

We keep on sailing!

Scandlines maintained operations to keep vital supply lines open during COVID-19, while simultaneously investing in green initiatives.

Sustainability report 2020



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Recommended reading



CEO LETTER

We continued to build a greener and more sustainable business in 2020 despite COVID-19.

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OUR KEY FOCUS AREAS

Learn about our stakeholders and the key focus areas for our sustainability efforts.

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About the sustainability report

This report covers our activities and results in the period 1 January 2020 - 31 December 2020.

Our approach is based on the GRI Standards, 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.

This report has been prepared in accordance with the GRI Standards: Core option. The report also represents our statutory statement on social responsibility and gender equality in accordance with sections 99a and 99b of the Danish Financial Statements Act.

Our first dedicated sustainability report is a good milestone, and we look forward to continuously evolving and improving our approach, welcoming any feedback from our stakeholders. We will improve our monitoring and reporting framework and look forward to sharing additional KPIs and relevant targets in next year's report.





Overview

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CEO letter

Scandlines reconfirms green course in choppy waters

Scandlines continued to build a greener and more sustainable business in 2020 despite facing extreme market conditions caused by COVID-19. The launch of this report reflects our commitment to contribute positively to our surroundings by embedding sustainability in our daily business and continuously improving our processes, technology and fleet. The efforts made in recent years and the pursuit of our zero emission vision will continue.

Keeping critical supply lines open

The unprecedented challenges caused by COVID-19 during 2020 made it abundantly clear that our sustainable traffic machine is indeed a piece of critical infrastructure. Scandlines took all necessary precautions, connecting Continental Europe and Scandinavia safely and efficiently to facilitate continued trade and keep the vital supply of medicine, food and other crucial goods flowing.

We collaborated closely with authorities in Germany and Denmark to swiftly implement and adhere to all relevant regulations and

guidelines. This strong collaboration enabled us to sustain operations and serve our customers in a responsible manner in periods of travel restrictions and border closures.

Continued green investments

Despite the challenges posed by COVID-19, we continued to invest in our fleet to maintain and expand our position as a leader in green ferry operations, reduce Scandlines' footprint and minimise our impact on our environmental surroundings.

We have invested more than EUR 300 million in new hybrid ferries and conversion of conventional ferries since 2013, and we continued on this path in 2020 with green investments of around EUR 6 million including the fitting of a 30-metre-high rotor sail on M/V Copenhagen and installation of new thrusters on M/V Deutschland and M/V Schleswig-Holstein. In addition, we re-painted M/V Deutschland with silicone antifouling paint to improve energy efficiency and introduced a new tool on M/V Copenhagen, enabling thorough analysis and reporting on bunker consumption to identify further potential improvement.

We will continue to make targeted investments with the aim of making the Puttgarden-Rødby route a zero emission crossing in the foreseeable future and realising our zero emission vision in the longer term.

A clear commitment

This report underlines our clear commitment to embed sustainability in everything we do. Our reporting reflects a company-wide effort to sharpen our green strategy and establish a well-structured framework for our sustainability work. Based on analysis of our risk register and a thorough materiality assessment, we have updated our Code of Conduct, introduced an ESG policy and identified six key focus areas reflected in this report. In addition, we conducted strategy workshops with all departments and committed to support the United Nations' Sustainable Development Goals in five areas; to ensure safety, good health and well-being for our customers and employees, to ensure responsible consumption, to take action against climate change, and to protect life below water and life on land.

We are proud of the achievements made in 2020 and look forward to the journey ahead.



We will continue to make targeted investments with the aim of making the Puttgarden-Rødby route a zero emission crossing in the foreseeable future and realising our zero emission vision in the longer term.

Søren Poulsgaard Jensen, CEO

Snapshot of 2020

~ **6** MEUR

Green investments include installation of new thrusters, fitting of a 30-metre-high rotor sail and use of silicone anti-fouling paint to reduce emissions.

+58 NPS

Scandlines' Net Promoter Score, which measures customer satisfaction, increased to +58 from +53 in 2019 despite the challenges faced in 2020.

10-15%

Reduction of CO₂ emissions on M/V Deutschland after installation of new thrusters.

99%

Scandlines' Vendor Code of Conduct or an equivalent agreement was signed by 99 percent of the group's retail and catering vendors by 2020.

8.8 LTIF

The lost time injury frequency (LTIF) was stable in 2020.

0

No whistleblower reports about misconduct or concerns were filed in 2020 by internal or external parties.

344,000

face masks

Distributed to employees and customers free of charge to ensure safety onboard during the outbreak of COVID-19.

