries: 17 in Sweden, six in Denmark, six in Norway and two in Finland. NCC plans to continue to producing EPDs for more plants and quarries. One EPD was produced in 2020 for concrete piles that NCC manufactures in two of the Group’s factories.

# Health and safety

## GRI 403 Occupational health and safety

### Targets

NCC shall have a safe, secure and healthy work environment. NCC's long-term objective is to completely eliminate accidents with a serious or fatal outcome, and to reduce the total number of accidents. The target for 2022 was to achieve an accident frequency rate for LTIF4 (work-related accidents resulting in more than four calendar days of absence per million working hours) of 3.0, measured based on NCC's own employees.

**NCC's operations are** conducted in an environment exposed to risks. Accordingly, health and safety work is a crucial factor for the company.

### Strategic direction

In 2021, NCC formulated a new strategic direction for OHS work in order to reduce accidents in general and eliminate serious accidents and incidents.

The aim is to prevent serious accidents by focusing on activities primarily related to the three high-risk areas: heavy lifting by cranes, working at heights and working close to and around heavy machinery. The activities are based on fundamental causes related to planning, safe behavior and technical safety barriers.

In 2022, the business areas analyzed and formulated fact-based activities for

the operations of each business area. Action plans for these areas have been prepared and are now being implemented in all business areas.

### Risk work

Analyzing and identifying risks according to fact-based data, and thus being able to eliminate work elements or situations that create accident risks, is of fundamental importance to occupational health and safety (OHS) work.

NCC is working to ensure that all employees and those employed by subcontractors demonstrate good risk awareness. Every work aspect starts with a daily safety briefing to make employees aware of potential risks connected to the day's work, and to ensure that the risks are addressed before work commences.

### Sickness absence<sup>1)</sup> NCC employees

	Sickness absence % All types of illness and poor health		
	2022	2021	2020
Sweden	4.3	3.3	3.5
Norway	5.2	5.3	5.8
Denmark	4.7	4	3.7
Finland	3.6	2.7	4.2
<b>Total</b>	<b>4.7</b>	<b>3.6</b>	<b>3.6</b>

<sup>1)</sup> From NCC's payroll system.

### Close calls and observations<sup>1)</sup>

		2022	2021	2020
Sweden	NCC employees	2,913	11,648	10,520
	Subcontractors	9,400		
Norway	NCC employees	1,165	4,658	6,023
	Subcontractors	4,439		
Denmark	NCC employees	2,620	9,935	8,723
	Subcontractors	5,813		
Finland	NCC employees	722	11,342	11,641
	Subcontractors	11,305		
<b>Total</b>	<b>NCC employees</b>	<b>7,420</b>	<b>37,583<sup>2)</sup></b>	<b>36,907<sup>2)</sup></b>
	<b>Subcontractors</b>	<b>30,957</b>		

<sup>1)</sup> From NCC's OHS system.

<sup>2)</sup> Refers to both NCC employees and subcontractors.

### Work-related injuries, injury frequency and fatalities

		Work-related fatalities			Accident frequency rate for work-related fatalities			Very serious work-related injuries <sup>1)</sup>			Accident frequency rate for very serious work-related injuries		
		2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Sweden	NCC's employees	1	0	0	0.08	0	0	12	7	4	1.3	0.55	0.29
	Subcontractors	0	1	1	0	0.05	0.11	15	8	0	1.6	1.06	0
Norway	NCC's employees	0	0	0	0	0	0	1	1	0	0.8	0.33	0
	Subcontractors	1	0	0	0.22	0	0	1	0	0	0.4	0	0
Denmark	NCC's employees	0	0	0	0	0	0	7	1	4	2.1	0.30	1.13
	Subcontractors	0	0	0	0	0	0	5	0	0	1.3	0	0
Finland	NCC's employees	0	0	0	0	0	0	3	1	2	1.7	0.47	0.80
	Subcontractors	0	0	0	0	0	0	5	5	0	1.7	1.74	0
<b>Total</b>	<b>NCC's employees</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0.05</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>10</b>	<b>10</b>	<b>1.1</b>	<b>0.46</b>	<b>0.42</b>
	<b>Subcontractors</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0.05</b>	<b>0.05</b>	<b>0.04</b>	<b>26</b>	<b>13</b>	<b>0</b>	<b>0.6</b>	<b>0.69</b>	<b>0</b>

Subcontractors also include hired staff. Data for NCC's employees is collected from NCC's system for OHS and payroll system. The total number of hours worked for NCC's employees and subcontractors is 45,500,000 hours. For NCC employees, worked hours are based on actual hours; hours worked by external personnel are based on rough estimates

<sup>1)</sup> Injury with permanent impact or over 30 days of absence.

