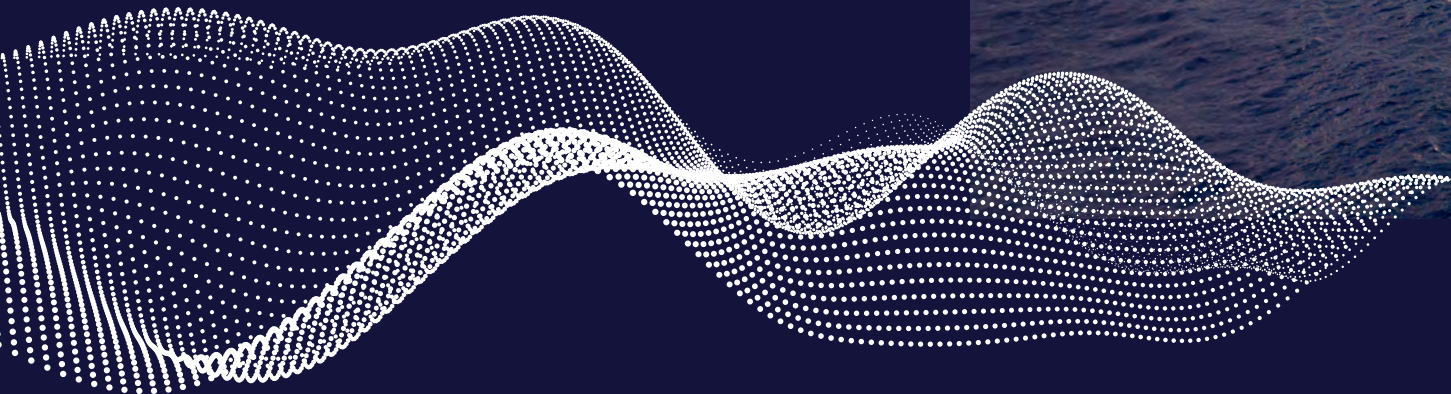


# Sustainability report 2023



## It all begins with the ferry

In 2023 we saw a further increase in passenger numbers, and we launched new commercial concepts and made great progress on the journey towards our zero direct emissions vision

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### Recommended reading



➤ **CEO letter**  
 In 2023, further investments fuelled our net zero direct emission vision. **page 7**

➤ **Our key focus areas**  
 Learn about our stakeholders and the key focus areas for our sustainability efforts. **page 9**



### About the sustainability report

This report covers the activities and results of Scandlines Infrastructure ApS (the "Company") for the period 1 January 2023 - 31 December 2023, and was prepared in accordance with the GRI standards.

Our approach based on the GRI Standards, is focusing on identifying and reporting on relevant stakeholder concerns and the context and materiality of our efforts as well as presenting a comprehensive overview of Scandlines' sustainability work.

The information in the report has been sourced and presented with a view to ensure quality in terms of accuracy, balance, clarity, comparability, reliability and timeliness.

The report also represents our statutory statement on social responsibility in accordance with section 99a of the Danish Financial Statements Act, as well as on data ethics in accordance with section 99d of the Danish Financial Statements Act.

We look forward to continuously evolving and improving our approach, welcoming any feedback from our stakeholders.





# Overview

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# Scandlines at a glance

Scandlines operates two short-distance ferry routes between Germany and Denmark with high frequency and large capacity. Our ports and ferry routes constitute a crucial piece of infrastructure that connects motorways E47 and E55 between Europe and Scandinavia and offer a more efficient alternative to other routes (including the Great Belt Bridge), shorter driving times and an opportunity to rest while sailing.

**Fleet**  
**7 ferries**

Our six hybrid ferries are supplemented by a conventional freight ferry, which also acts as a replacement ferry when needed. A new zero direct emissions freight ferry will be commissioned in the second half of 2024.

**Landings**  
**4 ports**

We own the three ports in Puttgarden, Rødby and Gedser and rent the port in Rostock. Our terminals are directly connected to the European motorway network, providing seamless and swift access, loading and exit for business and private passengers.

**Departures**  
**39 thousand**

Our infrastructure and ferries provide a direct connection between Continental Europe and Scandinavia with regular departures throughout the day.

**Cars**  
**1.6 million**

Scandlines connects the European motorway network with frequent departures around the clock and an average waiting time of 10 minutes on the Puttgarden-Rødby route.

**Passengers**  
**6.4 million**

Our ferries, infrastructure and staff create value for professionals, leisure travellers and shoppers looking for efficiency, convenience or a good deal on board and in our bordershops.

**Lorries**  
**701 thousand**

The efficiency and reliability of our floating bridge is valued by freight customers who take the opportunity to comply with resting time regulation while sailing.

**Puttgarden-Rødby**  
Four hybrid ferries with a crossing time of only 45 minutes and up to 96 departures per day. The route enables cars to travel from Hamburg to Copenhagen in 4 hours and 15 minutes at competitive prices. One conventional freight ferry is deployed to meet freight customer demand, while also acting as a replacement ferry.

**Rostock-Gedser**  
Two hybrid ferries with a maximum crossing time of 2 hours and up to 20 departures per day. The route enables cars to travel from Berlin to Copenhagen in less than 6 hours at competitive prices.

**Border shopping**  
Customers enjoy unparalleled shopping opportunities and online pre-ordering at two BorderShops and one Easymarked located in the ports of Puttgarden and Rostock, respectively.



# Our floating bridge

We create value for our stakeholders and surroundings by deploying our specialised infrastructure and expertise to connect Continental Europe and Scandinavia safely and efficiently.

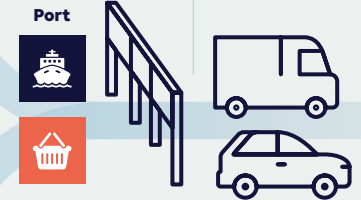
## Modern fleet

Well-invested and continuously updated vessels with focused retail and catering offering.



## Specialised infrastructure

Purpose-built infrastructure including check-in and marshalling areas, ramps, berths and BorderShops.



## Motorway access

Direct terminal access with efficient check-in options and high-speed exit ensure swift turnaround time.

SUSTAINABLE VALUE CREATION



### Employees

We create jobs and provide good development and educational opportunities.



### Investors

Our long-term investments generate stable returns for our investors.



### Environment

We invest in green solutions and introduce new technologies to reduce our footprint.



### Customers

We provide a fast and safe crossing with good shopping and catering options.



### Authorities

We facilitate mobility, trade and tourism by connecting Continental Europe and Scandinavia.



## Partnerships

Strong partnerships with renowned organisations supporting green investments and sustainability initiatives.

SUSTAINABLE VALUE CREATION



## People and expertise

Experienced and well-trained staff with a strong safety and service mindset and high understanding of customer needs.

RESOURCES

RESOURCES

# Snapshot of 2023

~30.1 MEUR

We increased our green investments with installation of new center propellers, the construction of E/V Futura which will be deployed in 2024, as well as getting our ports ready to accommodate this new ferry.

-13% CO<sub>2</sub>e

We reduced our scope 1 CO<sub>2</sub>e emissions per trip significantly since 2019.

39%

We increased the number of electric and hybrid vehicles in our car pool from 24 to 39 percent.

2/2

Both ferries on the Rostock-Gedser route have been fitted with new centre propellers, which reduce fuel consumption by 6 percent on average.

41 charging stations

We installed 7 additional charging stations for electrical cars of our employees in all our ports, making it 41 in total.

-22%

Scandlines improved the Lost Time Injury Frequency (LTIF) by 22 percent from 12.55 in 2022 to 9.75 in 2023.

## WE SUPPORT



## SDG indicators relevant for Scandlines



CEO letter

# Further investments fuel our zero emissions vision

We took significant steps in 2023 towards realising our target of becoming operationally emissions free on our Puttgarden-Rødby route in 2030 and for Scandlines by 2040. Our new zero direct emissions ferry is scheduled for deployment in the second half of 2024 and required infrastructure updates in the ports of Puttgarden and Rødby progressed as planned. Furthermore, two of the four passenger ferries on the route will be converted to plug-in vessels to reduce emissions significantly.

### Solid progress towards realising zero emission vision

Our new direct emissions free freight ferry, which will be named E/V Futura, was launched at Cemre, Turkey in November 2023. It will, after completion of the remaining work, be deployed on the Puttgarden-Rødby route in the second half of 2024. During 2023, we have updated our port in Rødby with the necessary infrastructure to accommodate E/V Futura. This includes installation of new power cables, transformers, a charging tower for the vessel to be fully charged in 17 minutes, and of a new and strong ramp for freight units, as the vessel will be able to load lorries etc. on both decks. When all infrastructure is fully commis-

sioned in 2025, E/V Futura will be able to sail Puttgarden-Rødby in 45 minutes without direct emissions when fully operating on electricity.

At end-2023, we took another decisive step towards achieving our target of becoming operationally emissions free on the Puttgarden-Rødby route in 2030, deciding to convert two of our four passenger vessels to plug-in ferries during 2024-2025. Once converted they will run on electrical power 80 percent of the time, utilise the same charging equipment which is being installed for E/F Futura, and recharging speed will be the same. Onboard we will invest in the necessary energy storage systems and charging facilities.

The total investment in electrification of the ferries amounts to EUR 31 million, with part of the ship-side conversion costs being supported via a funding programme under the German Ministry of Transport for sustainable modernisation of coastal vessels to reduce emissions.

On our Rostock-Gedser route we invested in the installation of new, smaller propeller blades on M/V Berlin and M/V Copenhagen to reduce overall energy consumption by another 6 percent. Total investments related to our zero emissions vision are still expected to reach EUR 400 million for the period 2013 to 2024. Our leading role in the green transformation of the industry was again recognised by the reception of the National Energy Globe Award by the Austrian-based ENERGY GLOBE foundation. The award recognises projects focusing on use of renewable energy, energy efficiency and sustainability, such as the mentioned propeller blades.

### Our people and safety

We continuously work to make Scandlines an even better and safer workplace. Therefore, I am pleased that the results of our annual employee engagement survey showed satisfactory progress in our engagement score. The commitment and engagement of our employees was evident during the year; participation in our recurring occupational health seminar was at an all-time-high and our volunteer initiative allowing people to move from 'desk to dock' during peak season to support colleagues in our ports during, inter alia, rush hour check-ins, was well-received.



Our constant focus on safety paid off, as our Lost Time Incident Frequency (LTIF) decreased. Furthermore, our organisation structure and safety culture were evaluated, and we will receive the gap analysis in 2024. Based on all our sustainability efforts, particularly within climate action, we are on track towards achieving our zero direct emissions vision and we have a solid foundation for implementing further initiatives to safeguard the health and safety of our people and our customers.

**Michael Goldmann Petersen**  
Interim CEO





# Focus

- 09 — Materiality assessment
- 12 — Environmental protection
- 16 — Our journey towards zero emissions
- 17 — Health & safety
- 19 — People
- 22 — Customer satisfaction
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# Materiality assessment

Our sustainability work and reporting are organised around six key focus areas based on a materiality assessment considering the analysis of our risk register, the selected SDGs, the ten principles of the UN Global Compact, and our key stakeholders.

Six key focus areas were identified in 2020 through a materiality analysis which considered the company's positive economic, environmental and social impacts and those areas where we need to mitigate any negative impact, as well as the topics of increasing importance to our stakeholders. We remain confident that we can deliver positive improvements in each of these areas. An overview of our six focus areas can be found on page 10.

In 2023, we reassessed and reconfirmed the materiality of each key focus area based on its potential and actual positive and negative impact in terms of economic, environmental, and social factors or its influence on the assessments and decisions of our stakeholders. The assessment also encompassed a consideration of the short- and long-term impacts as well as impacts based on the sectors we operate in, the products and the geographic regions. The views of external and internal stakeholders were consid-

ered in the assessment. Based on the review, it was decided to move all activities around waste management to the focus area "environmental protection".

While all six key focus areas are deemed material to Scandlines, we have placed particular emphasis on environmental protection and health & safety of all related parties in our sustainability work and this report. Based on our operations of high-frequency ferry routes in the Baltic Sea, these areas entail the highest impact and offer the most potential for ensuring a positive contribution to our surroundings.

## Stakeholders

We value our stakeholders' opinion and engage with them on a regular basis to discuss concerns, share knowledge, build stronger relations, and strengthen our sustainability efforts. Our key stakeholders were identified by assessing their

direct impact on our business as well as their exposure to any direct impact from our operations. We have also identified key stakeholders with whom we share specific sustainability objectives.

## Employees and workers

We have established safety committees and conduct work environment seminars for employees, and we cooperate with workers' councils and workers' unions on an ongoing basis to maintain and strengthen relations.

## Customers

We conduct surveys to measure customer satisfaction, and we engage with our freight customers at regular meetings and when attending conferences and congresses. Our freight customers express an increasing interest in understanding the impact on CO<sub>2</sub> emissions using Scandlines' operations.

## Investors

We engage with our investors and cover sustainability topics at scheduled and ad hoc meetings as well as through ongoing informal dialogue. Our Safety and Sustainability Committee was created in 2021 on the back of such dialogues. In 2023, our investors continued to support our sustainability efforts, including the conversion of two vessels on the Puttgarden-Rodby route to plug-in hybrid vessels, bringing Scandlines closer to achieving the zero direct emission targets.

## Vendors

We have around 1,500 vendors and stay in close contact with a wide range of them daily and conduct a number of vendor audits annually.

## Authorities and political decision makers

We regularly meet with authorities and political decision makers to coordinate around green investments and a range of other topics.

## Associations/NGOs

We are long-standing members of Green Ship of The Future, a Public Private Partnership for innovation and demonstration of technologies and methods that make shipping more environmentally friendly. We also work with associations such as the German environmental non-profit organisation "NABU" (Naturschutzbund) to further strengthen our green profile by developing sustainability initiatives.

## Communities

We collaborate with local job centres on the Danish islands of Lolland and Falster and work with German schools on and around the island of Fehmarn to recruit temporary staff, in particular. We also support the local areas by means of sponsorships of local sports clubs and school projects, among other things. Together with three partners we continue to look for investors to develop the port area in Gedser not used for transportation purposes to attract businesses and tourism.

# Our six focus areas

## Environmental protection

Scandlines' operations impact climate change due to the emissions produced by its own operations and those of its business partners and customers. Further, spills and pollution can potentially occur onshore and at sea. We are committed to protecting the environment, particularly in relation to the preservation of our marine environment. We further aim to reduce our environmental impact in other areas, such as biodiversity and other emissions. We have defined a vision of converting the group's vessels to zero direct emissions ferries and claim a position as an industry leader with a clear impact on the sector's sustainable future. We calculate our emissions and strive to find ways of reducing them. We collaborate with nature protection organisations to identify ways of reducing our impact on the biodiversity of the territories we operate, by carefully analysing our impact on all realms of nature.



## Zero emission vision

## Customer satisfaction

Our customers rely on us to provide safe and efficient transportation with fair and transparent products and services. We engage with customers and support their aspirations to travel responsibly, and we are focussed on ensuring customer retention and satisfaction by providing safe and efficient transportation combined with a varied retail and catering offering. We focus on meeting increasing customer demand for healthy food products from sustainable sources and ensuring that resources are used responsibly by recycling and reducing food waste. Further, we ensure highest levels of hygiene.