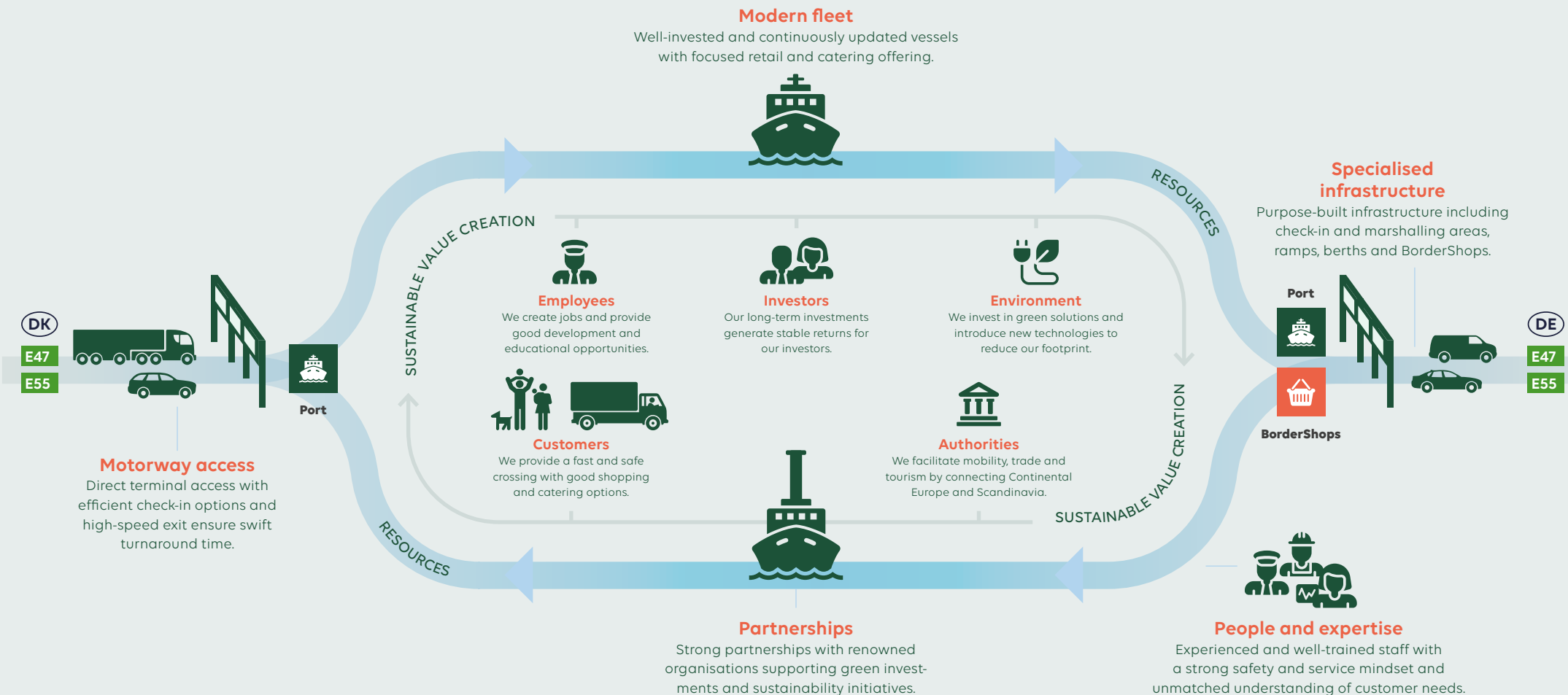
5 SDGs

We focus in particular on ensuring safety, good health and well-being for our customers and employees (3), ensuring responsible consumption (12), taking action against climate change (13), protecting life below water (14) and life on land (15).



Our sustainable traffic machine

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



Scandlines at a glance

Scandlines operates two short-distance ferry routes between Germany and Denmark with high frequency and large capacity. Even during the outbreak of COVID-19, our ferries provided efficient and reliable transport with over 35,000 departures in 2020. With frequent departures and reliability around 97 percent, Scandlines is always open.



Landings

4 ports

We own the three ports in Puttgarden, Rødby and Gedser and hold a lease in 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.



Fleet

8 ferries

Our six hybrid ferries are supplemented by one hazardous goods ferry and one freight ferry, which also acts as a replacement ferry.



Departures

35 thousand

Our infrastructure and ferries provide a direct connection between Continental Europe and Scandinavia with regular departures at all times of the day.



Lorries

>640 thousand

The efficiency and reliability of our traffic machine is valued by freight passengers who simultaneously take the opportunity to comply with resting time regulation while sailing.



Cars

800 thousand

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.



Shopping

3 outlets

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



Passengers

3.1 million

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



Members

>840 thousand

Great benefits and individualised promotions relevant to our valued leisure customers are now offered to more than 840,000 members of our SMILE loyalty programme.



Shopping transactions

>350 thousand

Despite COVID-19, we completed more than 350,000 transactions at our shopping outlets, offering low prices on a wide range of beer, soft drinks, confectionery, wine and fine spirits

SUSTAINABLE DEVELOPMENT GOALS

A circular graphic representing the Sustainable Development Goals (SDGs), consisting of 17 colored segments arranged in a ring.

