

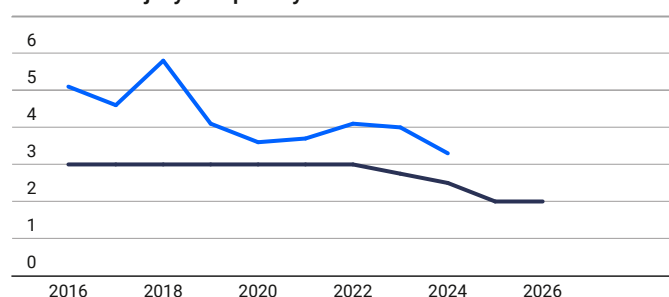
Social disclosures

Diversity, equity and inclusion

NCC's ambition is 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 with diversity, equity and inclusion is monitored through measures including NCC's employee survey, which monitors employee engagement and perceived confidence in not being subjected to discrimination, harassment or bullying. All managers are responsible for following up on the employee survey in their team, involving employees in dialogue about the results, and formulating and initiating actions for improvement.

NCC monitors gender distribution in management teams, from the Senior Management Team down to department management. The target is that no management team should have a distribution where one gender exceeds 70 percent of the group's members. Of the total 67 management teams monitored, 64 percent have met the target regarding gender distribution.

Lost Time Injury Frequency – LTIF4



NCC has a Group-wide occupational health and safety (OHS) target for the number of work-related accidents resulting in more than four days of absence per million working hours (Lost Time Injury Frequency, LTIF4). In 2024, the accident frequency rate was 3.3. The target for 2026 is 2.0.

■ Outcome ■ Target

Activities

NCC's cooperation with trade unions, including safety officers, is well established. NCC's joint forums comprise representatives from all trade union organizations and encompasses all employees. NCC participates in a number of external forums and industry-wide initiatives that promote increased safety and a positive impact on the work environment in the construction industry. These exchanges of experience include the European network ENCORD, "Håll Nollan" in Sweden and the "Business Panel" partnership at the Danish National Research Center for Work Environment.

Health and safety

All accidents, incidents and negative and positive observations are reported in NCC's shared reporting tool, Synergi. This can be done either online or via a smartphone app. The system is used by anyone who is present at any of NCC's worksites. The manager in charge is tasked with following up on and pursuing initiatives for improvement. Reporting of both positive and negative observations promotes the employees' commitment to safety work and provides the organization with the possibility to identify potential risks at an early stage and to highlight best practices. The incident reporting system is also used at an overall level to identify risks and work on improvement measures. When an accident occurs and the employee cannot perform their ordinary work tasks, NCC strives to offer alternative work tasks so that the employee can return to work as soon as possible.

A crucial factor for systematic safety work is that the people who are working at the worksite have the right competence. That is why it is mandatory for all NCC employees, hired staff and subcontractors to complete NCC Site Introduction, the online safety training course that NCC has developed, before work commences at an NCC worksite in production. NCC Site Introduction follows up general and specific authorizations and will be synchronized with access cards at construction sites to ensure that those who are working at the site have the right

	Accidents/injuries resulting in four days or more of sickness absence		Accident frequency rate for accidents resulting in four days or more of absence from work per million worked hours	
	2024	2023	2024	2023
Sweden	41	52	3.7	4.2
Norway	3	6	1.0	2.2
Denmark	17	16	4.8	4.7
Finland	2	4	1.4	2.4
NCC Group	63	78	3.3	4.0

LTIF 4 Work-related accidents resulting in more than four days of absence per million working hours.

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Health and safety

Work-related accidents/injuries, accident frequency rate and fatalities¹⁾

		Work-related fatalities		Accident frequency rate for work-related fatalities		Very serious work-related injuries ²⁾		Accident frequency rate for very serious work-related injuries	
		2024	2023	2024	2023	2024	2023	2024	2023
Sweden	NCC's employees	1	1	0.08	0.08	7	3	0.37	0.24
	Subcontractors	0	0	–	–	5	3	–	–
Norway	NCC's employees	0	0	0	0	0	0	0	0
	Subcontractors	0	0	–	–	0	0	–	–
Denmark	NCC's employees	0	0	0	0	3	0	0.16	0
	Subcontractors	0	0	–	–	2	3	–	–
Finland	NCC's employees	0	0	0	0	0	1	0	0.60
	Subcontractors	0	0	–	–	6	6	–	–
Total									
		NCC's employees	1	1	0.05	0.05	10	4	0.52
		Subcontractors	0	0	–	–	13	12	–

1) The data reported pertains to the period from December of the preceding period to November of the current period. Reporting on hours worked for external staff is not available.