There is also NCC’s Time Out concept, which empowers all employees to have work suspended if a new, unexpected risk or unhealthy situation arises, and to have the matter addressed and thus enable work to be resumed in a safe manner. Management of risks and preventive work is built into NCC’s procedures; for example, a risk assessment must be performed for the entire project before any project commences. The risk assessment must also include a safety analysis of every hazardous work element. A daily safety briefing is also conducted, which means that all employees are aware of the risks associated with various work elements and how these can be performed safely.

The greatest illness risks for employees working in production are connected to work involving asbestos and quartzite dust, as well as strain injuries.

**Psychosocial work environment**

Viewed over the entire organization, organizational and psychosocial health is a risk that has to be considered. Work is continuously under way to map and prevent mental illness in all of NCC’s operations. Focused work is also conducted with such aims as managing and preventing alcohol and drug abuse.

**Data and expertise contribute to increased safety**

Data-based facts, with thorough measurements and follow-ups, are essential features of the work of implementing the right measures to prevent accidents and to have a safe place of work, and reporting is a key aspect in making the worksites safer.

All accidents, close calls, observations and incidents are to be reported in NCC’s Group-wide OHS reporting tool. This can be done online or via a mobile app. The system can be used by anyone who is present in any of NCC’s worksites.

In this system, a report of an accident is sent to the manager in charge, who has

been assigned to follow up and formulate safety improvements. The system also includes a feature for reporting both positive and negative safety observations.

This reporting promotes the employees’ commitment to safety work and provides the organization with potential to identify any risks at an early stage and to highlight role models. Data in the incident reporting system is also used at a general level to assess risks and formulate joint solutions.

**Work environment partnerships**

NCC engages in well-established cooperation with trade unions, including safety officers. NCC’s joint forum comprises representatives of all trade unions and encompasses all employees.

NCC participates in a number of external forums and industry-wide initiatives that work to promote increased safety and a positive impact on OHS in the construction industry. The experience exchanges include the ENCORDER European network, Håll Nollan in Sweden and the Danish collaboration Business Panel at the National Research Centre for the Working Environment (advisory board for research institution).

**Occupational healthcare**

NCC provides occupational healthcare through external care providers in accordance with each country’s social insurance system. All personal data is processed according to GDPR. Occupational healthcare is provided to employees during working hours.

In Sweden, there is, for example, the Frisklinjen (Health Line) service, which is included in occupational healthcare. This service provides employees with access to professional healthcare advice. This also provides NCC with support for addressing the employees’ health, for example, when the healthcare provider, through information from Frisklinjen, can draw attention to repeated short-term absence and work-related illness.

NCC’s subcontractors manage their employees’ health and medical care issues according to their respective trade union agreements.

**Training and commitment**

A crucial factor for systematic occupational health and safety activities is collecting data and sharing knowledge, and ensuring that the people who are to perform the work have the right training. For this reason, it is mandatory for all NCC employees and those of subcontractors to undergo safety training before work is started at a production worksite.

In addition to basic training, worksite-specific and assignment-specific training programs must also be implemented.

High-level expertise in the OHS organization is ensured through formal training/education and long experience.

During 2022, implementation of the digital support developed by NCC was initiated, in order to conduct training programs and register completed ones, and to facilitate the introduction to production worksites. This digital support, in turn, will be synchronized with access cards at construction sites to ensure that those who work there have the right skills.

In 2022, a pilot project involving this digital support was successfully implemented in Sweden. In 2023, pilot projects and implementation of NCC’s digital support will be conducted in all of the countries where NCC has operations.

To encourage additional commitment and raise safety awareness, while strengthening the joint safety culture, NCC arranges an Awareness Day each year. This is a day when the entire organization downs tools in order to jointly reflect and focus on OHS issues. NCC also arranges a Health & Safety Week, when all employees, including those employed by subcontractors, carry out various awareness-raising health and safety activities.