Focus

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- 11 — Environmental protection
- 15 — Health and safety
- 17 — Employee well-being
- 18 — Customer satisfaction
- 20 — Compliance & ethics
- 21 — Healthy supply chain
- 22 — Performance

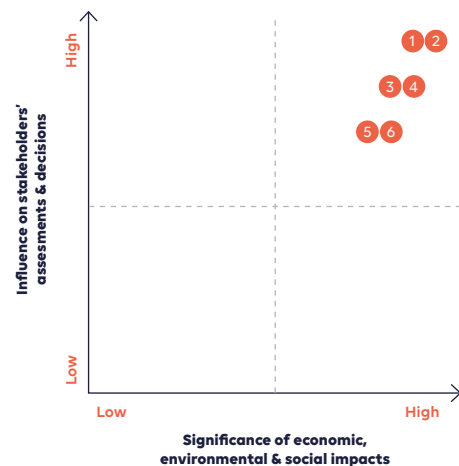
Our key focus areas

We have organised our sustainability work and reporting with a particular emphasis on six key focus areas based on an analysis of our risk register, the five selected SDGs and a materiality assessment for our key stakeholders.

We are confident that Scandlines can contribute positively within the six key focus areas, which encompass material topics that are of increasing importance to our stakeholders and reflect our company's significant economic, environmental and social impact.

The materiality of each key focus area has been assessed based on its significance in terms of economic, environmental and social impact or its influence on the assessments and decisions of our stakeholders.

Visual representation of prioritization of topics



- The six key focus areas are:
- 1 Environmental protection
 - 2 Health & safety of all related parties
 - 3 Employee well-being
 - 4 Customer satisfaction
 - 5 Compliance & ethics
 - 6 Healthy supply chain

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 greatest risk and offers 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 have been 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.

We engage with the majority of our key stakeholder groups as part of our daily operations as exemplified below:

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. In 2019 and 2020, our employees participated in ESG strategy workshops and provided input for the selection of the five SDGs presented in this report.

Customers

We conduct consumer surveys to measure customer satisfaction, and we engage with our professional customers at regular meetings and when attending conferences and congresses. In 2020, our professional customers expressed an increasing interest in obtaining data about CO₂ emissions.

Investors

We engage with our investors and cover sustainability topics at scheduled and ad hoc meetings as well as through informal dialogue during the year. In 2020, our investors were involved in developing our ESG policy, strategy, initiatives and KPIs and defining our key focus areas and the sustainability reporting framework and contents.

Vendors

We are in close contact with a wide range of vendors on a daily basis and conduct a number of vendor audits annually. 99 percent of all vendors within retail and catering signed Scandlines' Vendor Code of Conduct or an equivalent agreement in 2020.

Authorities and political decision makers

We coordinate with authorities and political decision makers around green investments and a range of other topics, participating in regular meetings. During 2020, we collaborated closely with authorities in Germany and Denmark to swiftly implement and adhere to all relevant regulation and guidelines relating to the restrictions imposed due to COVID-19.

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, and we work with associations such as German environmental non-profit organisation "NABU" (Naturschutzbund) to further strengthen our green profile by developing sustainability initiatives. In 2020, we installed new thrusters based, among other things, on a multi-year project on underwater noise reduction, covering both scientific advice and consultancy from NABU.

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. We also support the local areas by means of sponsorships of local sports clubs and school projects, among other things.

Our key focus areas

Environmental protection

We are committed to protecting the environment, particularly in relation to the preservation of our marine environment. We have therefore defined a vision of converting the group's ferries to zero emission ferries and claim a position as an industry leader with a clear impact on the sector's green future.

Zero emission vision



Customer satisfaction

We engage with customers and support their aspirations to travel sustainably and responsibly by providing safe, efficient and environmentally friendly 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.

High customer satisfaction



Health & safety

The safety and well-being of our employees, customers, vendors and other stakeholders are of paramount importance to us. Our focus on safety and well-being is laid down in our Code of Conduct and the Health & Safety policy, which cover 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

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 programme, 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.

Zero tolerance of compliance violations



Employee well-being

We strive to ensure the well-being of our employees and workers by investing in their successful onboarding and functional training 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 gender, diversity and integration.

High employee satisfaction



Healthy supply chain

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, and we conduct reviews and audits considering, among other things, modern slavery on a regular basis.

Respect for all vendors



Environmental protection



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 emission ferries. We are furthermore focused on reducing energy and water 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.



We continued to work towards reducing our impact on the environment in 2020 and made headway in our pursuit of the zero emission vision with significant investments in technology upgrades.

Activities and results

We continued to pursue the vision of converting our fleet to zero emission ferries in 2020 based on our experience pioneering hybrid ferries and establishing the largest hybrid ferry fleet in operation as well as general technological progress allowing us to reduce our footprint further. Despite the difficult working conditions during 2020 due to COVID-19, we completed several investments and activities that contributed positively to future-proofing our fleet and reducing our impact on the environment.