## High customer satisfaction

## Health & safety

Due to the nature of our industry, accidents impacting our employees, customers, and other related parties may potentially occur any time if precautions are not taken. The safety and well-being of our employees, workers, customers, vendors, and other stakeholders are of paramount importance to us and we are committed to do everything possible to ensure this. Our focus on safety and well-being is laid down in our Code of Conduct and Health & Safety policy, which covers physical as well as mental and emotional aspects. We comply with – and go beyond – applicable regulation and internationally recognised standards for maritime workplaces and strive to avoid all incidents.



## Zero incidents journey

## Compliance & ethics

With millions of customers and more than 1,500 vendors, Scandlines has a responsibility to ensure fair and transparent business and to protect the personal data of its employees, workers, customers and other related parties. We never compromise on our commitment to honest and ethical behaviour, and we comply with all relevant anti-bribery laws in all jurisdictions in which we do business. We maintain a comprehensive compliance program, conduct regular compliance risk assessments and training of all relevant employees via e-learning or in-person, and we have established a whistleblower hotline accessible to internal and external parties, which can be used anonymously.



## Zero tolerance of compliance violations

## People

We strive to ensure the well-being of our employees and workers. Being the principal employer in some of the regions where we operate, we have a high responsibility towards our employees and workers providing stable employment, decent work environment including equal treatment and provision of relevant education and development opportunities. We invest in successful onboarding and functional training of our employees during their employment with Scandlines. We educate apprentices, conduct annual appraisal discussions, and aim to ensure high employee satisfaction levels by providing a great and inclusive working environment in terms of career development opportunities, diversity, and integration.



## High employee satisfaction

## Healthy supply chain

With more than 1,500 vendors, Scandlines has a responsibility to ensure fair competition and contracts, which consider environmental principles, ensure the health and safety of workers and employees of vendors, and ensure that human rights principles are adhered to. We treat all vendors with respect and adhere to principles of diversity and anti-discrimination, and we strive to properly manage potential conflicts of interest. We have high requirements for our vendors and expect them to sign our Vendor Code of Conduct, which includes the principles set out in the UN Global Compact. On a regular basis, we conduct reviews and audits considering, among other things, modern slavery.



## Respect for all vendors





# The Futura of sailing

Our new direct emissions free freight ferry was constructed at Cemre Shipyard in Turkey in 2022-2023 and launched in November 2023 before being moored at the outfitting quay for the remaining work to be completed ahead of deployment on the Puttgarden-Rødby route in second half of 2024. The total investment is 80 MEUR including terminal modifications.

The ferry – aptly named E/V Futura with input from our employees – represents the future of ferry operations and will carry the world’s largest lithium-ion battery bank to date. It will be charged with renewable electricity. We conducted a full Life Cycle Assessment (LCA) for the vessel early in the process together with the Danish environmental engineering firm ReFlow, who developed a digital climate twin of the Futura for this purpose. Thanks to her digital twin – a first in the industry – we are able to model and fully assess the environmental impact of any future changes on the vessel.

After being deployed in the second half of 2024, the ferry will have capacity to transport 66 freight units and 140 passengers across the Fehmarn Belt in 70 minutes direct emissions free and in 45 minutes as a hybrid ferry. Depending on its deployment, the total freight capacity on the route can be increased by up to 23 percent.

To ensure compatibility with the new ferry in Rødby, the 50 kV/25 MW power cable installed in 2019 was extended by 1.2 kilometres and a transformer, control and switch gear equipment as well as a new ferry charger tower was installed. We are also investing in a 12 kilometer long 30 kV/15 MW power cable including transformer and charging station in Puttgarden to reduce the charging time from 17 minutes to just 12 minutes in each port by 2025 and to allow the ferry to cover the 18.5 km distance in 45 minutes fully operating on electricity, with zero direct emissions\*.

In 2023, a stronger ramp sustaining lorries was set up at a berth in Rødby Port. The same is done in Puttgarden Port in 2024. They allow that E/F Futura can carry lorries on both decks as opposed to the other ferries on route.



\*Direct (scope 1) emissions occur when fuel oil is burnt during the operation of the ferry.



## Policy

Our Code of Conduct and the group ESG policy specify Scandlines' commitment to protecting the environment, particularly relating to preserving our marine environment.

Our ESG policy presents our strategic goal of leading the environmental change in the Baltic Sea by reducing emissions and realising our vision of zero direct emission ferries. We are furthermore focused on reducing energy consumption, the use of chemicals and waste, while simultaneously improving our waste segregation.

Our Code of Conduct and the ESG policy are available to all employees.

# Environmental protection



In 2023, we made significant progress and continued investing in our fleet and operations to realise our zero direct emissions vision.

## Activities and results

The conversion of our fleet to zero direct emissions ferries continued in 2023 as we drew on our experience in pioneering hybrid ferries and establishing the largest hybrid ferry fleet in operation.

Teams in our operations continue to share knowledge about the ferries and created best practices on how to manoeuvre and navigate them in an as energy efficient way as possible. We trained our officers in our own Puttgarden-based simulator and followed up on 'Ships and Harbours' meetings, where propulsion energy and hotel load energy are benchmarked. We did our utmost to be efficient in loading/unloading the port operations which lead to energy savings at sea, so-called slow steaming. Our Energy Management

System collects data from different energy users and instruments on board and can be accessed whenever needed via our reporting tool.

### Preparing for E/F Futura

In 2021, we ordered a zero direct emission freight ferry to be commissioned on the Puttgarden-Rødby route in 2024. The construction progressed as planned. See further information on page 11.

### Further energy savings on Rostock-Gedser

On the Rostock-Gedser route, new propeller blades were installed on the M/V Copenhagen and M/V Berlin vessels. These smaller propeller blades optimise the use of energy and reduce



Scandlines received the National Energy Globe Award for optimising the Rostock-Gedser ferries by installing new, smaller propeller blades. The jury stated that, "The project not only achieved notable energy and emission reductions but also reduced vibrations and the risk of damage, showcasing Scandlines' commitment to eco-friendly maritime transportation." The award is presented annually in over 180 countries by the non-profit ENERGY GLOBE Foundation.

vibrations which lowers the required propulsion energy by 11 percent and the overall energy by six percent), thus reducing emissions. Additionally, and as a pilot test, flow control valves were installed on the cooling system in the engine room of the M/V Copenhagen to optimise the performance of the cooling pump.

### Improving emissions overview and accuracy

We have reduced our scope 1 emissions by 12.6 percent per trip in 2023 compared to our baseline year 2019, saving 18,819 tonnes of CO<sub>2</sub>e, had we sailed the same number of trips. This is an improvement of 3.8 percent compared to 2022. Overall scope 1 emissions from bunker fuel have remained stable (-0.2 percent) compared to 2022.



This is due to an increase of trips sailed but also a change of bunker fuel type. Considering direct (scope 1) as well as indirect emissions (Scope 3) from bunker fuel, a reduction of 7.2 percent, equivalent to 11,011 tonnes CO<sub>2</sub>e, could be observed.

We continued to improve transparency to our operations through our greenhouse gas emissions reduction and work to improve data to accurately track progress. In 2023, we implemented a platform, which allows us to keep track of our sustainability data in a single place while automating and simplifying the data collection and interdepartmental cooperation.

In 2023, we continued our efforts to improve our scope 3 emissions inventory through dialogues with our main vendors to get actual product emissions data for our purchased goods and services. We recalculated our indirect emissions regarding employee commute based on an updated methodology, which gives us insights into possible incentives to lower our indirect emissions. As an example, a bike-leasing scheme for German employees was introduced early 2023, and by year-end 98 bike-leasing contracts were entered.

We continued to offset business flight trips via atmosfair, a German non-profit organisation, which actively contributes to CO<sub>2</sub> emission mitigation.

LED lighting is gradually introduced in the ports of Rødby and Gedser in order to save energy.

### Electric cars

The electrification of our car fleet continued with increasing the share of electric and hybrid cars to 39 percent in the overall car fleet. The number of electric cars increased in the ports of Puttgarden, Rostock and Rødby for transportation within the ports. The new cars have stronger engines than the previous diesel cars and a stronger performance when bringing provisions to the ferries or picking up their waste, etc. They use 100 percent renewable electricity when they charge at our facilities.

### Collaboration with NGO

In parallel with our own investments and activities, we continued our long-term cooperation with the German environmental non-profit organisation NABU focusing on the decarbonisation of all business-related activities, underwater noise reduction and other initiatives. In 2023, we added business-related biodiversity impacts to our joint

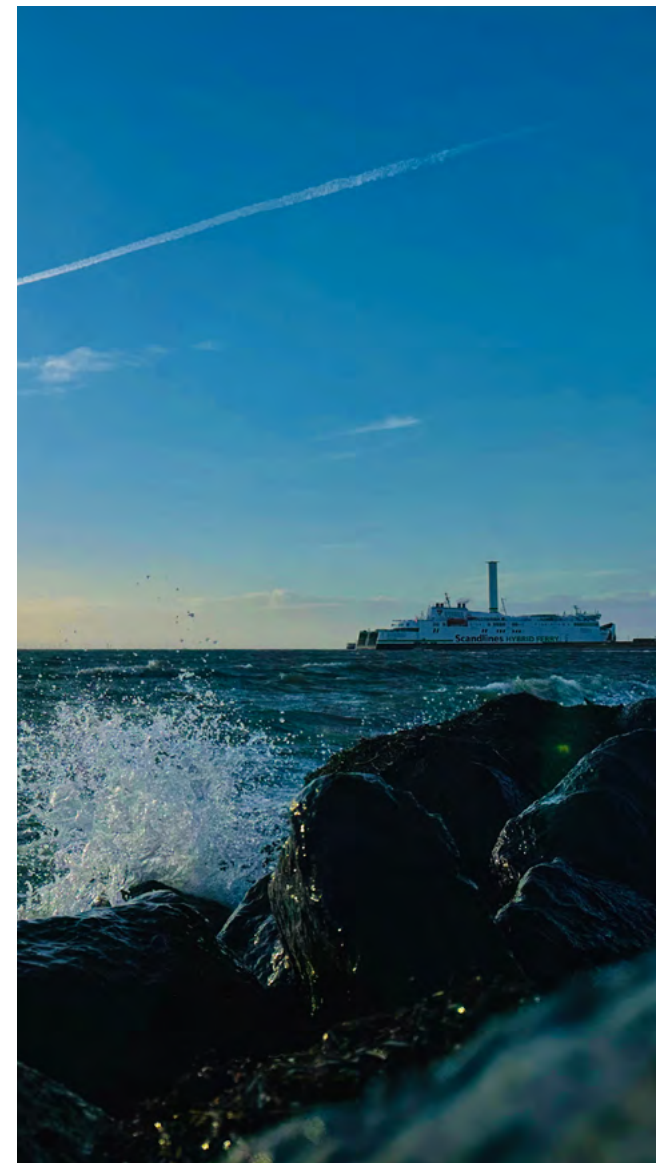
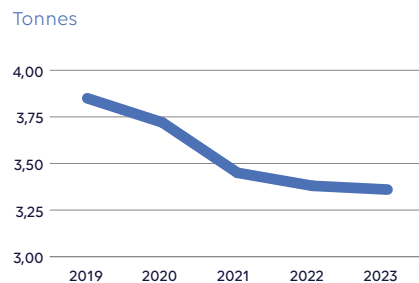
activities as we started to develop a company-wide biodiversity approach.

### Waste focus maintained

We strive to reduce waste generated across our business areas as the operation of vessels and ports generates waste relating to – among other things – replacement of spare parts, maintenance of green areas and construction work. Our customers generate waste in the ports and on board our vessels from which sewage needs to be discharged. Our shops mainly produce packaging waste, whilst the restaurants principally produce food waste. Some office waste is produced in the administrative areas. We maintain our focus on appropriate waste management ensuring that no waste is discharged in the Baltic Sea but instead disposed of by certified third parties.

The amount of waste generated increased in 2023 due to construction in the ports in preparation for the arrival of E/V Futura and the inclusion of a new waste category of waste oil from the vessels. Discounting the newly included waste oil category, waste sorting remained relatively constant in 2023 compared to previous years despite the increase in customers. We continued our projects onshore and on board to reduce food waste. Since 2020, we have worked to reduce food waste in our restaurants. On the Puttgarden-Rødby route we

### CO<sub>2</sub>e emissions per trip



introduced a kitchen concept with a mix of made-to-order and buffet of both vegetarian and healthy meals. We now measure food waste in all outlets on all ferries including the crew mess. In addition, we measure food production waste on four of our ferries and plan to do it on all.

### Cleaning

We maintained our high levels of chemical-free cleaning in both countries which we achieved through our initiatives in the last years. In our harbours, we use steam-weed removers instead of chemical pesticides. We continuously monitor the market for biodegradable cleaning alternatives and are also in close contact with our vendors to test innovative alternatives for their feasibility.

### Outlook

Our new zero direct emissions ferry is expected to be put into operation in the second half of 2024. Preparations in the ports of Puttgarden and Rødby continue. See further information on page 11.

Late 2023, it was decided to further electrify two of our hybrid ferries on the Puttgarden-Rødby route. By converting the two vessels to plug-in ferries they can charge at least 80 percent of the energy needed for crossing while in port. The bigger power storage systems as well as charging equipment and solar panels needed will be installed on the vessels end-2024 and

2025. We expect to sign relevant contracts in the beginning of 2024 with conversion start by the end of the year.

We will continue investigating alternative fuels for the Rostock-Gedser ferries as well as new energy storage solutions. Currently we are in dialogue with our business partners about the potential of converting the diesel engines to run on e-methanol.

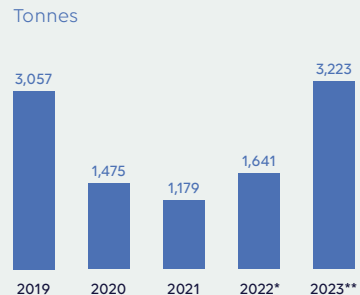
We plan to run a pilot project to test the auto crossing functionality on one ferry on the Puttgarden-Rødby route. This function, where the vessel automatically identifies the optimum sailing route, will increase safety on the route

as the pilot and co-pilot have more time for safety considerations and it is expected to save 3 percent of the propulsion energy.

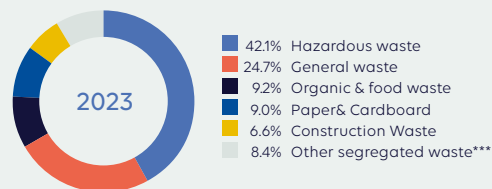
We will continue electrifying our car fleet and explore options to reduce emissions from employee commuting. We will also continue our efforts to further reduce the use of chemicals and work with our partners to improving processes and implementing more environmental-friendly products.

The development of a company biodiversity strategy, and setting biodiversity-related targets, in collaboration with internal and external stakeholders will progress.