**Work-related accidents/injuries, accident frequency rate and fatalities, cont’d.**

		Accidents/injuries resulting in one day or more of sickness absence			Accident frequency rate for accidents resulting in one day or more of absence from work per million worked hours			Injuries not leading to lost time		
		2022	2021	2020	2022	2021	2020	2022	2021	2020
Sweden	NCC’s employees	94	95	103	7.4	7.5	7.4	305	288	399
	Subcontractors	104	76	86	11.3	25.3	9.3	186	179	197
Norway	NCC’s employees	5	11	6	3.9	3.7	2	62	53	49
	Subcontractors	3	5	5	0.9	1	0.9	25	10	11
Denmark	NCC’s employees	48	28	33	14.4	8.6	9.3	135	120	133
	Subcontractors	49	29	19	13.2	7.7	5.1	57	34	32
Finland	NCC’s employees	12	14	13	6.6	6.6	5.2	26	22	28
	Subcontractors	65	43	57	22.3	15	13.7	31	47	28
Total	NCC’s employees	159	148	155	7.6	6.9	6.7	528	483	609
	Subcontractors	221	153	167	10.8	8.2	7.4	299	270	268



### Target

NCC has a corporate OHS target for the number of accidents in relation to hours worked, LTIF (Lost Time Injury Frequency). LTIF4 is defined as work-related accidents resulting in more than four calendar days of absence per million working hours.

NCC's target for 2022 was an accident frequency rate of 3.0 for accidents resulting in more than four calendar days of absence per million working hours. During 2022, this accident frequency rate was 4.1, which means that the target was not achieved. Work is continuously conducted in the business areas to identify causes and prevent accidents, with a specific focus on and support to units that have experienced an increased in the accident frequency rate. The target for

2023 is to achieve an LTIF4 rate of 2.75.

An overall objective is to eliminate serious incidents with the potential for serious injuries or a fatal outcome. The follow-up of actions designed to prevent and manage serious incidents includes all employees and everyone who works at NCC's worksites.

### Governance

To support effective management, NCC works in accordance with ISO 45001. The following units are currently certified for ISO 45001: Infrastructure in Denmark and Norway, Building in Denmark and Special Projects in Building in Finland.

NCC's OHS policy and directive is Group-wide and applies to everyone who works at NCC's worksites. NCC's OHS policy and di-

rective are integrated into the management systems used by the Group and business areas.

The management system for health and safety encompasses everyone who works at NCC's worksites; i.e. NCC employees, in-sourced personnel, suppliers and subcontractors. NCC's internal OHS organization maintains the management system. Internal audits occur continuously, while those units that are ISO 45001 certified are also audited externally.

The management approach to occupational health and safety work is based on the EU directive 89/391/EEC (including Norway), which has been included in national laws and ordinances, and other national regulations.



# People and team

**GRI 404** Training and education, **GRI 405** Diversity and equal opportunity, **GRI 406** Non-discrimination

## Targets

- Recruit, develop and retain the most competent people in the industry
- Support the progress of high-performing teams
- Work actively to ensure that no one is excluded unfairly or due to unconscious biases

NCC strives to recruit, develop and retain the most competent employees in the industry, support the progress of high-performance teams and work actively so that no one is excluded unfairly or due to unconscious biases. NCC's values connected to honesty, respect and trust guide the employees' in their behaviors and choices.

NCC's Star behaviors are the foundation of our culture. They explicitly express which behaviors NCC want to encourage and at the same time clarify which behaviors we do not accept. They aim to create added value for customers, generate synergies between the businesses, raise competencies and create knowledge. They are:

- Act with passion to perform: We challenge ourselves and each other to constantly improve and outperform our targets and results.
- Build together: We work actively to ensure effective collaboration internally, in and between units, and with our customers
- Follow through and follow up We take data-informed decisions, communicate

them clearly and always act on what's decided

- Act with care: We take responsibility for our actions and use of resources. We mitigate risk and act with integrity to ensure safe, high-quality sustainable operations

## Diversity and inclusion

NCC needs the most competent, knowledgeable and experienced employees in the industry in order to continue to grow and achieve success. Accordingly, it is important to be an attractive choice for all target groups that have the expertise that NCC requires.

NCC pursues a number of initiatives for increasing diversity in the Group. In Sweden, there is, inter alia, a Diversity Council that focuses on various initiatives to promote inclusion and diversity, such as during the managers' OHS follow-ups and the onboarding of new employees.

Examples of initiatives in Sweden in 2022 are a knowledge-raising theme day in discrimination and harassment, participation in the external mentoring network Pepp, and NCC's long-established women's network Stella, which celebrates its 25th anniversary in 2023.

In Norway, NCC is an active partner in the Diversitas network – the leading network in the industry with the goal of increasing diversity and equality. In 2022, mandatory diversity training will be introduced for all employees in Norway.

NCC also highlights role models and people with different backgrounds and experiences in connection with recruitment.

## Non-discrimination

NCC does not accept any form of discrimination and acts forcefully when incidents are reported. No employee should be discriminated on the grounds of gender, transgender identity or expression, sexual orientation, ethnicity, religious beliefs, functional disability, age or anything else. Should any form of harassment, discrimination or bullying be discovered, NCC has a well-established process and actions plans so that suitable measures can be taken.