Following the successful installation of new pull thrusters on M/V Schleswig-Holstein in late 2019, the new propulsion system was installed on M/V Deutschland in April 2020 as well. The state-of-the-art thrusters allow a more homogenous water flow, which entails less noise and vibration and ultimately re-

duces CO₂ emissions by as much as 10-15 percent. During the yard stay in April, the ferry was also re-painted with silicone antifouling paint to reduce friction, improve energy efficiency and further reduce emissions based on positive experience from the change to silicone paint on M/V Prinsesse Benedikte in 2015. This reduced CO₂ emissions by approximately 4 percent.

One of our two hybrid ferries operating the Rostock-Gedser route, M/V Copenhagen, was retrofitted with a custom-made Norsepower rotor sail in May 2020 to harness wind power and provide supplementary propulsion while reducing emissions. With a weight of 42 tonnes, the rotor sail unit measures 30 metres in height and 5 metres in diameter. The installation was undertaken as part of the EU-funded Wind Assisted Ship Propulsion (WASP) project launched in late 2019 with

the aim to install five wind assisted propulsion units on a series of different vessels operating in the North Sea and Baltic Sea to test, validate and help facilitate the uptake of wind-assisted propulsion technologies. The system installed on M/V Copenhagen is expected to reduce CO₂ emissions by 4-5 percent on average and by more than 20 percent in optimal wind conditions.

During 2020, we also introduced a new tool on M/V Copenhagen, enabling thorough analysis and reporting on bunker consumption to identify further improvement potential.

Furthermore, we continued to offset business flight trips carried out by our entire staff via the German non-profit organisation atmosfair, which actively contributes to CO₂ mitigation.

In the first half of 2020, we removed paper towel dispensers in the passenger areas on M/V Copenhagen and installed electric hand dryers to reduce paper consumption and waste. The initiative was followed up with the installation of hand dryers on M/V Berlin.



The new thrusters were installed following a multi-year project on underwater noise reduction conducted in cooperation with NABU.

We continued our collaboration with Rostock Port and research partner Fraunhofer to jointly contribute to a research project about the digitalisation and optimisation of pre-storage and loading processes in the port. The project aims to reduce turnaround time in the port to increase efficiency and reduce CO₂ emissions. The project is co-financed by the Federal Ministry of Transport and Digital Infrastructure

in Germany under the funding programme "IHATEC" (innovative port technology) and is expected to run until the end of 2021.

We also maintained several other partnerships in 2020 to progress towards the realisation of our zero emission vision. We remained members of Green Ship of The Future, which is a Public Private Partnership for innovation and demonstration of technologies and methods that make shipping more environmentally friendly. In addition, we continued our long-term cooperation with German environmental non-profit organisation "NABU" (Naturschutzbund Deutschland e.V.) with a view to further strengthening our green profile by developing more environmentally friendly and sustainability initiatives. The installation of new thrusters on M/V Schleswig-Holstein in 2019 and M/V Deutschland in 2020 was based, among other things, on a multi-year project on underwater noise reduction, covering both scientific advice and consultancy from NABU. Underwater noise measurements show promising results of successful lowering noise pollution from the ferries.

As part of our efforts to improve our employees and customers' well-being, we stopped the use of pesticides in our two Danish ports in 2020 after having stopped their use in our port in Puttgarden in 2017.

Outlook

In 2021 and 2022, we will replace the propulsion system of the two remaining hybrid ferries on the Puttgarden-Rødby route with new pull thrusters. The total investment to replace thrusters on all four hybrid ferries on the route is expected to exceed EUR 13 million. This investment underlines our commitment to realise our ambition of introducing the first

zero emission ferry on the Puttgarden-Rødby route in the mid-term. To reach the goal, we furthermore aim to reduce power consumption per trip by improving efficiency and securing sufficient electrical infrastructure to the ports. We have improved the onboard generation and reuse of energy and installed a new seven-kilometre power line in Rødby to enable battery-charging from land-based electricity. In addition, we intend to install more electric charging stations for customers and employees in our ports.

On the Rostock-Gedser route, we will continue to optimise operations and analyse fuel consumption data and the effects of the installation of the rotor sail on M/V Copenhagen to assess whether M/V Berlin should also be retro-fitted with a rotor sail over the next two years. We will furthermore complete the installation of hand dryers to replace the use of paper towels on M/V Berlin. Finally, we will continue contributing to the research project about the port of Rostock, which should be completed in 2021 and entail increased efficiency and reduced CO₂ emissions.

In 2021, we also aim to replace all land-based energy consumption with energy from renewable sources.

→ KPIs

- CO₂ emissions (scope 1 & 2)
- CO₂ per trip overall (kg/trip)
- Electricity consumption onshore (mWh)
- Share of renewable energy onshore (%)
- Environmental accidents/violations (#)





[Learn more about the Norsepower rotor sail installed on M/V Copenhagen.](#)

Carried by the wind

Since the installation of the pioneering rotor sail technology on M/V Copenhagen in May 2020, the vessel has completed several hundred trips on the Rostock-Gedser route. The impact on CO₂ emissions has been encouraging, and the crew, the captain and the passengers have all welcomed the new technology.