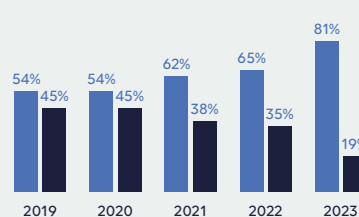
### Waste volumes



### Waste fractions



### Waste treatment



\* Excluding waste from construction of the new ferry and the disposal of a ferry in this and the following years.  
 \*\* Excluding waste from construction of the new ferry. Further, waste oil from the vessels was newly included as a waste type in 2023 as we were previously unable to calculate the amount. Waste oil (1,325 metric tonnes) makes up 97.6 percent of the hazardous waste and is recycled in its entirety. It makes up 51 percent of all recycled waste.  
 \*\*\* each < 5%

■ Recycling ■ Combustion  
 Shares <1% are excluded.

### → KPIs

- CO<sub>2</sub>e emissions (scope 1, 2 & 3)
- CO<sub>2</sub>e emissions per trip (t/trip)
- Electricity consumption onshore (MWh)
- Share of renewable energy onshore (%)
- Environmental accidents/violations (#)
- Share of electric/hybrid cars in fleet (%)
- Charging stations for electric cars (#)
- Waste volumes (tonnes)
- Waste fractions (%)
- Waste treatment
- Non-segregated waste share (%)





# Scandlines electrifies Fehmarn Belt

Scandlines has taken the next big step towards operating the Puttgarden-Rødby without direct emissions by 2030 by converting two of the four passenger ferries on the route into plug-in ferries. Once converted, the two ferries will be able to charge green power in both harbours, and on average the batteries of the ferries will be charged in 12 minutes with at least 80 percent of the energy needed for a crossing.

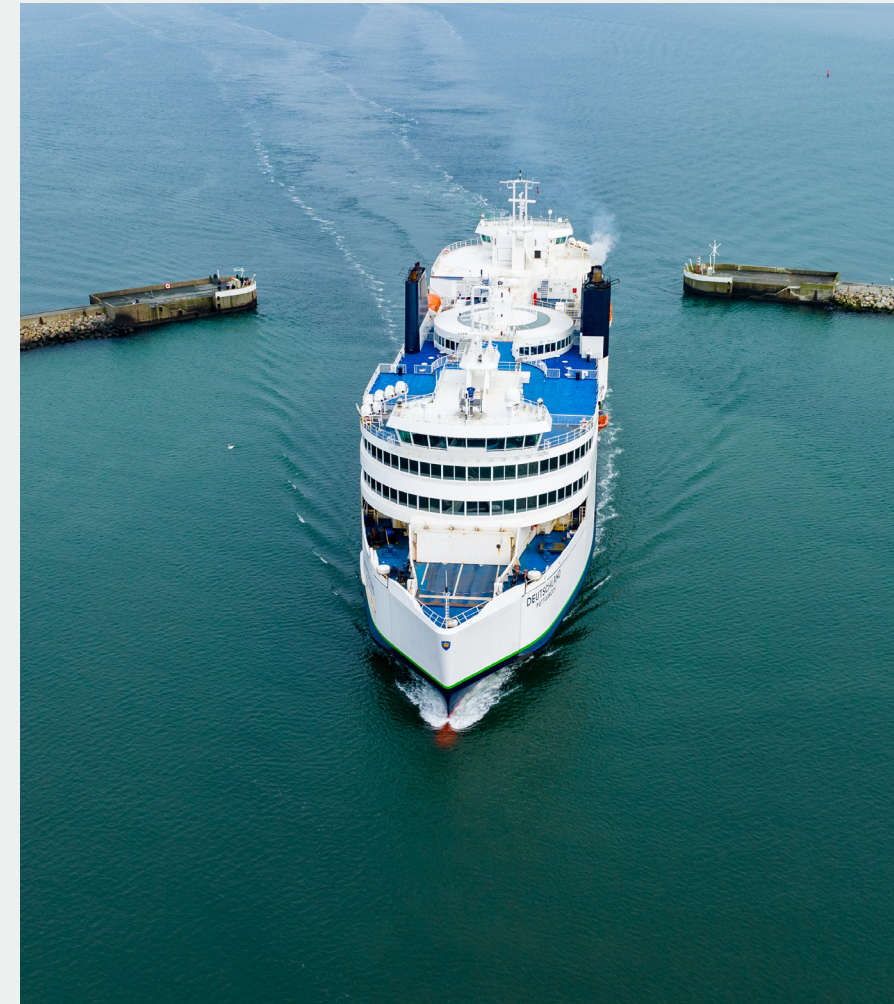
In harbour, the two plug-in ferries will utilise the same charging equipment which is being installed to accommodate the new zero direct emissions ferry Futura (for more information please refer to page 11). Onboard the two converted ferries, Scandlines will invest in 10 MWh energy storage systems, charging facilities and solar panels.

The total investment in electrification of the Fehmarn Belt ferries amounts to EUR 31 million. The project has been awarded financial support from the German Ministry of Transport as part of a funding programme covering sustainable modernisation of coastal vessels to reduce emissions, covering a part of the conversion costs.

Scandlines will sign a contract on the conversion by mid-2024 and subject to the final delivery time of equipment, the two ferries will be converted during 2025. This step forms a competitive and sustainable foundation for Scandlines ahead of the planned opening of the Fehmarn Belt fixed link.

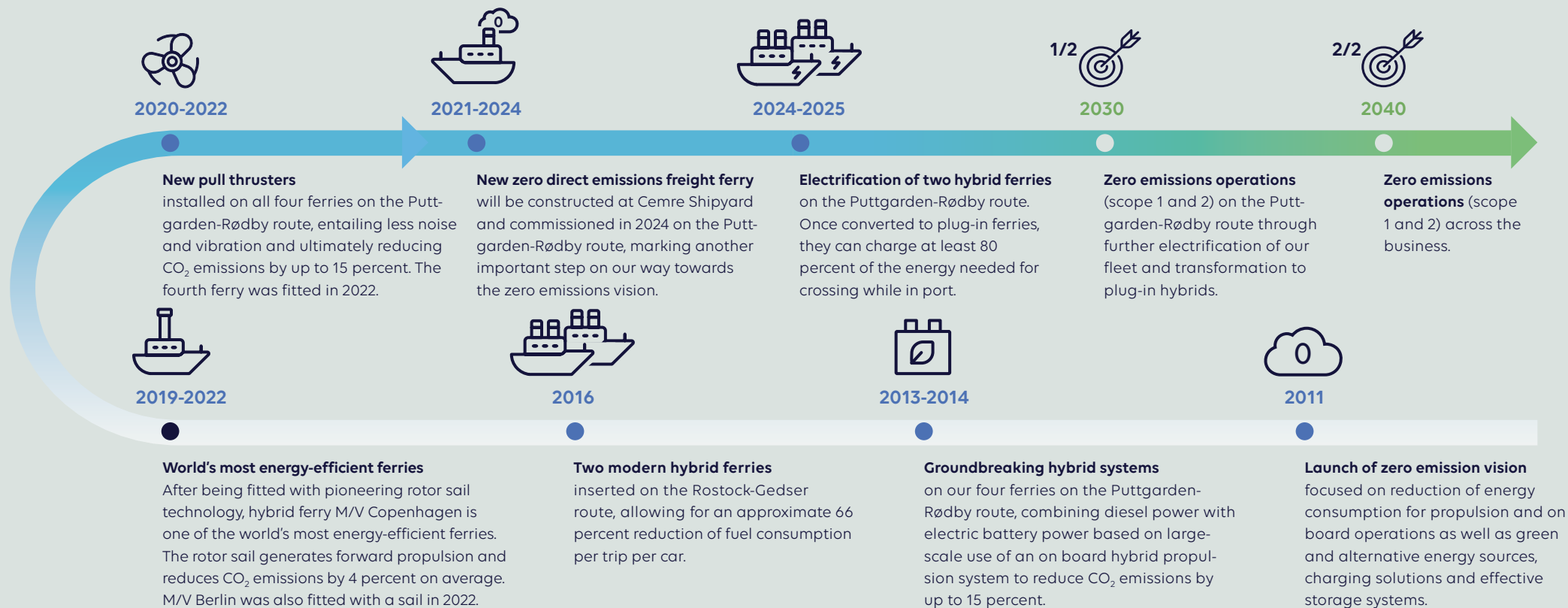


**Nachhaltige  
Modernisierung von  
Küstenschiffen**

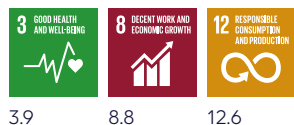


# Our journey towards zero emissions

We have committed to transform our business to zero direct emissions by 2040 - with our route on Puttgarden-Rødby to be free of direct emissions as early as 2030. We aim to exceed the ambitions of a 1.5°C scenario to fight global warming and lead the transformation to climate-neutral operations. Our expected green investments of around EUR 400 million between 2013-2024 further remove direct scope 1 and 2 emissions and drive technological advances to future-proof our position as a true pioneer in green ferry operations.



# Health & safety



In 2023, we continued investing in the safety and wellbeing of all stakeholders. External input and internal initiatives emphasised a strong safety performance with a focus on preventative actions.

## Activities and results

### Fleet Compliance

In 2023, our fleet passed all audits conducted by the maritime authorities, and it was compliant with the demands of national and international maritime regulations, including the International Safety Management Code (SMS). Our classification society, Lloyd’s Register, continuously maintains oversight of our ferries to ensure that all statutory rules and regulations are observed and that maintenance procedures are performed and documented accurately.

### Reduced injury frequencies

Overall, during 2023, the Lost Time Incident Frequency (LTIF) decreased by 22.3 percent from 2022 with final value of 9.75. On our journey towards a proactive safety culture strategy, we have aligned, updated, and integrated all risk assessments as one of our basic tools, in the effort to act prevention-based on the most likely accidents.

We acknowledge that newly hired employees are more exposed to work-related injuries than the more experienced colleagues are. This provides us with an important understanding that safety is directly linked to onboarding and staffing strategies. To accommodate this, we had the health and safety seminar prior to peak season whereas an upgrading of the onboarding program with a focus on safety related topics is prepared to be implemented in the next pre-peak season.

As a result of the risk assessment process, we have been able to identify not only seniority as a factor on injury frequencies but also some work areas and tasks, such as delivering goods to the ferry, which present a higher potential risk of accidents due to time pressure. We therefore focus on ergonomics as a theme and on Retail and Catering as departments, as we

have seen that the biggest number of incidents originating from there.

The state of safety is consistently monitored and analysed in cooperation with insurance companies and authorities based on the reports received via our General Notice System (GNS).

### Building and strengthening the safety culture

In addition to legal requirements, we continued to perform Maritime Crew Resource Management (MCRM) training to build awareness of safety issues and culture among our officers.

The construction of the Fehmarn Belt tunnel entails increased traffic on the Puttgarden-Rødby route. As a key stakeholder due to our continuous travel through the corridor, we provide input to the ongoing operational procedures. Further, we participate in operational and maritime committees with all involved parties to ensure a continued high level of safety for our customers and employees.

Our crewmembers conducted weekly and monthly safety drills and tested equipment in accordance with requirements, and we advanced on our crisis management plan and training exercises.



## Policy

Our commitment to ensuring the safety and well-being of our employees, customers, vendors, and other stakeholders is laid down in our Code of Conduct, ESG policy and health & safety policy. We comply with – and go beyond – applicable regulation and internationally recognised standards for maritime and land-based workplaces and actively strive to prevent incidents.

Our Code of Conduct and policies cover physical safety and well-being as well as mental and emotional aspects. We encourage employees to balance work and private life with a view to provide a healthy work environment for all.

The Code of Conduct, ESG policy and health & safety policy are available to all employees.





We aim for a strong safety culture present in everyday work-life. For this purpose, we started a “safety awareness” program in 2023 with the purpose of aligning the safety standards for all employees and to generate a shared understanding of everyone’s responsibility for a safe workplace. We will continue to shape this program to a point where it is fully implemented as an integral part of each role.

### Safety dialogues expanded

In 2022, the HSEQ department launched ‘safety dialogues’, to increase knowledge and awareness of safety in everyday life. The safety dialogues are short conversations about safety initiated by managers to make it easy and natural to address safety issues. This initiative was extended to include all employees in 2023. Access to make safety dialogues was simplified and integrated on our new ‘Safety First’ page on the intranet, where also all safety related information can be easily accessed and tracked. In 2023, each of our leaders conducted on average 20 safety dialogues. We aim for a rate of 24 safety dialogues per manager in 2024.

### Organisational structure

We constantly work to align and streamline our safety performance and aspire to meet the same high level of safety awareness throughout the organisation. Safety boards from all parts of the organisation continued collaborating with HSEQ professionals on risk assessments, incident analysis and new initiatives. To strengthen

our quality systems, we hired an administration specialist to update and optimise our SMS.

An external consultant has assessed our organisational structure as well as our safety culture and the outcome is a gap analysis presented early 2024, which will help to highlight focus areas for upcoming initiatives.

### Monitoring and best practices

Our focus on leading indicators and preventive safety activities includes all parts of the organisation to incorporate safety-related aspects already in the planning phase. It means that new equipment and processes must be risk assessed before use and that vendors’ safety performances are considered before signing contracts.

### Improving marine evacuation system

Over the past few years, we have invested in a Marine Evacuation System (MES) for the German ferries operating on the Fehmarn Belt to improve safety on board. We continuously conducted training and formalisation, and on the Rostock-Gedser route, we optimised the safety at our MES training facility, with support from the manufacturer. The system design has been improved, and instructors’ skills were strengthened.

### Yearly health and safety seminar

The physical and mental health of our employees is of utmost importance. Our annual health and safety seminar focused on mental

health and safety awareness. The seminar in Denmark was conducted pre-peak season, to enhance the focus on safety before season workers join our crews. The numbers of participants at the seminar in Denmark has never been higher. On the German side, the seminar was conducted after peak season, and included a sleep workshop. The Danish safety organisation also joined a national H&S seminar hosted by the organisation Danish Industry for knowledge sharing.

### Outlook

We will ensure continued compliance with all national and international regulations in our maritime and land-based activities, expecting to pass all audits and spot checks conducted by authorities in 2024.

We aim to further reduce the LTIF and continue the journey towards zero incidents. After the receipt of our safety culture and organisational structure gap analysis, we will thoroughly study the results and implement improvement measures.

Our procedures and training are of key importance. In addition, incident reporting will be further systemised to identify trends and share learnings. Further, we have defined a set of leading indicators to track and follow the progress in the preventive work, such as a new reporting tool for unsafe conditions, improved



safety training for supervisors and team leaders and routine-based area inspections.

We aim to install safety points on the terminal in Rødby, where aid supplies are gathered and easily accessible for both employees and customers. A general update on our crisis management procedures must be done in close cooperation with the local authorities.

### → KPIs

- Lost Time Incident Frequency (LTIF)
- Passenger injuries (per million pax)
- Fatalities (#)
- Safety Dialogues



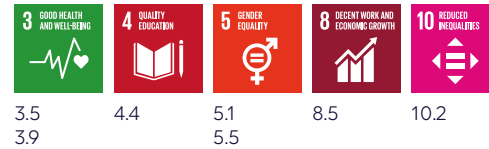
## Policy

We believe that a diverse workforce makes our business and our community more vibrant and successful. This is why we are committed to providing a good working environment where we show mutual respect and adhere to principles of diversity and anti-discrimination as specified in our Code of Conduct, the ESG policy, our well-being and mental health policy, and our policy on gender.