2) Injury with permanent impact or more than 30 days of absence.

		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	
		2024	2023	2024	2023	2024	2023
Sweden	NCC's employees	82	98	7.4	7.9	258	354
	Subcontractors	110	122	–	–	244	215
Norway	NCC's employees	9	9	3.0	3.3	41	39
	Subcontractors	6	6	–	–	36	36
Denmark	NCC's employees	39	39	11.0	11.4	141	146
	Subcontractors	46	49	–	–	92	68
Finland	NCC's employees	5	11	3.6	6.5	17	32
	Subcontractors	22	54	–	–	33	54
Total	NCC's employees	135	157	7.1	8.1	457	571
	Subcontractors	184	231	–	–	405	373

Sickness absence, NCC employees, all types of illness and poor health

		Sickness absence % All types of illness and poor health	
		2024	2023
Sweden		3.9	4.1
Norway		6.6	5.7
Denmark		4.4	4.6
Finland		3.0	3.2
Total		4.3	4.3

Close calls and observations

		2024	2023
Sweden	NCC employees	7,744	6,376
	Subcontractors	9,205	8,525
Norway	NCC employees	422	552
	Subcontractors	5,772	6,550
Denmark	NCC employees	3,552	2,690
	Subcontractors	2,847	3,847
Finland	NCC employees	210	225
	Subcontractors	9,397	10,676
Total	NCC employees	11,928	9,844
	Subcontractors	27,221	29,601

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Employee data

Age breakdown

Share % ¹⁾	2024			2023		
	<30	30–50	>50	<30	30–50	>50
Board of Directors	–	29	71	–	29	71
Senior Management Team	–	25	75	–	18	82
Management teams	1	52	47	1	53	46
Managers	2	54	44	2	57	41
Employees	12	51	37	15	49	36
White-collar employees	7	56	37	8	56	35
Blue-collar employees	19	44	37	19	43	38

1) All subsidiaries are included as of 2024.

Gender breakdown

Share % ¹⁾	2024		2023	
	Men	Women	Men	Women
Board of Directors	57	43	57	43
Senior Management Team	50	50	45	55
Management teams	64	36	65	35
Managers	81	19	81	19
Employees	82	18	82	18
White-collar employees	71	29	71	29
Blue-collar employees	97	3	97	3

1) All subsidiaries are included as of 2024.

Scope of employment

Number of employees ¹⁾	Full-time				Part-time			
	2024		2023		2024		2023	
	Men	Women	Men	Women	Men	Women	Men	Women
Sweden	5,434	1,323	5,707	1,328	47	28	43	35
Norway	1,515	199	1,191	173	27	11	5	7
Denmark	1,821	263	1,796	252	38	63	31	48
Finland	648	170	707	198	15	7	10	6
Other	6	2	–	–	0	0	–	–
Total, NCC	9,424	1,957	9,401	1,951	127	109	89	96

1) Some seasonal variations exist regarding the number of employees. All subsidiaries are included as of 2024.

Employment contracts

	Total employees ¹⁾		Permanent employment				Temporary employment			
			2024		2023		2024		2023	
	2024	2023	Men	Women	Men	Women	Men	Women	Men	Women
Sweden	6,832	7,113	5,311	1,331	5,566	1,342	170	20	184	21
Norway	1,752	1,376	1,460	199	1,173	169	82	11	23	11
Denmark	2,185	2,127	1,837	316	1,799	294	22	10	28	6
Finland	840	921	641	171	704	199	22	6	13	5
Other	8	–	6	2	–	–	–	–	–	–
Total, NCC	11,617	11,537	9,255	2,019	9,242	2,004	296	47	248	43

1) All subsidiaries are included as of 2024. Some seasonal variations exist regarding the number of employees.
Note 4 in the financial statement contains employee data on the average number of employees.

Collective agreements

	2024		2023	
	Number covered by collective agreements ¹⁾	Share covered by collective agreements, %	Number covered by collective agreements ¹⁾	Share covered by collective agreements, %
Sweden	6,832	100	7,113	100
Norway	1,417	100	1,376	100
Denmark	1,161	53	1,154	54
Finland	670	82	779	80
Total, NCC	10,080	90	10,422	91

1) Some seasonal variations exist regarding the number of employees.