"We were very pleased with the swift installation of the rotor sail completed in just a few hours, and the fully-automatic system has worked impeccably and entailed very few technical adjustments during the first months of operation," says Alan Bach, senior captain of the M/V Copenhagen.

The rotor sail generates forward propulsion when the wind meets the spinning cylinder and the air flow accelerates on one side of the cylinder and decelerates on the opposite side of the cylinder. The change in the speed of air flow results in a pressure difference, which carries the ferry forward and reduces the use of its diesel motors. The optimum effect is achieved with a strong crosswind, and the Rostock-Gedser route is

well-situated for M/V Copenhagen to leverage the predominantly westerly winds in the area.

"The system is very well-balanced to ensure smooth operations even in tough weather, and the rotor sail is never activated in so-called red zones near the coast where it could have an impact on manoeuvrability. The solution is user-friendly as it automatically measures the wind speed and direction and starts the rotor sail if it will actually reduce emissions."

Our two hybrid ferries operating on the Rostock-Gedser route were commissioned in 2016, and the installation of the rotor sail makes M/V Copenhagen one of the world's most energy-efficient ferries.

Our journey towards zero emission



Since 2011, the vision to have zero emissions operations has been an essential part of our strategy, guiding significant green investments and technological advances to position Scandlines as a true pioneer in green ferry operations.



Zero emission vision

Our zero emission vision was launched in 2011 focusing on efforts to reduce energy consumption for propulsion and on board operations as well as finding green and alternative energy sources, charging solutions and effective storage systems.

2011



Hybrid ferries on the Rostock-Gedser route

In 2016, we introduced two modern hybrid ferries on the Rostock-Gedser route. This allowed for an approximate 66 percent reduction of fuel consumption per trip per car based on a doubling of our capacity on the route and the positive effects of the innovative and award-winning hybrid system.



Co-financed by the Connecting Europe Facility of the European Union



2016



State-of-the-art thrusters installed

In late 2019, M/V Schleswig-Holstein was fitted with new pull thrusters, which allow a more homogenous water flow, entailing less noise and vibration and ultimately reducing CO₂ emissions by further 10-15 percent. The system was installed on M/V Deutschland in 2020.



2020 ->

Zero emission



[Read more about our green initiatives in our press kit](#)



Hybrid ferries on the Puttgarden-Rødby route

In 2013, we introduced a groundbreaking hybrid system on M/V Prinsesse Benedikte, and the remaining three ferries on the route were converted to hybrid service in 2014. The hybrid system combines diesel power with electric battery power based on large-scale use of an on-board hybrid propulsion system which stores energy in a battery package, reducing the ferries' CO₂ emissions by up to 15 percent.



Co-financed by the European Union Trans-European Transport Network (TEN-T)

2013-2014



One of the world's most energy-efficient ferries

Our hybrid ferry M/V Copenhagen was fitted with pioneering rotor sail technology in 2020 and is one of the world's most energy-efficient ferries. The rotor sail generates propulsion to carry the ferry forward and reduces the use of its diesel motors expected to reduced CO₂ emissions by 4-5 percent on average and by more than 20 percent in optimal wind conditions.



Interreg North Sea Region WASP www.regionaldevelopment.nord.europa.eu

2019-2020

>300 MEUR

Since 2013, we have invested significantly in building and retrofitting ferries from conventional diesel-driven ferries to modern hybrid ferries.

We will continue to invest in green technology as we develop our zero emission vision.

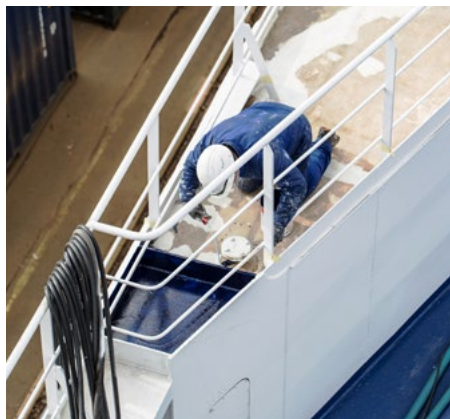
Health & safety



Amid the challenges posed by COVID-19, we continued to invest in our efforts to ensure the safety and well-being of all stakeholders in 2020.

Activities and results

Our fleet remained fully compliant with the demands of national and international maritime regulations, including the International Safety Management Code, and passed all audits conducted by the maritime authorities in 2020. 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.

Our implementation of the HSEQ modules in the safety management software SERTICA Management continued in 2020. One of the SERTICA initiatives is to replace the General Notice System (GNS), which records any incidents, dangerous situations and deviations from our procedures and processes. The SERTICA programme ensures full control of documents in the Safety Management System and enables us to improve monitoring, reporting and verification of safety data through more detailed analysis of incidents and near-misses.