In line with our policies, we adhere to all human rights and relevant labour laws. We take a zero tolerance approach to bullying, harassment, discriminatory practices and any behaviour that threatens or intimidates a person based on their ethnicity, religion, gender, beliefs or sexuality. All employees are compensated and offered development opportunities based on qualifications, performance and ethical conduct to ensure a fair and transparent working environment.

The Code of Conduct, ESG policy, well-being and mental health policy, and the policy on gender equality are available to all employees.

# People



We maintained our focus on the well-being of our people and conducted another employee engagement survey with an aim to identify areas for further development.

## Activities and results

In 2023, we employed an average of 1,593 employees (headcount) equivalent to 1,453 full-time employees (FTEs) against 1,391 FTEs in 2022. 623 of our employees worked on shore, and 830 at sea.

### Training and development initiatives

We provide and require mandatory technical and nautical training for relevant employee groups to ensure that their skills are maintained and updated. The functional training of our employees continued in 2023. Further, all full-time employees were invited for an annual appraisal discussion. We consider such activities a key step in our work to ensure high performance and employee satisfaction.

We continued our trainee program with three new participants (2022: 15). In 2023, six trainees successfully completed their professional education. Our collaboration with educational institutions to promote the transportation sector was maintained; for example, with firefighter trainees and with Copenhagen School of Marine Engineering and Technology where engineers are introduced to Scandlines. This cooperation has been in place for several years, and around 1,000 students have already visited Scandlines again this year.

At the end of August we opened an office in the new Svendborg Maritime Erhvervspark, Denmark, which allows us to be closer to the educational

facilities for the future dual officers at SIMAC (Svendborg International Maritime Academy) and increase our visibility towards future employees.

### Improved employee engagement score

In 2023, we repeated our employee engagement survey; Our Scandlines – Employee Survey 2023. The outcome was an engagement score of 3.52 out of 5, an increase of 0.20 on the previous survey. The result is a testimony to the efforts made by managers and employees across Scandlines, to improve engagement and commitment to our company.

The survey revolved around topics such as engagement and motivation, development, support from management, recognition, harassment, safety and communication. The participation rate remained stable at 68 percent (2022: 72 percent) although the survey period was shorter and the timing was close to the previous survey. Based on the results, all departments have identified their primary improvement areas. The overall results were shared with our shareholders.

### Diversity

In 2023, we expanded our diversity approach to also comprise Inclusion, Equity, and Belonging. The purpose is ensure a diverse and inclusive work environment for all employees, despite location, position, gender identity, nationality, political orientation, religion, sexual orientation, age, disabilities, or educational background etc.



In 2023, the proportion of women at managerial levels decreased slightly to 29.4 percent (2022: 29.9 percent). We wish to improve gender diversity over time and to further nurture the environment to increase the number of women in management. Our policy on gender equality in other management positions aims to increase the share of women and was updated in 2023 to include the new diversity approach. It may be found on our website.

We are dedicated to promoting diversity, and we signed the charter on women in shipping launched by Danish Shipping in early 2020. We work to ensure equal conditions for female candidates for leadership positions. We always hire the best candidate for the job and maintained our practice of considering our commitment to gender diversity during the year.

### Emphasising mental health

Employees need a good work-life balance to perform at their best and finding the right balance can sometimes be a challenge. In 2023, we implemented a well-being and mental health policy for all employees. The purpose is to promote the importance of a good mental health, and to give employees and managers the best frames to act responsibly in sensitive situations, such as stress reactions.

Additionally, Scandlines employees in Germany can sign up to a company sports- and fitness subscription which gives them unlimited access to gyms, pools, fitness courses and other

health-improving activities all over the country. Apart from a small monthly fee, the costs are paid by the company. At the end of-2023, 91 employees were using this offer.

### Code of Conduct

Our Code of Conduct was updated to include our policies and values on ESG, human rights, and cyber security.

### Local activities

We remained engaged in the local areas where we operate and where most of our employees live. This includes sponsorships with local sports clubs and school projects. Again, we sponsored the relay in Maribo Sydhavsstafet 2023, where 120 Scandlines employees participated. We also participated in the DHL relay in Copenhagen with 60 people and in Rostock with five teams.

## Outlook

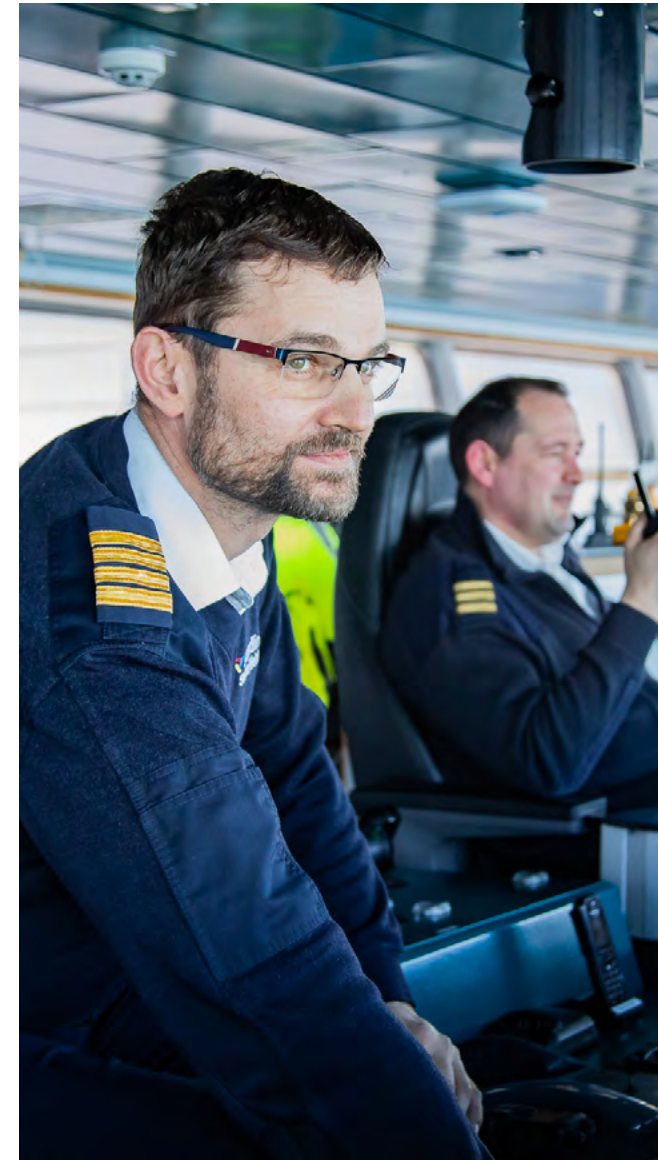
We will continue the collation and implementation of actions based on the employee engagement survey results to develop a people vision, strategy and long-term people goals.

As a part of the people strategy for 2024, we will also launch leadership training for all people managers.

Further, we will implement activities in line with the updated diversity approach, to ensure a diverse and inclusive work environment for all Scandlines' employees.

### → KPIs

- Apprentices started (#)
- Apprentices completed training (#)
- Gender splits (%)
- Employee engagement survey
- Contributions to community projects and associations supporting our ESG initiatives (tEUR)







# Helping hands during high season

During high seasons, such as the summer holidays and the autumn break, every Scandlines employee is required on deck, so to speak. In 2023, we launched an internal volunteering 'helping hand' initiative, encouraging colleagues move to from 'desk to dock' for a day to support their colleagues working in the ports.

By adding more personnel to e.g. check-ins during rush hours, our passengers experience a smoother journey and a pleasant start to their vacation. At the same time, our employees who are usually not in the field gain valuable insights to key elements of our business, and it strengthens our common culture and communication across the organisation. Our senior management was leading by example by spending days in the ports facilitating check-in for a number of customers. In total, 57 colleagues moved from 'desk to dock' and with the aim that even more colleagues will participate in 2024.

**"It was both fun and educational to help Scandlines' many customers through the payment system and see how happy they were with a helping hand or small greeting. However, it was especially nice to be able to help my colleagues in the harbour on a busy day."**

Bettina Rohrhuber, Communications Specialist



# Customer satisfaction



In 2023, we saw a surge in the volume of leisure customers, and we offered high sailing frequency to fully accommodate the demand. We expanded our offering to improve leisure and freight customers' satisfaction.

## Activities and results

### Stable customer satisfaction score

We measure customer satisfaction using the Net Promoter Score (NPS) method, and performance was stable at +55 compared to +52 in 2022. NPS is an absolute number between -100 and +100 calculated as the percentage of Promoters minus the percentage of Detractors. According to the industry benchmark, a NPS of +50 or more is good. Further, we conducted monthly surveys on Danish and Swedish customers to better understand travel patterns and needs of our customers, and thereby improve our strategy.

Scandlines remained the best ferry operator and among the most sustainable brands according

to Danish consumers in the annual Sustainable Brand index, which measures consumer perception of how sustainable brands are. We were ranked 110 of 253 Danish brands and the best ranked among other ferry operators.

### CO<sub>2</sub> calculation tool for freight customers

Many of our freight customers are required to document the CO<sub>2</sub> footprint of their entire transport chain. To facilitate this task, we released a CO<sub>2</sub> calculator on our freight website. This in-house development enables freight customers to calculate the average CO<sub>2</sub> emission in kg per transport on our routes, including transit prod-

ucts. The methodology and data source may be found on the website.

### Sustainable food and top hygiene

The coffee served on all vessels under our own brands is organic and Fairtrade since 2022. As of 2023, the fish for our Fish&Fries meal on the vessels is MSC labelled. Furthermore, the Danish Veterinary and Food Administration granted Scandlines again the highest inspection report result for hygiene, and the German authority complimented the standard on our German vessels.



## Policy

We are focused on ensuring customer retention and satisfaction by providing safe, efficient and environmentally friendly transportation combined with a varied retail and catering offering.

This commitment is outlined in our Code of Conduct and ESG policy, which are available to all employees.



### Launch of low price ticket

We constantly look to adapt our prices and products to suit the market and customer expectations. This year, we introduced an off-peak ticket valid on departures with less traffic to customers who are flexible in terms of departure time – an initiative which was well-received.

### Development of Smartport solution

Scandlines has engaged with an external vendor to implement a digital SmartPort solution to automate check-in on the Puttgarden-Rødby route during 2024. Fundamental changes to our terminal layouts were required, and as a result the capacity of the terminals was increased. The lane metres were increased by 65 percent in Rødby and 22 percent in Puttgarden.

When launched, the SmartPort solution will deliver a more enjoyable and efficient check-in experience for customers with online bookings, better solutions for customer self-service and improved utilisation of port capacity in terms of traffic flow. Furthermore, these optimisations will reduce emissions from vehicles waiting for check-in.

## Outlook

We will continue ensuring safe and efficient transportation for our customers and expect to launch the SmartPort solution for automated check-in during the first half of 2024 in Puttgarden and Rødby.

We promote ferries as an example of “shared economy”, transporting vehicles on a common platform while their propulsion rests climate neutral. As we continue towards our zero direct emissions vision, this becomes an increasingly strong competitive advantage.

Our dialogues with suppliers to increase the share of sustainably certified food products continue.

We will – in collaboration with three partners – engage in developing the part of the port in Gedser not used for transportation purposes. The development plan is in place, and we are searching for investors to head business and tourism activities, respecting existing buildings and the local community.

### → KPIs

- Net Promoter Score





# Compliance & ethics



12.6 16.5

In 2023, we continued focussing on compliance and ethical business behaviour, on training our employees and on raising awareness across the organisation.

## Activities and results

In 2023, we upheld our comprehensive compliance program, as potential non-compliance with relevant rules and regulations may have a significant detrimental impact on our business, financial performance, and reputation. We remained committed to work against corruption in all its forms, including extortion and bribery. We upheld a zero-tolerance approach to any compliance violation, including violations of anti-bribery and corruption legislation. Further, we maintained a strong focus on the protection of the personal data of our employees and customers. We conducted regular compliance risk assessments across the organisation to address relevant compliance risks, including risks related to corruption, and to ensure awareness of any regulatory changes. In 2023, we received no substantiated complaints on breaches of

customer privacy, nor did we identify any reportable leak, theft, or loss of customer data, to be investigated by the respective authorities. We sought advice from the Danish Data Protection Authority on one matter but the question was not taken up for any further investigation.

### Compliance documents and procedures maintained

We upheld and communicated our compliance-related policies and procedures, including those on anti-corruption, to all relevant parties, comprising the governance body members, employees, and business partners. As described below, we have mechanisms in place to allow any stakeholder to seek advice on implementing our policies and practices for responsible business conduct and to raise concerns about Scandlines' busi-

ness conduct. In 2023, there were no instances of non-compliance with laws and regulations reportable to authorities.

Invitations were sent to all relevant employees for regular training sessions on compliance, data protection and other topics, mainly via e-learning. The completion rates for these e-learning were at an acceptable level with completion rates of 87.1 percent for compliance and 84.4 percent for data protection.

External representatives of the Supervisory Board had their own training programs and confirmed their training to us.

We continued conducting compliance controls and reviews to ensure our compliance with rules, regulations, and internal instructions.

### Procedures for critical concerns

Critical concerns can be raised via different processes and are communicated to our Supervisory Board. All managers can report concerns in a structured enterprise risk management process, which is directly shared with the Management Board and the Supervisory Board, as well as its sub-committees, where applicable. Moreover, Scandlines maintains a whistleblower system, where all internal and external stakeholders can report any serious misconduct or concern about unethical or unlawful behaviour. In addition,



## Policy

Our Code of Conduct and Gifts, Business Invitations, Reimbursement of Expenses and Hospitality policy outline our commitment to ensuring ethical and honest behaviour, show mutual respect and adhere to principles of diversity and anti-discrimination as well as properly managing potential conflicts of interest.

The Code of Conduct and the Gifts, Business Invitations, Reimbursement of Expenses and Hospitality policy are available to all employees.

an e-mail address to our compliance function is available for all internal and external stakeholders. Reports to the whistleblower system can be filed personally or anonymously to an external law firm. Three reports were filed in 2023 and handled according to the respective procedures. However, the investigations could not materialise the matters raised for two of them. The investigation for the third case was not yet finalised in the reporting year 2023, however, by January 2024 the matter has also been closed as a stand-alone item without having resulted in structural concerns. Critical concerns detected through internal and external audits can also be communicated directly to the Supervisory Board. Finally, the general compliance reporting to the Supervisory Board or its committees also comprises data protection items. In 2023, three critical, though neither material nor reportable, concerns were raised, all related to potential infringements of Code of Conduct principles.

Scandlines intends, at all times, to avoid, or at least to minimise, any relevant negative impact. Particularly around environment, we seek to obtain knowledge and support by cooperating with local organisations to drive impact. However, should any negative impact be identified by a stakeholder, Scandlines underlies all local statutory grievance mechanisms, e.g., the EU customer complaints system, local data and consumer protection authorities, complaints boards such as the Danish Shipowners' Association complaints board, unions, national and EU court systems, and labour tribunals. Anonymity,

access, third party representation and process of investigation vary depending on the grievance mechanism applicable and chosen.