NCC's Ask Me function and the Tell Me whistleblower function are available for all types of issues, both external and internal, where events that are perceived as in breach of NCC's Code of Conduct can be reported anonymously.

Three matters involving discrimination, harassment or bullying were reported through the Tell Me function during the year. NCC always takes actions, such as disciplinary measures, whenever appropriate.

In 2022, the NCC launched a new employee survey that also covers issues related to discrimination. On the question of employees' perceived security of not being exposed to discrimination, harassment or bullying, NCC has an average value in 2022 of 8.7 out of 10, which is above the external benchmark.

## Collective agreements and employees

NCC has collective agreements that regulate minimum wages, working hours and employees' rights in relation to the employer in all markets. In total, 91 percent of NCC's employees are covered by collective

Age breakdown<sup>1)</sup> at NCC

Proportion, %	2021			2022		
	<30	30–50	>50	<30	30–50	>50
Board of Directors			100%			100%
Senior Management Team		45%	55%		27%	73%
Management teams <sup>1)</sup>	1%	58%	41%		55%	45%
Managers	2%	59%	39%	3%	57%	40%
Employees	14%	50%	36%	14%	50%	36%
White-collar employees	9%	56%	35%	9%	57%	34%
Blue-collar employees	20%	42%	38%	20%	43%	37%

<sup>1)</sup> The management teams include all management teams from the Senior Management Team to department management or the equivalent

Gender breakdown<sup>1)</sup> at NCC

Proportion, %	2021		2022	
	Women	Men	Women	Men
Board of Directors	43%	57%	33%	67%
Senior Management Team	55%	45%	55%	45%
Management teams	34%	66%	34%	66%
Managers	18%	82%	19%	81%
Employees	16%	84%	17%	83%
White-collar employees	28%	72%	29%	71%
Blue-collar employees	3%	97%	3%	97%

<sup>1)</sup> The management teams include all management teams from the Senior Management Team to department management or the equivalent

agreements. In Sweden and Norway, all employees are covered. In Denmark and Finland, collective agreements are applied, but also local agreements to some extent.

NCC has 12,408 employees (at the end of 2022). Like other companies in the industry, NCC uses subcontractors and consultants when required. Subcontractors are mainly found in Infrastructure, Building Sweden and Building Nordics.

NCC buys assignments and contracts from subcontractors. This means that for personnel who work at NCC's workplaces and are employed by our subcontractors, the employer's responsibility lies with the hired companies. NCC work to have a responsible supply chain where operations are conducted according to healthy working conditions and in an environmentally and socially sustainable way. The work is based on the group's code of conduct for suppliers, which all suppliers must undertake to follow. NCC requires that all employees and employees of subcontractors undergo NCC's induction and safety training before starting work at a production workplace.

NCC mainly has full-time employees, with a small percentage of part-time employees. Otherwise, NCC has summer

employees or interns with pre-agreed working hours.

### Employee engagement

NCC implements regular employee surveys to capture opinions about such matters as leadership, development and job satisfaction. The surveys also include questions concerning NCC's Code of Conduct.

In 2022, two employee surveys were conducted. A number of questions and results can be connected to, inter alia, the individual's perception of diversity and inclusion. Certain formulations have been amended since 2020 when the latest employee survey was conducted, which makes it difficult to compare responses. NCC continues to monitor employee engagement. For 2022, the average is 7.9 out of 10, which is above the external benchmark.

During 2022, employee engagement included in-house training, workplace meetings and performance reviews, which were offered to all employees.

### Individual development opportunities

Employees who start at NCC receive a onboarding plan in order to get into their professional role in the best way. Thereafter, the planning of the employee's skills development is switched to an individual development plan, which is evaluated and updated at the annual performance review.

The employee performance review is the tool that NCC prioritizes to support the employee's individual development. It is a mandatory managerial responsibility to offer all employees an annual employee review and to have a follow-up interview during the year. The performance review covers several parts, where both the individual's work situation and the conditions to perform as well as an individual develop-

ment plan are included. Planned activities are followed up, updated and supplemented if necessary.

NCC offers skills development in such areas as technical knowledge, leadership, work environment, project management and accounting. Some of the training is mandatory for certain positions. The training programs are intended to meet NCC's need for excellence, satisfy the individual's need to develop in his/her current role in terms of personal development, and ensuring that NCC retains its attractiveness in the labor market.

A large and important part of learning at NCC takes place through training, but the majority of learning takes place when the theory is put into practice. NCC therefore focuses on providing various structured ways for what is called "learning in everyday life", it can be everything from study visits, rotation service, participation in projects outside its business area, networking and in various exchanges of experience together with colleagues.