Incidents and near-misses recorded by our safety committees on board and in the terminals were analysed with input from external experts to ensure continuous improvement of the working environment. Our crew members conducted weekly and monthly safety drills

and tested equipment in accordance with mandatory demands.

We continued to perform voluntary Maritime Crew Resource Management (MCRM) training to add awareness of safety issues and culture to our officers. Despite the challenges posed by COVID-19, we conducted courses on our own premises in our simulator in Puttgarden with participation of officers from other ferry operators in Denmark.

We developed and implemented a comprehensive overview of group occupational injury statistics in 2019 and 2020 and recorded a stable lost time incident frequency (LTIF) of 8.8 in 2020 compared to 8.7 in 2019.

Our efforts to improve safety also included the construction of a new pre-order facility for the BorderShop in Puttgarden for the safe and effective discharging of lorries. The new pre-order facility opened in the first half of 2020 and featured improved LED lighting, safer ramps for receiving goods and direct connection between the pre-order and warehouse areas to reduce forklift traffic.

In response to COVID-19, we swiftly established teams focused on assessing risks, preparing contingency planning and ensuring compliance with regulatory demands. We created procedures and completed a series of training sessions to safeguard all stakeholders. During the pandemic, we rolled out a number of



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.

proactive initiatives such as sharing best practices across the organisation, heightening our already rigorous hygiene standard, developing new cleaning programmes and distributing free face masks, with 344,000 being distributed.

Outlook

We will ensure continued compliance with all national and international regulations in our maritime and land-based activities. We expect to pass all audits and spot checks conducted by authorities in 2021. We also expect to reduce the lost time incident frequency (LTIF) and continue on the journey towards zero incidents.

The implementation of the HSEQ modules in the SERTICA Management programme is expected to be completed in 2021. A key goal is to fully replace the GNS and ensure more accurate and transparent safety information going forward.

Building on the comprehensive overview of employee occupational injury statistics, we will also begin developing statistics for our main operations contractors in 2021.

The efforts to safeguard employees, customers, vendors and other stakeholders against the impact of COVID-19 will continue in 2021.

→ KPIs

- **Lost time incident frequency (LTIF)**
- **Passenger injuries (per million pax)**
- **Fatalities (#)**



United against COVID-19

When COVID-19 hit in early 2020, cross-organisational response teams were immediately formed to protect all stakeholders by swiftly addressing risks and ensuring compliance with complex and dynamic regulation on board, onshore and across country borders.

“The outbreak of COVID-19 called for swift action and adaptation from all colleagues as we continued to sail and serve our customers under very challenging conditions. Our approach to safety means that we are well-prepared to respond in the event of any emergency, and COVID-19 was no exception,” says HSE Corporate Manager Heather Stone.

On the very first day when face masks became mandatory, we distributed masks free of charge – and we ended up distributing as much as 344,000 during the year.

The response teams assessed risks, prepared contingency plans and coordinated with German and Danish authorities to stay on top of regulatory developments and ensure compliance with the strictest applicable set of regulations. The teams drew on cross-organisational competencies, facilitated internal knowledge-sharing online and led the roll-out of new hygiene and cleaning standards.

“It was amazing how quickly our colleagues were able to adjust and adapt to these unprecedented circum-

stances. Departments collaborated to find creative and innovative ways to keep transport lines open and maintain Scandlines’ high standard of customer care. People were juggling all the new requirements, such as social distancing and new hygiene protocols, and yet you could still see the smiles under their masks and feel the professionalism they bring to work every day. The whole team at Scandlines has demonstrated true resilience throughout this ongoing pandemic - it has not been easy - but, like our ships in a storm, we are weathering it together,” says Heather Stone.





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 and our policy on gender equality.

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 and the policy on gender equality are available to all employees.

Employee well-being



Our focus on employee well-being was maintained in 2020 as we continued to invest in the development of the working environment and conditions at sea and on shore while simultaneously alleviating the impact of COVID-19 on our employees.

Activities and results

In 2020, we continued our functional training of our employees. For example, all full-time employees completed an annual appraisal discussion. This process was digitalised in 2020, and we conducted the first appraisals in the new setup during the year. We consider such activities a key step in our work to ensure high performance and employee satisfaction.

In 2020, we employed an average of 1,357 full-time employees (FTEs) against 1,533 in 2019. 604 of our employees worked on shore, and 753 were employed at sea in 2020. Due to the traffic decline caused by COVID-19, we did not employ temporary workers during the summer, which is normally our high season. Despite the impact of COVID-19, we maintained our trainee program and had 6 trainees starting and 4 trainees successfully completing our professional education in Germany and 1 in Denmark in 2020. We took

steps to alleviate the impact of COVID-19 on our employees by introducing remote work solutions where possible and ensuring flexible work schedules. We also maintained the onboarding programme for all new employees in Germany and Denmark, providing all employees with a thorough introduction to Scandlines.