Given customers are our most relevant stakeholders in quantity – and our principal type of grievances is customer complaints – a dedicated customer service centre is established, handling all customer related requests directly addressed to us. Additionally, customer complaints can be filed with the mandatory national and EU customer complaints boards. Where applicable and demanded, information about the grievance mechanisms is given for example on our website, alternatively many of the grievance bodies have websites with the relevant information. Due to mandatory establishment and design of (public) grievance mechanisms, Scandlines' stakeholders do not participate in the design, review, operation, and improvement of such mechanisms. As soon as grievances are addressed to Scandlines, they are – depending on the severity – treated by the relevant line of command, who will report either via the compliance function/internal audit function or directly to the Supervisory Board. In line with our prior commitment, we have updated our Modern Slavery Act statement in 2023, which is implemented throughout the value chain via our Vendor Code of Conduct.

### Data ethics policy

Our data ethics policy is evaluated on an annual basis and available [here](#). It was assessed that a significant update was not necessary during 2023. The data ethics policy is a supplement to

our GDPR policies and data protection statements. The data ethics policy is relevant in scenarios requiring thoughtful and responsible decision-making where existing laws and regulations do not necessarily provide clear ethical guidance. This can include, but is not limited to, large-scale use of non-personal data, technological development and evolving risks.

The policy describes the fundamentals regarding the handling of data for Scandlines as well as the applied security measures. For example, we will only disclose data to authorities if required according to legislation and authority decisions. Further, we will only apply machine learning, artificial intelligence, and the use of algorithms to improve services to customers, and to boost openness and transparency about Scandlines' activities and social impact. An internal organisation has been set up to ensure implementation and training of relevant employees. Furthermore, mechanisms for reporting of non-compliance are described. The policy is anchored within Scandlines' Data Protection Committee.

### Outlook

We will continue all compliance and ethics initiatives and maintain the whistleblower hotline.

In addition, we will renew our e-learning to maintain relevance for and interest of participants.





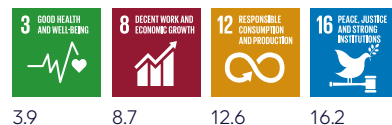
## Policy

Our Code of Conduct and ESG policy describe our commitment to ensuring ethical and honest behaviour, show mutual respect and adhere to principles of diversity and anti-discrimination as well as conducting our contracting and procurement practices in a fair and transparent manner.

This commitment extends to our vendors as it is integrated in our Vendor Code of Conduct, which is also based on the principles set out in the UN Global Compact; including for example our expectation that business partners respect human rights, refrain from using child or forced labour and respect national laws and regulations.

The Code of Conduct and the ESG policy are available to all employees. The Vendor Code of Conduct is distributed to all vendors.

# Healthy supply chain



We continued to ensure compliance and promote sound business conduct throughout our supply chain by actively engaging with our vendors and to ensure sufficient supply inflow in a period of uncertainty.

## Activities and results

After updating the Vendor Code of Conduct in 2021 emphasising our focus on health & safety as well as environmental protection, 90 percent of vendors within retail and catering signed our Vendor Code of Conduct or similar agreement in 2023 (2022: 97 percent). For all other vendors with an annual spend above EUR 20,000 the signature rate was 97 percent in 2023 (2022: 100 percent). The cause of this drop in the signature rate can be explained with a shift in expenditure. More money was spent on vendors with contracts existing prior to the Vendor Code of Conduct, pushing them over the EUR 20,000 threshold for the first time in 2023. We are working on getting the signature of these vendors as well.

### Local procurement

Where possible, we aim to procure from suppliers located in Germany and Denmark. In 2023, 72 percent of our total spend was allocated to

local suppliers, with a further 15 percent being procured in Sweden.

### Data processing

We apply a risk-based approach to classify our data processors for personal data to ensure compliance with the General Data Protection Regulation (GDPR) legislation. Based on this risk-based approach, we have established a structured audit review process for data processors. In 2023, we conducted audits of 13 data processors including verification of data processors processing data in third countries.

### Increasing vendor screening

During 2022, we started implementing a dedicated tool for screening and monitoring our (potential) main vendors in Procurement against environmental and social criteria, economic and reputational criteria. Screening has steadily



increased during 2023, adjusting our criteria to serve our purposes better. Today we not only screen potential main vendors, but also reassess our vendor portfolio regularly, based on perceived risk in our tool.

## Outlook

We will continue to enhance our third-party due diligence procedures and promote our position on the key focus areas by demanding adherence to our Vendor Code of Conduct or comparable rules – and by fully implementing our vendor screening and monitoring tool.



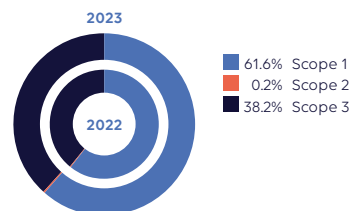
# ESG KPIs and performance

	2023	2022	2021	2020	2019
<b>Environment</b>					
Direct CO <sub>2</sub> e emissions scope 1 (t-CO <sub>2</sub> e)	131,127	131,393	131,606	129,822	158,139
Indirect CO <sub>2</sub> e emissions scope 2 market-based (t-CO <sub>2</sub> e)*	353	251	0	1,818	2,532
Indirect CO <sub>2</sub> e emissions scope 2 location-based (t-CO <sub>2</sub> e)	2,358	-	-	-	-
Indirect CO <sub>2</sub> e emissions scope 3 (t-CO <sub>2</sub> e)	81,436	84,472	-	-	-
CO <sub>2</sub> e per trip overall (t-CO <sub>2</sub> e)	3.36	3.38	3.45	3.72	3.85
Electricity consumption onshore (mWh)	6,651	6,461	6,562	6,630	7,756
Share of renewable electricity onshore (%)	100	100	100	46	37
Environmental accidents/violations entailing fines/sanctions	0	0	0	0	0
Share of non-segregated waste on overall waste (%)**	24.7	45.2	46.9	60.0	57.8
Pesticide usage stopped in own ports	3 of 3	3 of 3	3 of 3	3 of 3	1 of 3
Share of electric/hybrid cars in the car fleet (%)	39	24	18	6	-
Number of charging stations for electric cars (#)	41	34	15	6	4

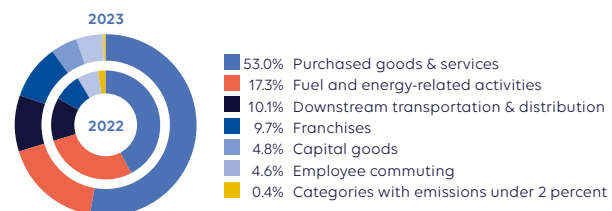
\* As of 2022, indirect emissions from heating are included.

\*\* The large drop in 2023 compared to previous years is mainly due to the first time inclusion of segregated waste oil in the waste statistic

## CO<sub>2</sub>e emission contributions



## Composition of scope 3 CO<sub>2</sub>e emissions



The overall split of emissions between the three scopes remained relatively stable. Changes in scope 2 emissions related to including emissions from sources previously not considered (e.g. electricity used to charge company cars outside the companies premises). Larger changes occurred also for some categories within scope 3. On the one hand we saw an increase in emissions related to purchased goods and services and capital goods due to an increased spend and improved vendor classifications. Further, a significant decrease in fuel and energy related emissions due to the change of fuel type used for our ferries.

# ESG KPIs and performance

	2023	2022	2021	2020	2019
<b>Social</b>					
Total number of employees (average FTEs)	1,453	1,391	1,237	1,357	1,533
- By work location (shore / sea, average FTEs)	623 / 830	610 / 782	565 / 652	604 / 753	668 / 865
- By employment contract (permanent / temporary, headcount)	1,344 / 249	1,385 / 272	1,208 / 278	1,233 / 337	-
- By region (Germany / Denmark, headcount)	810 / 783	836 / 821	719 / 767	780 / 790	-
- By gender (female / male, headcount*)	574 / 1,019	600 / 1,057	549 / 937	573 / 997	572 / 961
- Share of female staff (headcount %)	36	36	37	37	37
Share of female managers (headcount %)	29	30	28	26	-
Share of female directors (headcount %)	13	17	13	11	-
Share of female shareholder-elected Supervisory Board members (headcount %)	25	25	13	-	-
Apprentices – newly started (headcount)	3	15	7	7	3
Apprentices – completed training (headcount)	6	7	7	7	3
Employee engagement survey result (x out of 5)	3.52	3.32	-	-	-
Lost Time Injury Frequency (LTIF) (incidents / million exposure hours)	9.75	12.55	10.3	8.8	8.7
Safety dialogues (average completion by manager/year)	20	-	-	-	-
Passenger injuries (per million pax)	3.4	3.9	2.8	2.6	2.2
Fatalities (#)	0	0	0	0	0
Contributions to community projects and associations (tEUR)	247	388	358	425	466
Net Promoter Score	55	52	55	58	53

\* Figures provided for 2019 represent average FTEs, whereas figures from 2020 represent headcount.

## Governance

Share of vendors having signed Vendor Code of Conduct – Retail & Catering (%)	90	97	97	99	94
Share of vendors having signed Vendor Code of Conduct – Procurement (%)	97	100	99	57	-
Share of employees completing compliance e-learning (%)	87	54	-	90	70





# Governance

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# Organisation

Our investors and management are committed to continuously improving Scandlines' sustainability efforts to build a stronger business and to minimise impact on our surroundings.

## Ownership and governance

Scandlines operates a two-tier management structure comprising a Supervisory Board and Management Board, which is responsible for the overall and strategic as well as daily operations as per requirements given under the Danish Companies Act.

The Supervisory Board comprises 12 members – 8 shareholder representatives and 4 employee elected members – none holding executive director positions in Scandlines. Shareholder representative members of the Supervisory Board are elected for one year at a time by the company's general meeting, which comprises members of a consortium of long-term infrastructure investors including Igneo Infrastructure Partners (50.1 percent), Federated Hermes (14.9 percent) and 3i Group plc (35 percent). The chair of the Supervisory Board is not a senior executive in the organisation.

Three out of the eight current shareholder representatives, including the Chairman, are considered independent. The Supervisory Board

holds profound understanding of the sector, our geography, and main products. Additional special competencies are held within HSE, ESG, and the financial sector.

Our investors are further represented in the two Supervisory Board Committees related to Audit and Risk as well as Safety and Sustainability. In addition to the statutory corporate set-up, a Remuneration Committee is established, as well as an Investor Committee for the purpose of providing input in respect of the overall direction and management of the Scandlines group. Ultimately, the responsibility for decision-making lays with the Management Board, which is supervised by the Supervisory Board.

Responsibility for economic, environmental, social and governance topics resides with the Chief Operating Officer and Management Board, who reports directly to the Supervisory Board and the relevant committees. At least once a year, the Supervisory Board reviews and approves our ESG topics, related risk management and our ESG

reporting, ensuring that all relevant topics are covered.

## Diversity

At Supervisory Board-level, we strove to maintain the share of women among shareholder-elected members. Following the shareholders' election of a second female member of the Supervisory Board in prior years, the share of women remained to 25 percent. We have therefore achieved our target of increasing the share of women to a minimum of 20 percent of the shareholder-elected members and defined a new target of increasing this share to 30 percent by 2026. The gender diversity from the full Supervisory Board of 12 persons is 25 percent. We do not yet measure further characteristics of under-represented social groups.

## ESG governance structure



# ESG risk management

Scandlines is exposed to risks related to economic, environmental, social, and governance topics. We have integrated these in our overall Enterprise Risk Management framework, which ensures a structured and focussed process for the identification, assessment, handling, and reporting of relevant risks.

Members of the Executive Management have overall responsibility for the group's risk management, which is also reviewed annually by the Audit and Risk Committee, the Safety and Sustainability Committee and the Supervisory Board. Management reviews the risks that may affect Scandlines on all levels and applies an active approach to risk management with a view to identifying and reviewing risk areas and determining how to manage these risks. Risks relating to economic, environmental (including climate-related risks), social and governance (including anti-corruption) topics are considered when evaluating the material matters relevant to this report, while additional market and commercial risks are described in Scandlines' Annual Report.

In addition to the topic-specific mitigation efforts, we have taken out insurance to cover relevant environmental, safety and operational risks. There is no guarantee, though, that such insurance policies will be sufficient to cover all potential risks or claims.

## Environmental risks



### Climate change

Our operations are subject to physical and transition climate risks (see TCFD overview on page 36). Increasingly extreme weather conditions would negatively impact our operations and potentially lead to disturbances in our large global vendor base. We did not observe an increase in cancelled crossings during storms in 2023.

### Mitigation

We continue to invest significantly in reducing the environmental footprint of our ferry operation by, for example, investing in zero direct emissions ferries, implementing hybrid solutions and installing state-of-the-art thrusters and rotor sails, ensuring an industry-leading position and full compliance with applicable environmental regulations in the region.

We continue to monitor closely the effects of climate change and assess

In addition, climate change might lead to changed customer behaviours, reduced bunker availability and higher prices as well as increasing taxation and costs. Implementation of new technologies to reduce our environmental footprint may further lead to operational issues.

the need for mitigating investments or actions and we will continue to do so.

For extreme weather events, we have strong safety and response procedures in place.

Before implementing new technologies, thorough planning and testing is conducted.



### Environmental rules and regulations

Scandlines is subject to comprehensive environmental protection laws, and incidents during operations or in connection with decommissioning or scrapping could impose strict liability, including fines, penalties, criminal liability and remediation costs for natural resource damages e.g. in case of spills and release of oil and hazardous substances, regardless of whether Scandlines might have acted negligently. In addition, any environmental incident may entail additional regulatory initiatives or statutes that may affect our operations and financial results.

### Mitigation

We adhere to a systematic and comprehensive maintenance program for all ferries, including regular dockings and ensure that disposal contracts include requirements to ensure sustainable disposal and responsible recycling.



## Social risks



### Safety

Work accidents or incidents, but also pandemic events such as COVID-19, might endanger the health of employees, customers or other related parties.

The construction of the Fehmarn Belt fixed link entails increased traffic on the Puttgarden-Rødby route and elevated risk of damages to our port infrastructure during the construction

process which could lead to accidents or incidents..

### Mitigation

We continuously take measures, including regular evaluation and training, to reduce the risk of work accidents and environmental incidents arising from operations, including the transportation of hazardous goods on the Puttgarden-Rødby route.

mation, and we analyse and share knowledge about high potential incidents and near misses to continuously improve our processes and prevent recurrence. Management regularly reviews and shares the statistical information with the Supervisory Board and relevant groups, including safety committees and works councils. We analyse dangerous manoeuvring situations to find best practice both for the crew on-board and management at shore.

dures. The simulator has also been used to prepare officers for the installation of new manoeuvring equipment such as new thrusters.

Our risk assessments, procedures and processes are reviewed regularly, and our safety management system undergoes continuous review with particular focus on proactive preventative measures wherever possible.