### Leadership development initiatives

Access to the right competencies is crucial for NCC's continued success and growth. The ability to attract, develop and retain employees with the right competencies is therefore vital. NCC offers its employees continuous skills development adapted to the individual's and the company's needs. NCC's leadership programs encompass all stages of a manager's development with the aim of ensuring successful succession planning. The various training initiatives consist of conventional teaching and e-learning, as well as composing training programs and longer courses.

The internal training programs include:

- NCC Mega Project Management Pro-

### Employment contracts 2022

Number of employees, %	Full-time		Part-time	
	Men	Women	Men	Women
Sweden	6,351	1,310	47	54
Norway	1,250	171	4	10
Denmark	1,832	249	18	42
Finland	825	225	10	10

<sup>1)</sup> Employee data in the table pertains to the number of employees at the end of 2022 and was collected from the Group's HR and payroll systems.

### Employment contracts 2022

Number of employees <sup>1)</sup>	Number of employees			Permanent employment				Temporary employment			
	2022	2021	2020	2021		2022		2021		2022	
				Men	Women	Men	Women	Men	Women	Men	Women
Sweden	7,762	7,784	8,539	6,077	1,227	6,194	1,338	408	72	204	26
Norway	1,435	1,438	1,440	1,186	155	1,222	171	78	19	32	10
Denmark	2,141	2,001	2,269	1,704	256	1,830	288	34	7	20	3
Finland	1,070	1,178	1,393	922	234	817	231	15	7	18	4
<b>Total, NCC</b>	<b>12,408</b>	<b>12,401</b>	<b>13,641</b>	<b>9,889</b>	<b>1,872</b>	<b>10,063</b>	<b>2,028</b>	<b>535</b>	<b>105</b>	<b>274</b>	<b>43</b>

<sup>1)</sup> Employee data in the table pertains to the number of employees at the end of 2022 and was collected from the Group's HR and payroll systems. Some seasonal variations exist.



gram for highly experienced project managers who are capable of and want to take the step to heading extremely large-scale and complex construction projects

- NCC Senior Executive Program together with IMD Business School in Lausanne, which is aimed at department and division managers.
- NCC Strategic Leadership Program for future management talents in various parts of the business
- NCC Site Manager Program, where supervisors or the equivalent can take the next step in their career and train to become site managers.
- NCC Supervisor Academy, where skilled workers are able to train to become supervisors

**Activities 2022**

A skills audit of all project planning managers was conducted, which resulted in individual development plans. In 2022, the fourth round of the Mega Project Management Program was implemented. Academic elements with Copenhagen Business

School, Oxford Global Projects together with study visits within NCC and external mega-projects in Berlin were important elements in the total 24-days long educational program. Former participants in the program met during the year in Copenhagen, with the aim of strengthening the network within NCC and to take part in research from Global Oxford Projects.

All of the business areas have talent programs, and there is a nordic network in which the employees participating in these programs get to meet each other.

**Target**

The aims for this impact area are to recruit, develop and retain the most competent people in the industry, support the progress of high-performing teams and to work actively so that no one is excluded unfairly or due to unconscious biases.

Work to formulate new measurable targets is under way and is expected to be complete in 2023.

Follow-up of the goals takes place partly through NCC's employee survey, where employee commitment and perceived security

among employees in not being exposed to discrimination, harassment or bullying are followed up. In addition, NCC follows gender distribution in all management groups from group management up to and including department management or equivalent. The goal is that no management group should have a distribution where one gender exceeds 70% of the group's members. Of the 84 management groups covered by the measurement, 50% live up to the distribution target regarding gender.

**Governance**

Work is guided by NCC's Code of Conduct and Compliance Directive. NCC's Star behaviors guide the employees in their daily work. Training programs are continuously evaluated and monitored through, for example, surveys and interviews, tests and reports.

**Reporting policies**

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

**Collective bargaining agreements 2021**

Number of employees <sup>1)</sup>	2022		2021		2020	
	Number covered by collective agreements	Percentage covered by collective agreements	Number covered by collective agreements	Percentage covered by collective agreements	Number covered by collective agreements	Percentage covered by collective agreements
Sweden	7,762	100	7,784	100	8,539	100
Norway	1,435	100	1,438	100	1,440	100
Denmark	1,196	56	1,097	55	1,325	58
Finland	888	78	934	79	1,200	82
<b>Total, NCC</b>	<b>11,281</b>	<b>91</b>	<b>11,253</b>	<b>91</b>	<b>12,504</b>	<b>92</b>

<sup>1)</sup> Employee data in the table pertains to the number of employees at the end of 2022 and was collected from the Group's HR and payroll systems.