Our efforts to ensure seamless integration of our employees continued in 2020. In 2019, we were awarded the annual integration prize from the integration council of Lolland Municipality based on our focus on offering a great working environment and welcoming all employees regardless of their ethnic or cultural background. We remain dedicated to promoting diversity in general, and we also signed the charter on women in shipping launched by Danish Shipping in early 2020 as an important milestone and

a starting point to launch more initiatives in order to promote women in shipping.

We introduced non-smoking workshops in Germany in early 2020 and continued to encourage employee participation in social initiatives and seminars aiming to improve the working environment. We continued our efforts to support the local areas where we operate and most of our employees live. This includes sponsorships with local sports clubs and school projects. In 2020, we set up donation boxes in various business locations in Germany where customers could make a donation in exchange for freely handed out masks. These donations were topped up by Scandlines and provided to two health projects.

Outlook

In 2021, we will continue to invest in the onboarding, integration and functional training of our employees. We expected to continue working on the digital appraisal process. We will maintain our trainee programme.

We will continue to focus on increasing the share of women in shipping and offer relevant voluntary initiatives to improve the working environment at Scandlines and the well-being of our employees.

→ KPIs

- **Number of trainees educated (#)**
- **Gender split (%)**
- **Contributions to community projects and associations supporting our ESG initiatives (tEUR)**

Customer satisfaction



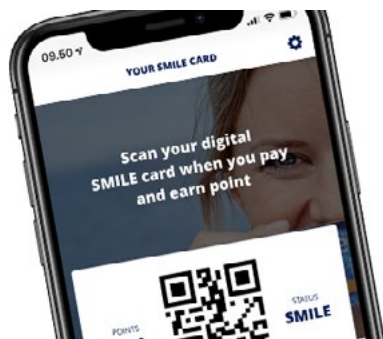
We shielded our customers against the impact of COVID-19 and continued to strengthen our offering to meet the increasingly complex demand.

Activities and results

We continuously work to improve our leisure and professional customers' satisfaction by introducing new initiatives and building on our existing offering. Despite the impact of COVID-19, we continued to improve and invest in our SMILE loyalty programme in 2020 to further improve the customer experience, and we grew the number of SMILE members

to more than 840,000 persons eligible for various benefits and individualised promotions based on online activity and transactional data analysis. The programme has been revised and strengthened in recent years, and it is integrated with our point of sales system and tailored to offer customers relevant options to spend saved points on online ticket sales, aboard the ferries and in the BorderShops.

To track our progress and opportunities for improvement, we regularly measure customer satisfaction using the Net Promoter Score (NPS) method, and results are shared with our customer-facing teams to ensure continuous improvements. In 2020, we improved our NPS to +58 from +53 in 2019. NPS is calculated as the percentages of Promoters minus the percentage of Detractors. The NPS is an absolute number between -100 and +100.



According to the industry benchmark a NPS of +50 or more is good.

In 2020, it was a key priority to ensure that all customers felt safe travelling with our ferries despite the outbreak of COVID-19. We maintained operations and offered high frequency to fully accommodate customer demand despite a significant decline in traffic volumes. Our customer-facing staff maintained personal contact with freight and bus customers to ensure satisfactory booking, check-in, operations and invoicing despite COVID-19-related restrictions.

In parallel with our efforts to mitigate the impact of COVID-19, we continued to strengthen our offering to customers aspiring to travel sustainably and responsibly. We focused 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. In 2020, these efforts included the introduction of a new kitchen concept with made-to-order vegetarian and healthy meals on the Puttgarden-Rødby route to replace the full buffet. We also conducted a range of promising pilot projects onshore



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.



Catering to customer needs in difficult times

During the outbreak of COVID-19, we have continued to provide frequent departures, a high reliability level and flexibility to meet our customers' needs and ensure their satisfaction.

"Despite the challenging conditions and constant changes imposed on its business, Scandlines has delivered the frequency and reliability needed to ensure on-time delivery of medical products that are, among others, crucial to fighting COVID-19 and other serious diseases," says Sebastian Piorkowski, Managing Director at GIGI Cargo, which is a long-standing customer transporting various types of sensitive cargo via the Rostock-Gedser route, including highly sensitive medical and plasma products.

We maintained our high-frequency operations and strengthened the cooperation and coordination with customers such as GIGI Cargo, especially at an operational level, to accommodate their needs for specific departures and extraordinary logistic solutions at short-term notice.

"We have been able to serve our customers safely and satisfactorily in a difficult period because of Scandlines' flexibility and their freight team's understanding of our business. Our employees have planned and coordinated closely with Scandlines to ensure smooth operations, and we have been able to meet our deadlines and serve our customers," says Sebastian Piorkowski.



and on board to reduce food waste, including the introduction of portion-size servings at the canteen buffet in our port in Rødby, which reduced food waste by 55 percent. We simultaneously continued our efforts to increase the share of MSC labelled fish products as we replaced conventional shrimp with MSC labelled shrimp in 2020, while also replacing other conventional foods with organic, sustainable or fair-trade products.