We take any new situation, which might endanger the health and safety of employees, customers, or business partners, seriously. As required, relevant committees are established to continuously evaluate the situation and manage initiatives based on upcoming regulation and ad-hoc risk assessments.

Our seafarers learn, develop, and maintain competencies using our simulator in Puttgarden as an innovative training tool based on real-world scenarios. Conditions leading up to an incident can be used in group training, enabling participants to discuss mitigating actions and improve proce-

A Fehmarn Belt vessel traffic service is in place with participation of the Danish navy. We provide input to the ongoing operational procedures and participate in the operational and maritime committees with all involved parties to ensure a continued high level of safety for our customers, employees, and other relevant stakeholders.

We have established a thorough process for monitoring, reporting, and reviewing health and safety infor-



### Maintenance and investments

We own and operate modern and purpose-built infrastructure assets including check-in areas, marshalling areas, ramps, berths and ferries. Lack of appropriate maintenance and investments might have a detrimental effect on the infrastructure. The significant investment in a new zero direct emissions freight ferry for commissioning on the Puttgarden-Rødby route in the second half of 2024 and related infrastructure could be subject to delay in delivery entailing a material negative impact on Scandlines' operations and financial performance.

### Mitigation

We utilise our assets with a strong focus on cost optimisation measures to remain competitive and follow a constant schedule of maintenance and improvement of all assets to ensure compliance with mandatory and safety maintenance requirements.

We ensure proper project management and close monitoring of the building of the new zero direct emissions freight ferry.



### Qualified employees and management

The ability to recruit and retain qualified employees and management is critical to our success in the long term and may be affected by circumstances beyond our control, including German, Danish and international employment law, which is subject to change on a continuous basis, changes in the demand for skilled labour as well as demographic developments entailing a reduction of the available workforce. We recognise the risk of mental health problems in view of current global developments.

### Mitigation

We monitor relevant regulatory, workforce and demographic developments and make targeted efforts to attract and retain qualified personnel by offering competitive compensation and ensuring continued development and education of employees, thus securing employee retention and reducing the risk of strikes. We engage with our employees and provide diverse initiatives (e.g. mental health first aiders) to counter possible mental health issues.



## Social risks (continued)



### Operations

Scandlines' main operational risks concern our own ferries and ports in Puttgarden, Rødby and Gedser. Disruption of service may occur due to various reasons which include technical problems, accidents, adverse weather conditions, and cyber or terrorist attacks. Further, failure by our vendors – of which we have approximately 1,500 – to meet their contrac-

tual obligations to comply with human rights and relevant labour laws could occur. Any of these could potentially entail a material negative impact on our operations, the reputation of our floating bridge concept and the group's financial results and business.

### Mitigation

We have taken measures to ensure back-up in the operational setup to avoid disruption of service arising from technical problems or accidents. M/V Kronprins Frederik acts as a freight ferry on the Puttgarden-Rødby route and as a replacement ferry on the Rostock-

Gedser route. We continuously monitor and implement initiatives to reduce the risk and potential impact of cyber and terrorist attacks.

## Economic risks



### Economic and political climate

Business might be affected by events impacting the historically stable and predictable economic and political environment in which we operate.

Overall demand for motorway-based transport of freight and passengers is impacted by the general state of the economy, which is affected by a range of variables, including growth and employment rates, inflation, currency exchange rates (primarily SEK and USD), trade conflicts and the right to move freely across borders. Decreasing demand can lead to overcapacity in general and lower operational efficiency on completed departures.

### Mitigation

Scandlines monitors economic and political developments closely to secure costs are adapted to revenue and may remedy unfavourable changes in demand and potential

Potential material changes in the wider geographical and geopolitical arena, including increasing tension among EU member states and weakening cohesion in the EU or military conflict impacting the EU, could have a material impact on our business through reduced trade and travel between Continental Europe and Scandinavia or increased cost of doing business (e.g. inflation, volatility in energy costs, sanction checks, lack of availability of goods). Other political risks include material changes in tonnage taxation schemes in Germany and Denmark and material changes to the VAT differentials or

overcapacity by reducing frequency of departures, reallocating capacity between traffic categories or by temporarily de-commissioning a ferry from a route.

product and country-specific taxation in the region, among other things.

Unforeseen events, such as pandemics or military conflicts impacting the European markets, and government responses may materially affect the general economic, political and social climate. Such events may thus impact our business on multiple levels, entailing a reduction in travel between Continental Europe and Scandinavia, increased demands on safety measures, impacts on the workforce for us and our business partners, etc.

Efforts to mitigate such effects are balanced against our commitment to act as a good corporate citizen and sustain operations to keep vital supply lines open during crises.

## Governance risks



### Rules and regulations

Our operations are subject to complex national and international rules and regulations governing the transport and shipping sector in the Baltic Sea region including international conventions adopted by the International Maritime Organisation (IMO). Applicable rules and regulations concern, among other things, environmental and safety issues.

Scandlines is furthermore subject to regulations governing product and food safety, data protection, anti-bribery and corruption, competition law as well as anti-money laundering, among other things. Changes to applicable rules and regulations, including the introduction of temporary restrictions on travel and the freedom to assemble, and failure to comply with these may have a detrimental effect on Scandlines' business.

### Mitigation

We continuously monitor the regulatory environment and take any required mitigating actions to ensure compliance with, among other things, relevant environmental protection regulations, safety and manning

requirements, specific regulations concerning working conditions for seafarers and temporary restrictions on travel and the freedom to assemble.



# TCFD overview

To provide clear, comprehensive, high-quality information on the impacts of climate change on our business, we have identified relevant climate-related risks and opportunities. We have implemented the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

In line with TCFD methodology, we have identified physical and transition risks applying in the time horizons of 2030 (transition risks) and 2040 (physical risks).

## Physical risks

The physical risks are considered of greater relevance in the medium to long term, which is why 2040 was chosen as a time horizon. They include chronic (e.g. durable increase of sea-levels, increase in temperatures) and acute physical climate-risks (e.g. increase in extreme weather events such as floods and storms). Our operations are conducted in the Baltic Sea and the overall risk impacts on the actual operation of our ferries are considered low to medium with a potential slight impact on departures and the supply chain (e.g. availability of certain spare parts). Higher increases of the global mean temperature result in a higher overall risk impact on Scandlines operations and its supply chains. More frequent and severe occurrences of our identified acute physical risks may cause temporary stops in operations and lost revenue.

We monitor the frequency of these occurrences and assess the need for adaption measures on the vessels and in the ports.

Higher global temperatures with more frequent and longer heat periods may also change travel patterns of leisure customers in the future, as travelling south may become unattractive and leisure travel towards Northern Europe may increase. These changes in customer behavior might require adjustments to Scandlines' operations.

## Transition risks

Scandlines is exposed to transition risks on several levels as the move to a low carbon economy entails shifts in customer expectations and the demands of business customers and leisure travelers. As the shift is expected to occur during the next few years for business customers, 2030 was chosen as a time horizon to assess the transition risks. The transition to a low carbon economy represents, in addition to possible risks, also the opportunity for Scandlines to pursue the zero direct emissions vision. Failing to adequately



invest in the pursuit of the vision entails a risk of losing business customers to competitors also focusing on transitioning to a lower carbon economy.

The effects of the transition to a low carbon economy on leisure travel patterns will become

visible over time and might present an opportunity for Scandlines as customer preferences are expected to favour local and sea travel over air travel. Operating expenses will increase due to the introduction of carbon taxes and the upcoming inclusion of shipping in the Emission Trading System. Further, capital expenses are



necessary to continue the transformation of the fleet to zero direct emissions, a transfer that also entails risks using new technologies. Expenditure will also increase on the back of increasing raw material and commodities prices. Failure to pursue the transition to a low carbon economy might decrease available funding.

### Impact on strategy

In 2023, we reassessed the impact of physical and transition risks on Scandlines' business strategy. We have re-verified our assessment using the 1.5 °C IEA scenario (Net Zero Emissions, NZE) and started using specific higher emission scenarios for the first time to assess their impact on Scandlines and its operations.

For a high emission baseline, we used the commonly known IPCC RCP 8.5 scenario from 2011 which assumes little to no concerted climate action policies and rising global emissions based on historic trends with temperatures estimated to rise 2.6 up to possibly 4.8 °C by the end of this century.

The Stated Policies Scenario (STEPS) from 2023 published by the IEA serves as a "Middle of the Road" Scenario with temperatures projected to rise approximately 2.5 °C by 2100. STEPS maps out the effects of climate policies implemented until August 2023 but does not assume any further action beyond currently existing policies.

To achieve the objective of limiting global warming to 1.5 °C, society must reduce emissions significantly, enforced by political policies such as carbon pricing. Physical climate risks are still expected to materialise and may potentially impact our operations. Transition risks such as increased operating expenses and changed customer behaviour will significantly impact Scandlines and lead to a continuous need for monitoring and adjustment. If climate action is delayed or enacted later in a disorderly fashion the impacts of the transition risks for Scandlines will be more severe as adjustments will have to happen in shorter time frames with less foresight. If the objective is not achieved, Scandlines will experience impacts on its supply chain, operations, and customer behaviour. According to our analysis the impacts on Scandlines will be more severe the higher global mean temperature.

Scandlines is committed to reducing emissions significantly to achieve the 1.5 °C objective for our own operations. We report on climate-related risk management and strategy in accordance with the suggested disclosures of the Task Force for Climate-related Financial Disclosures (TCFD). The disclosures are covered throughout this sustainability report, and a detailed table referencing the specific disclosures can be found in the following table.

### TCFD index

We implemented the recommendations of the TCFD as highlighted in the overview of disclosures presented below.

Recommended TCFD disclosures		Page
<b>Governance</b>	<b>Governance around climate-related risks and opportunities</b>	
<b>a</b>	The board's oversight of climate-related risks and opportunities	30, 31
<b>b</b>	Management's role in assessing and managing climate-related risks and opportunities	9-10, 30, 31
<b>Strategy</b>	<b>Actual and potential impacts of climate-related risks and opportunities on businesses, strategy, and financial planning where such information is material</b>	
<b>a</b>	Climate-related risks and opportunities identified over the short, medium, and long term	35-37
<b>b</b>	Impact of climate-related risks and opportunities on businesses, strategy, and financial planning	35-37
<b>c</b>	Resilience of the strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	35-37
<b>Risk management</b>	<b>Identification, assessment and management of climate-related risks</b>	
<b>a</b>	Processes for identifying and assessing climate-related risks	9-10, 31
<b>b</b>	Processes for managing climate-related risks	12-14, 31-34
<b>c</b>	Integration of processes for identifying, assessing, and managing climate-related risks into overall risk management	9-10, 31-34
<b>Metrics and targets</b>	<b>Metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>	
<b>a</b>	Metrics used to assess climate-related risks and opportunities in line with strategy and risk management process	27
<b>b</b>	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	27
<b>c</b>	Targets used by the organization to manage climate-related risks and opportunities and performance against targets	16

## TCFD overview

Scandlines assessed the following risks under its current setup and in line with our enterprise risk management methodology. We strongly believe that our commitment to reduce emissions significantly to achieve the 1.5 °C objective for our own operations provides strong opportunities to address these risks. It will provide us not only with a competitive advantage but also with a good position to reduce exposure to cost increases.

	Risk	Risk impact	Impact of scenarios		
			Baseline (2.6- 4.8 °C)	STEPS (2.5 °C)	NZE (< 1.5 °C)
Transition risks*	Increase in environmental regulations	OPEX	As-is	Medium	High
	Change in B2C behaviour	Revenues	As-is	Medium	High
	Change in B2B behaviour	Revenues	As-is	Medium	High
	Competitor behaviour	Revenues	As-is	Medium	High
	Increase of commodity prices	OPEX	As-is	Medium	High
	Availability and cost of funding	OPEX	As-is	Low	High
	Technological transition	CAPEX/OPEX	As-is	Low	Medium
Physical risks**	Increase of storms/floods	CAPEX/revenue	Medium	Medium	As-is
	Sea level rise/temperature rise	CAPEX/revenue	Medium	Low	As-is
	Disturbances in the supply chain	OPEX/CAPEX	High	Medium	Low

\* Timeframe for scenarios: 2030; Origin of scenarios: IEA (NZE, APS), IPCC (Baseline)

\*\* Timeframe for scenarios: 2040; Origin of scenarios: IEA (NZE,APS)

# GRI index

We have prepared the sustainability report 2023 in accordance with the GRI Standards. This GRI index provides an overview of GRI disclosures presented in various sections of the report and a number of additional disclosures ensuring adherence to the GRI Standards as well as a high level of transparency and accountability.

## General indicators

Disclosure	Name of disclosure	Page or comment
3-1	Process to determine material topics	Pages 9-10, 30
3-2	List of material topics	Page 10
3-3	Management of material topics	Pages 9-26, 31-34, 38-48
2-1	Organisational details	Pages 2, 4, 30, 52  Additional information: Scandlines Infrastructure ApS is a Danish limited liability company.
2-2	Entities included in the organisation's sustainability reporting	All entities included in the consolidated financial statements are presented in the annual report note 25 and covered by this report. The annual report describes the approach for consolidating information.
2-3	Reporting period, frequency and contact point	The sustainability report is published annually in line with the annual report and covers the period 1 January 2023 to 31 December 2023. Both reports are published on the same day. The contact point for questions about the report or reported information is: Jenny Schmigale, Head of Compliance & ESG, Jenny.Schmigale@scandlines.com.

Disclosure	Name of disclosure	Page or comment
2-4	Restatements of information	Information regarding Scope 2 emissions was updated for 2022 to include the full heating emissions as some heating meters in the port of Rødby were previously unknown, leading to higher Scope 2 emissions than previously reported. Furthermore, some data estimates were replaced with actual data, as certain electricity and heating statements were only available later in the year, also contributing to the changed amount of Scope 2 emissions for 2022. As of 2023, purchased electricity in Scope 2 also includes the electricity used for electric and hybrid company cars at public charging stations or in employees' homes. Minor adjustments to the calculation methods of Scope 3 were made. Further, the methods to calculate employee numbers were slightly changed to exclude a specific category of temporary workers who are not directly employed by Scandlines.
2-5	External assurance	The report is not subject to external assurance. Scope 1 emissions relating to bunker are certified in line with the requirements of the Regulation (EU) 2015/757 on the monitoring, reporting and verification of carbon dioxide emissions from maritime transport.



Disclosure	Name of disclosure	Page or comment																					
2-6	Activities, value chain and other business relationships	<p>Page 5. Annual report, page 4 "Scandlines at a glance".</p> <p>Additional information: Scandlines works with a wide range of vendors, including manufactures (primarily Retail and Catering), contractors, shipyards, wholesalers, brokers, etc. In total Scandlines has a supplier base of approx. 1.500 vendors providing goods and services to the company with the top 30 vendors accounting for 64 percent of our annual spend and the top 100 vendors for 82 percent. The majority of Scandlines' main vendors are contracted through long-term frame agreements or yearly supply agreements. The majority of vendors are local, meaning Danish or German. There were no significant changes to the organisation or the supply chain in 2023.</p>																					
2-7	Employees	<p>Pages 19-20, 28</p> <table border="1"> <thead> <tr> <th>Head count</th> <th>Female/Male</th> <th>Denmark/ Germany</th> </tr> </thead> <tbody> <tr> <td>Total employees</td> <td>574 / 1,019</td> <td>783 / 810</td> </tr> <tr> <td>Permanent employees</td> <td>475 / 869</td> <td>617 / 727</td> </tr> <tr> <td>Temporary employees</td> <td>99 / 150</td> <td>166 / 83</td> </tr> <tr> <td>Full-time employees</td> <td>398 / 810</td> <td>565 / 643</td> </tr> <tr> <td>Part-time employees</td> <td>90 / 94</td> <td>62 / 122</td> </tr> <tr> <td>Non-guaranteed hours employees</td> <td>86 / 115</td> <td>156 / 45</td> </tr> </tbody> </table> <p>Additional information: The numbers are presented as headcounts at the end of the reporting period. Seasonal variations can occur due to the nature of the business. Data has been compiled from TalentSoft, Scandlines' HR system.</p>	Head count	Female/Male	Denmark/ Germany	Total employees	574 / 1,019	783 / 810	Permanent employees	475 / 869	617 / 727	Temporary employees	99 / 150	166 / 83	Full-time employees	398 / 810	565 / 643	Part-time employees	90 / 94	62 / 122	Non-guaranteed hours employees	86 / 115	156 / 45
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Disclosure	Name of disclosure	Page or comment
2-8	Workers who are not employees	Information not available as this data is not tracked.
2-9	Governance structure and composition	<p>Page 30</p> <p>Additional information:</p> <ul style="list-style-type: none"> <li>Shareholder-elected members are elected for one year with the possibility of re-election.</li> <li>Shareholder-elected members do not hold other significant positions and commitments which would compromise their ability to perform their duties within the organisation.</li> <li>Stakeholder representation is ensured through employee representation (as per mandatory law). Investor representation (as per shareholder agreement).</li> </ul>
2-10	Nomination and selection of the highest governance body	<p>Nomination and selection processes for the highest governance body and its committees: Shareholder representatives are elected by the general meeting, employee representatives are elected by the workforce in a democratic vote. Committees and their members are nominated by the Investor Committee and, where applicable, jointly with the Supervisory Board, in accordance with their proper nomination criteria. Participation of female members is a special focus area and the percentage of membership has increased throughout the years.</p>





Disclosure	Name of disclosure	Page or comment
2-11	Chair of the highest governance body	Page 30
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 9-10, 30
2-13	Delegation of responsibility for managing impacts	Page 30
2-14	Role of the highest governance body in sustainability reporting	Page 30
2-15	Conflicts of interest	The rules of procedure describe the processes for the Supervisory Board to ensure that conflicts of interest relating to transactions or arrangements involving the represented companies or board members are prevented and mitigated. Any such conflict is to be declared to the other Board members.

Disclosure	Name of disclosure	Page or comment
2-16	Communication of critical concerns	Pages 24-25
2-17	Collective knowledge of the highest governance body	Shareholder-elected members of the Supervisory Board obtain training through their respective employers. Employee-elected members obtain the same information as all employees. The members of the Safety & Sustainability Committee are the specialists on this matter and report to the Supervisory Board on latest developments, etc. Should the need occur, dedicated training sessions would be organised.
2-18	Evaluation of the performance of the highest governance body	Not applicable



Disclosure	Name of disclosure	Page or comment
2-19	Remuneration policies	<p>Remuneration policies for members of the highest governance body and senior executives:</p> <ul style="list-style-type: none"> <li>• A Remuneration Committee is appointed to lead the process and decide on Management Board members remuneration.</li> <li>• When settling remuneration for Management Board members it may be decided, that a member of the Management Board is eligible to receive an extraordinary, deferred amount in compensation for forfeited incentives in the member's former position or other kinds of sign-on bonuses.</li> <li>• The Service Agreements of Management Board members may be terminated by a member or by Scandlines in accordance with the contractual notice-periods set forth in the Management Board members' Service Agreements.</li> <li>• During the employment and for a period after the end of the employment, the Management Board members are covered by a non-competition clause. In case of non-compliance with a restrictive covenant in the clause, the member shall pay liquidated damages in accordance with the conditions set forth in the Service Agreements.</li> <li>• Management Board members are covered by a mandatory pension scheme, which accounts for a percentage of the annual base salary. The full pension contribution is paid by Scandlines in addition to the annual base salary.</li> </ul> <p>The Management Board members' eligibility to receive the STIP and LTIP bonuses are based on both financial and operational metrics to be determined each year.</p>

Disclosure	Name of disclosure	Page or comment
2-20	Process to determine remuneration	<ul style="list-style-type: none"> <li>• A Remuneration Committee is appointed to lead the process for Management Board members' remuneration, and to make recommendations to the shareholders to secure a formal and transparent procedure.</li> <li>• The Remuneration Committee shall make a report to its shareholders after each meeting and on all matters within its duties and responsibilities. When setting remuneration for Executive Directors, the Remuneration Committee has regards to remuneration trends across the company.</li> <li>• The Committee may obtain independent professional advice by appointment of external consultants to advice the Committee on issues within its terms of reference.</li> </ul>
2-21	Annual total compensation ratio	<p>Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual): 1:26. Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual): 4.8.</p> <p>The calculation includes all employees present in the organisation as of 31 December 2023.</p>
2-22	Statement on sustainable development strategy	Page 7

Disclosure	Name of disclosure	Page or comment
2-23	Policy commitments	<p>Scandlines is signatory of the UN Global Compact. These principles were used to develop our Code of Conduct and our Vendor Code of Conduct. Further, we comply with the Modern Slavery Act on a voluntary basis. Both consider human rights, due diligence, etc. The policy commitments – and particularly those to human rights – apply to all of our activities, to our vendors and sub-suppliers. Our commitments are approved by members of the Management Board, and where applicable also the Supervisory Board. They are available on the website and as part of contractual agreements. On our website, they can be found here:</p> <p>Modern Slavery Act statement: <a href="https://www.scandlines.com/about-us/transparency/">https://www.scandlines.com/about-us/transparency/</a>            Code of Conduct: <a href="https://www.scandlines.com/about-us/compliance/">https://www.scandlines.com/about-us/compliance/</a>            Vendor Code of Conduct: <a href="https://cmxsapnc.cloudimg.io/v7/https://www.scandlines.com/media/vrmldxw4/20210309_scl_vcoc_2021_uk.pdf?func=proxy?la=en">https://cmxsapnc.cloudimg.io/v7/https://www.scandlines.com/media/vrmldxw4/20210309_scl_vcoc_2021_uk.pdf?func=proxy?la=en</a>            Commitment to the UN Global Compact: <a href="https://www.scandlines.com/about-us/our-green-agenda/a-sustainable-future/">https://www.scandlines.com/about-us/our-green-agenda/a-sustainable-future/</a></p>
2-24	Embedding policy commitments	Pages 12, 17, 19, 22, 24, 26, 30
2-25	Processes to remediate negative impacts	Pages 24-25
2-26	Mechanisms for seeking advice and raising concerns	Pages 24-25

Disclosure	Name of disclosure	Page or comment
2-27	Compliance with laws and regulations	Pages 24-25
2-28	Membership associations	Pages 6, 52
2-29	Approach to stakeholder engagement	Pages 9-10
2-30	Collective bargaining agreements	89 percent of the employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries are covered by collective bargaining agreements. Employees not covered by collective bargaining agreements are not disadvantaged compared to those covered by collective bargaining agreements.

## Topic-specific disclosures

Disclosure	Name of disclosure	Page or comment
<b>Environmental protection</b>		
<b>Biodiversity</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our operations and owned territory are placed in the Baltic sea region, Germany and Denmark. Scandlines owns the territory for three of its four ports. Whilst we generally operate in the marine ecosystem, the port of Gedser is further situated in a Natura2000 area (Ramsar site no. 164).
304-2	Significant impacts of activities, products and services on biodiversity	<p>Scandlines' main direct and indirect impact on biodiversity would relate to possible spills and pollution in case of accidents. Vessel operations produce underwater noise. Activities in the ports (e.g. land mowing) can limit the habitat for animals and plants. The operations' supply chains as well as from Retail and Catering on the vessels and in the Bordershops in Puttgarden and Rostock have been identified to have the largest indirect impact of Scandlines on biodiversity. Mining, logging, unsustainable agriculture and fishery practices, transport infrastructure, energy generation (even if renewable) and inadequate handling of toxic substances are ways in which SCL's supply chains could potentially cause harm to nature and contribute to the loss of habitats and biodiversity to varying degrees of areas impacted, duration, and reversibility.</p> <p>Spills and pollution can have a negative effect on species onshore or offshore. Depending on their severity, the extent of the areas impacted can differ as well as the duration of impacts and their reversibility. Scandlines aims to prevent spills and pollution with the help of extensive maintenance programs, training, etc.</p>

Disclosure	Name of disclosure	Page or comment
		Should a spill or pollution happen, processes are in place to immediately limit any damage and to alleviate negative impacts; if required, in close liaison with local authorities.
		Underwater noise impacts the marine life in the Fehmarn Belt area – among these the harbor porpoises. The areas impacted are those where our routes operate and the impact is permanent. Scandlines has obtained a noise reduction of our vessels between Puttgarden and Rødby by installing new thrusters. Further, we maintain focus on noise reduction from funnels.
		The port has to be lighted for practicality and security reasons. Artificial light sources however disrupt the lifecycle of species, especially nocturnal wildlife, terrestrial as well as aquatic, contributing to loss of habitat and biodiversity loss. As lighting is necessary every night, the impact is permanent. Areas affected are the ports as well as surrounded areas due to the lights' intensity. The impacts may partially be reversed through changes in light colour and light source positioning.
		The land in the ports is used for shipping operations, waiting areas for customers and administrative offices. Some of the green areas used to be mowed and the habitat for local animals and insects (e.g. birds) was reduced. On-going construction in the ports leads to more sealed surfaces which presumably impacts soil functions negatively and degrades and further fragments species habitat. Other land areas were turned into flower meadows in the port of Puttgarden and more than 40 nesting places for bats and swifts were created. In addition, an insect hotel was built.



Disclosure	Name of disclosure	Page or comment
304-3	Habitats protected or restored	The protected area of the port of Gedser encompasses 30,000 m <sup>2</sup> . Scandlines, together with Guldborgsund Municipality and the Danish society for Nature Conservation developed and implemented a plan in 2011 to protect certain species. Its implementation was reviewed in 2021, and no further measures to be undertaken were identified.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	The port of Gedser is situated in a Natura2000 area and home to two protected species; the willowherb hawkmoth and the green toad. More generally, the Baltic Sea is home to some species, which are threatened according to the IUCN Red List criteria. Scandlines' operation only affects such species in cases of spills and accidents, which can generally impact the marine ecosystem.
<b>Environmental protection</b>		
<b>Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	Pages 27, 49
305-2	Energy indirect (Scope 2) GHG emissions	Pages 27, 49
305-3	Other indirect (Scope 3) GHG emissions	Pages 27, 49
305-4	GHG emissions intensity	Pages 27, 49
305-5	Reduction of GHG emissions	Compared to 2019, the last year of normal business activity pre-Covid, Scandlines reduced scope 1 bunker emissions by 18,818 tonnes CO <sub>2</sub> e (CO <sub>2</sub> , CH <sub>4</sub> , NOX) in 2023.

Disclosure	Name of disclosure	Page or comment
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable due to the type of business.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information incomplete / not available.
306-1	Waste generation and significant waste-related impacts	Pages 13-14
306-2	Management of significant waste-related impacts	Pages 13-14
306-3	Waste generated	Page 14  Additional information: Data on waste volumes and waste fractions is provided by certified waste disposal companies.
306-4	Waste diverted from disposal	Page 14  Additional information: a. All waste which is not sent to disposal, is recycled (2606 metric tonnes). b. All hazardous waste not sent to disposal is recycled (1336 metric tonnes). c. All non-hazardous waste not sent to disposal is recycled (1270 metric tonnes). d. All hazardous and non-hazardous waste is diverted from disposal offsite.

Disclosure	Name of disclosure	Page or comment
306-5	Waste directed to disposal	Page 14  Additional information: a. All waste, which is not recycled, is directed to disposal for combustion (606 metric tonnes of waste) or landfilling (12 metric tonnes). b. All hazardous waste directed to disposal is incinerated with energy recuperation (22 metric tonnes) c. Non-hazardous waste directed to disposal is incinerated with energy recuperation (584 metric tonnes) or landfilled (12 metric tonnes). d. All hazardous and non-hazardous waste is directed to disposal offsite.

**Health & safety**  
Occupational health and safety

403-1	Occupational health and safety management system	Pages 17-18
403-2	Hazard identification, risk assessment, and incident investigation	Pages 17-18
403-3	Occupational health services	Pages 17-18
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 17-18

Disclosure	Name of disclosure	Page or comment
403-5	Worker training on occupational health and safety	Pages 17-18
403-6	Promotion of worker health	Pages 17-18
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 17-18
403-8	Workers covered by an occupational health and safety management system	Pages 17-18
403-9	Work-related injuries	Pages 17-18
403-10	Work-related ill health	Pages 17-18

**Health & safety**  
Customer health and safety

416-1	Assessment of the health and safety impacts of product and service categories	All significant product and service categories were assessed for their health and safety impacts and areas for improvement were identified.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period.

Disclosure	Name of disclosure	Page or comment
<b>People</b>		
<b>Employment</b>		
401-1	New employee hires and employee turnover	<p>Total number and rate of new employee hires during the reporting period, by age group, gender and region: 422 new employee hires, &lt; 30: 48 percent, 30-50: 31 percent, &gt; 50: 20 percent, 159 females/263 males, 258 Denmark/164 Germany.</p> <p>Total number and rate of employee turnover during the reporting period, by age group, gender and region: 484 employees left, &lt; 30: 46 percent, 30-50: 28 percent, &gt; 50: 26 percent, 178 females/306 males, 303 Denmark/181 Germany.</p> <p>Seasonal workers are included in the above calculations.</p>
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	For employees in both countries, Germany and Denmark, the same rights to benefits apply. Differences might occur but would be related to the union agreement under application and the job category.
401-3	Parental leave	Information incomplete / not available as not consistently tracked.

Disclosure	Name of disclosure	Page or comment
<b>People</b>		
<b>Labour management relations</b>		
402-1	Minimum notice periods regarding operational changes	In our countries of operations (Germany and Denmark), legal regulations are in place to ensure minimum notice periods and they are adhered to. In Germany, this happens in liaison with the workers' councils, in Denmark, with the unions. Local collective bargaining agreements cover such instances.
<b>People</b>		
<b>Training and education</b>		
404-1	Average hours of training per year per employee	Information incomplete / not available as not consistently tracked.
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 19-20
404-3	Percentage of employees receiving regular performance and career development reviews	Information incomplete / not available  Additional information: We aim to provide this data as of full-year 2024.

**Disclosure Name of disclosure Page or comment**

**People**  
Diversity and equal opportunity

<b>405-1</b>	Diversity of governance bodies and employees	<b>Governance bodies*</b>	<b>Age bracket &lt; 30</b>	<b>Age bracket 30-50</b>	<b>Age bracket &gt; 50</b>	<b>Female</b>	<b>Male</b>
		<b>Total (%)</b>	0%	33%	67%	20%	80%

\*Governance bodies are defined as Supervisory Board and Management Board  
Note: we do not track other indicators of diversity at this stage.

<b>Employees</b>	<b>Age bracket &lt; 30</b>	<b>Age bracket 30-50</b>	<b>Age bracket &gt; 50</b>	<b>Female</b>	<b>Male</b>
	<b>Total (%)</b>	16%	41%	43%	36%

<b>405-2</b>	Ratio of basic salary and remuneration of women to men	<b>By gender: women to men</b>		<b>By employment category: offshore to onshore</b>	
		<b>Basic salary</b>	86%	<b>Remuneration</b>	73%

Note: excluding one-off payments

**People**  
Non-discrimination

<b>406-1</b>	Incidents of discrimination and corrective actions taken	No incidents of discrimination were raised during the reporting period.
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**Disclosure Name of disclosure Page or comment**

**People**  
Freedom of association and collective bargaining

<b>407-1</b>	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There is no risk to the right of freedom of association and collective bargaining in our operations. Through our Vendor Code of Conduct we set the expectation that we do not work with vendors where this may be the case.
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**Compliance & ethics**  
Anti-corruption

<b>205-1</b>	Operations assessed for risks related to corruption	Pages 24-25, 31-34
<b>205-2</b>	Communication and training about anti-corruption policies and procedures	Pages 24-25, 27 Additional information: 11 out of the 12 supervisory board members have received training on anti-corruption (92 percent). All administrative employees and employees with management responsibility (579, representing 36 percent of all employees) have the possibility to conduct a dedicated compliance e-learning including anti-corruption, of which 87.1 percent completed it (85.8 percent in Denmark, 88.7 percent in Germany). This rate is above the prior year completion rates (e.g. 54 percent in 2022) as the technical issues have been addressed.
<b>205-3</b>	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption, neither with employees, nor business partners. There were no public legal cases regarding corruption brought against the organisation or its employees during the reporting period.



Disclosure	Name of disclosure	Page or comment
<b>Compliance &amp; ethics</b> Anti-competitive-behaviour		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There were no legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.
<b>Compliance &amp; ethics</b> Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 24
<b>Healthy supply chains</b> Supplier environmental assessment		
308-1	New suppliers that were screened using environmental criteria	Information not yet available as under implementation.
308-2	Negative environmental impacts in the supply chain and actions taken	Information not yet available as under implementation.
<b>Healthy supply chains</b> Procurement practices		
204-1	Proportion of spending on local suppliers	Page 26

Disclosure	Name of disclosure	Page or comment
<b>Healthy supply chains</b> Freedom of association and collective bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There is no identified risk to the right of freedom of association and collective bargaining in our operations. Through our Vendor Code of Conduct we set the expectation that we do not work with vendors where this may be the case.
<b>Healthy supply chains</b> Child labour		
408-1	Operations and suppliers at significant risk for incidents of child labour	There is no identified significant risk for incidents of child labour in our operations. Through our Vendor Code of Conduct we set the expectation that we do not work with vendors where this may be the case.
<b>Healthy supply chains</b> Forced or compulsory labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	There is no identified significant risk for incidents of forced or compulsory labour in our operations. Through our Vendor Code of Conduct we set the expectation that we do not work with vendors where this may be the case.
<b>Healthy supply chains</b> Supplier social assessment		
414-1	New suppliers that were screened using social criteria	Information not yet available as under implementation.
414-2	Negative social impacts in the supply chain and actions taken	Information not yet available as under implementation.

# KPI definitions

## Environment

### Direct CO<sub>2</sub>e emissions scope 1

All direct emission sources where Scandlines has operational control. This includes all use of fossil fuels for stationary combustion or transportation, in owned, leased or rented assets.

The emission factors represent the amount of CO<sub>2</sub>e produced when burning one ton of fuel. Therefore each fuel type produces a different amount of CO<sub>2</sub>e. For bunker, the emissions factor is based on the DIN EN 16258:2013-03. The CO<sub>2</sub> emissions are certified by Lloyds Register. For car fuel, the emission factors are based on the GLEC Framework 2023, version 3, September 2023. For heating oil the emission factors are based on the Bundesamt für Wirtschaft und Ausfuhrkontrolle v. 1.3, 30.11.2022.

### Indirect CO<sub>2</sub>e emissions scope 2

Indirect emissions related to purchased energy. The values for purchased electricity are based on the reporting of the energy providers regarding the energy mix provided under the contract in application. As of 2022, indirect emissions from heating are included. The heating type and consumption is based on the contracts in application. Emissions factors for market based

emissions are derived from the Bundesamt für Wirtschaft und Ausfuhrkontrolle v. 1.3, 30.11.2022 for Germany and IEA electricity & heat for Denmark. Location based emissions are derived from IEA electricity & heat for both countries. Note: include electricity from easy marked

### Indirect CO<sub>2</sub>e emissions scope 3

A materiality assessment was conducted to determine the scope of indirect emissions to be included. The data reflect the categories that are relevant to Scandlines applying up-to-date emission factors where appropriate.

### CO<sub>2</sub>e per trip overall

Total CO<sub>2</sub>e emissions from bunker consumption divided by total number of trips sailed.

### Electricity consumption onshore

Total amount of electricity purchased as reported by the energy providers.

### Share of renewable electricity onshore (land-based)

Share of renewable energy in the energy mix. The values are based on the reporting of the energy

providers regarding the energy mix provided under the contract in application.

### Environmental accidents/violations entailing fines/sanctions

Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations.

### Share of non-segregated waste on overall waste

Share of non-segregated waste on the overall waste volumes excluding sewage, waste from construction of the new ferry and waste from the disposal of a ferry. Waste volumes are derived from the annual waste statistics provided by the waste disposal companies.

### Waste volumes

Waste volumes are derived from the annual waste statistics provided by the waste disposal companies and excluding sewage, waste from construction of the new ferry and disposal of a ferry.

### Waste fractions

Waste fractions are derived from the annual waste statistics provided by the waste disposal

companies and excluding sewage, waste from construction of the new ferry and disposal of a ferry.

### Waste treatment

Waste treatments are derived from the annual waste statistics provided by the waste disposal companies and excluding sewage, waste from construction of the new ferry and disposal of a ferry.

### Pesticide usage stopped in own ports

Number of ports owned by Scandlines Infrastructure ApS and its subsidiaries where the use of pesticides was stopped.

### Share of electric/hybrid cars in the car fleet

Share of electric and hybrid cars for cars owned or leased by Scandlines Infrastructure ApS and its subsidiaries.

### Number of charging stations for electric cars

Number of charging stations for electric or hybrid vehicles operated by Scandlines Infrastructure ApS for the use by employees and customers.

# KPI definitions

## Social

### Total number of employees

Full-time equivalent (FTE) number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries based on a monthly average for the fiscal year.

### Total number of employees by work location (shore/sea)

Full-time equivalent (FTE) number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries based on a monthly average for the fiscal year and split by working for a department on board a vessel (sea) or not (shore).

### Total number of employees by employment contract (permanent and temporary)

Number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries, working on either permanent or temporary employment contracts as of 31 December of the fiscal year.

### Total number of employees by region

Number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries, working either in the legal entities based in

Germany or Denmark as of 31 December of the fiscal year.

### Total number of employees by gender

Number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries, identified as female or male as of 31 December of the fiscal year.

### Total number of employees – share of female staff

Share of women in the total workforce (based on headcount) as of 31 December of the fiscal year.

### Share of female managers

Share of women in management positions which are defined as positions with direct reports (based on headcount) as of 31 December of the fiscal year.

### Share of female directors

Share of women in director positions defined as Vice President level and above (based on headcount) as of 31 December of the fiscal year.

### Share of female shareholder-elected Supervisory Board members

Share of women from the shareholder-elected members of the Supervisory Board of Scandlines Infrastructure ApS as of 31 December of the fiscal year.

### Apprentices - newly started

Apprentices who started their apprenticeship in the course of the fiscal year.

### Apprentices – completed training

Apprentices who completed their apprenticeship in the course of the fiscal year.

### Lost-time injury frequency (LTIF)

A lost time injury (LTI) is a work-related injury which makes an employee unable to report to work for more than 24 continuous hours after the injury was sustained (note: this excludes the day the injury occurred). The LTIF is calculated per one million exposure hours ( $LTI \times 1.000.000 / \text{Total actual exposure hours for the Company}$ ).

### Medical treatment injuries frequency (MTIF)

A medical injuries is an injury that requires treatment from medical staff (e.g. hospital or doctor).

The MTIF is calculated per one million exposure hours ( $MTI \times 1.000.000 / \text{Total actual exposure hours for the Company}$ ).

### Passenger injuries

This frequency is calculated as a function of the number of passenger injuries reported per one million passengers during the fiscal year.

### Fatalities

A death directly resulting from a work related injury regardless of time between the injury and the death (where the injury is the root cause of the fatality) including employees and contractors.

### Contributions to community projects & associations

Sum of contributions to community projects (e.g. school projects) and associations which support our ESG initiatives (e.g. Nabu) in the fiscal year.

### Net Promoter Score

Net Promoter Score (NPS) is a method to measure customer satisfaction. It is an absolute number between -100 and +100 calculated as the percentages of Promoters minus the percentage of Detractors.



# KPI definitions

## Governance

### Share of vendors having signed the Vendor Code of Conduct – Retail & Catering

Vendors for direct procurement (for Retail and Catering) having either signed Scandlines' Vendor Code of Conduct, or where the vendor and Scandlines have agreed on other safeguards (e.g. mutual acknowledgement of compliance programs). Signature takes place with signing of contract.

### Share of vendors having signed the Vendor Code of Conduct – Procurement (spend > 20KEUR)

Vendors for indirect procurement, having record in Scandlines' ERP system, who either signed Scandlines' Vendor Code of Conduct, or where the vendor and Scandlines have agreed on other safeguards (e.g. mutual acknowledgement of compliance programs). Considered vendors are those with a total spend of > 20KEUR in the prior calendar year. Signature takes place with signing of contract. The Vendors with longterm contracts are being asked to sign when the threshold is reached.

### Share of employees completing compliance E-learning

Share of administrative employees and employees with management responsibility who have completed the Compliance e-Learning during the fiscal year.

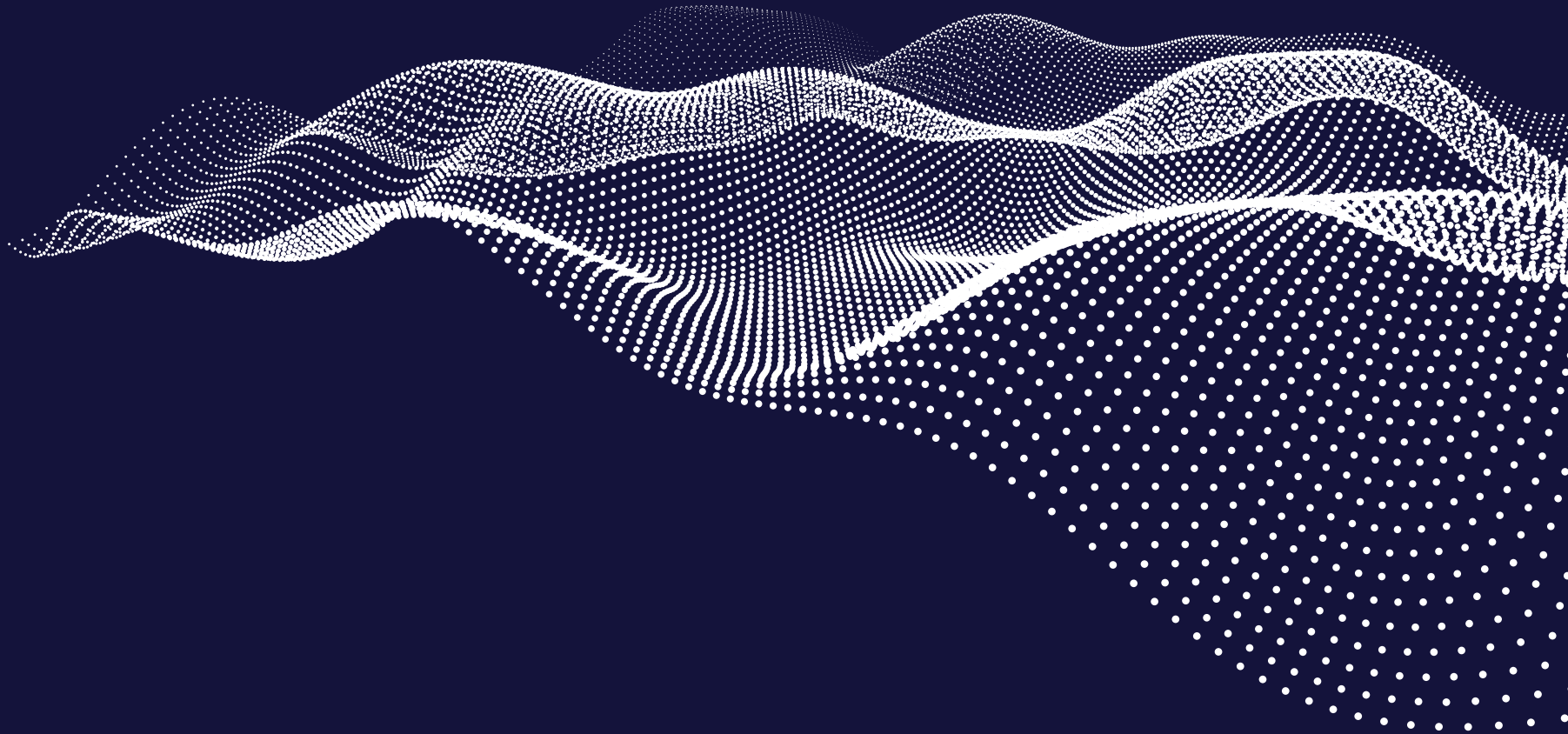
### Total number of substantiated complaints received concerning breaches of customer privacy

Total number of substantiated complaints received concerning breaches of customer privacy, incl. complaints received from outside parties and substantiated by the organisation, complaints from regulatory bodies, and total number of identified leaks, thefts, or losses of customer data.

### Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area

Number of significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area, including but not limited to: accounting and tax fraud, corruption, bribery, competition, the provision of products and services, or labour issues, such as workplace discrimination, among others. This includes compliance with international declarations, conventions, and treaties, as well as national, sub-national, regional, and local regulations.





**Contact person concerning sustainability**

Jenny Schmigale  
Head of Compliance & ESG  
jenny.schmigale@scandlines.com  
+49 (0)170 5769 927

**Headquarters**

Scandlines Infrastructure ApS  
Havneholmen 25, 8th floor  
1561 Copenhagen V, Denmark  
Central Business CVR No: 38103245  
Registered in: Copenhagen, Denmark



**Memberships**