Outlook

We will maintain our focus on ensuring safe and efficient transportation for our customers during the outbreak of COVID-19, while simultaneously taking additional steps to further digitalise the customer journey.

Our efforts to reduce food waste and replace conventional food products with labelled fish products as well as other organic, sustainable and fair-trade products will continue in 2021.

→ KPIs

- Net Promoter Score
- Share of general waste on overall waste (%)

Compliance & ethics



Our focus on compliance and ethical business behaviour was maintained in 2020, and we continued to train our employees and raise awareness across the organisation.

Activities and results

We maintained our comprehensive compliance programme in 2020 as potential non-compliance with relevant rules and regulations may have a significant detrimental impact on our business, financial performance and reputation.

We have a zero tolerance approach to corruption and any compliance violations, including violations of anti-bribery legislation. Further, we maintain a strong focus on the protection of the personal data of our employees and customers.

As our Code of Conduct was first issued in 2014, we revised it to include our focus on the "green agenda", but also to review wording, make it easier for our employees to understand when referencing policies and other relevant documents as well as refreshing the design.

We conducted regular compliance risk assessments to – as a next step – address relevant compliance risks and ensure awareness of any changes.

Regular training sessions were conducted on various elements, mainly via E-learning due to COVID-19. We have continued conducting compliance controls and reviews to ensure our compliance with rules, regulations and internal instructions.

Our whistleblower hotline was maintained, allowing internal and external parties to report any serious misconduct or concerns about unethical or unlawful behaviour. Reports can be filed either personally or anonymously and are received by an external law firm. No reports were filed in 2020. Information on our compliance programme is available to all employees in a dedicated section of our intranet and more generally

for external parties on our website. To supplement the existing governance, we maintained our internal audit function.

Outlook

We will continue all compliance and ethics initiatives and maintain the whistleblower hotline in 2021.

KPIs

- Share of employees completing compliance E-learning (%)



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.

Healthy supply chain



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 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.



We maintained our focus on ensuring compliance and promoting sound business conduct throughout our supply chain by actively engaging with our vendors.

Activities and results

We continued to promote our stance on the key focus areas throughout our sphere of influence in 2020. The share of vendors within retail and catering that signed our Vendor Code of Conduct or similar agreements increased to 99 percent in 2020 from 94 percent in 2019 as further contract renewals took place. The Code was signed by 57 percent of all other main vendors by 2020.

Vendors based in higher risk countries have undergone particular review, including obtaining audit reports validating compliance with adequate working conditions (including working hours and compensation as well as avoidance of modern slavery).

In addition, we developed a risk-based approach to classify our data processors

for personal data to ensure compliance with GDPR legislation. Based on this risk-based approach, we have established a structured audit review process for data processors. In 2020, we conducted audits of seven data processors.

Outlook

We will continue to collaborate with our vendors and promote our position on the key focus areas in 2021 by demanding adherence with our Vendor Code of Conduct or comparable rules.



- **Share of vendors having signed Vendor Code of Conduct (%)**



Performance

Key Performance Indicator	2020	2019	2018
Environment			
Direct CO ₂ emissions scope 1 (t-CO ₂)	128,627	157,848	171,280
Indirect CO ₂ emissions scope 2 (t-CO ₂)	2,154	2,532	2,961
CO ₂ per trip overall (t-CO ₂)	3.67	3.78	3.95
Electricity consumption onshore (mWh)	6,590	7,756	8,088
Share of renewable electricity onshore (%)	37	37	37
Environmental accidents/violations entailing fines/sanctions	0	0	0
Share of non-segregated waste on overall waste (%)	58.5	57.1	-
Pesticide usage stopped in own ports	3 of 3	1 of 3	1 of 3

Environment

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 CO₂ produced when burning one ton of fuel. Therefore each fuel type produces a different amount of CO₂. For bunker, the emissions factors are according to Lloyd's Register and International Maritime Organization (IMO). For car fuel, the emission factors are based on emission factors as published by the greenhouse gas protocol.

Indirect emissions related to purchased energy. The values are based on the reporting of the energy providers regarding the energy mix provided under the applicable contract. Please note that the underlying emission factors for 2020 are those from 2019 applied to 2020 numbers as the energy providers can only provide the information later in 2021. The assumption is that the factors remain unchanged as the contract remained unchanged.

Share of renewable energy in the energy mix is based on previous reporting from energy providers and management estimates as 2020 figures are not available before the publication of the sustainability report.

Share of non-segregated waste on overall waste volumes excludes specific one-time effects of sewage and is derived from reporting by waste disposal companies.

Performance

Key Performance Indicator	2020	2019	2018
Social			
Total number of employees (average FTEs)	1,357	1,533	1,534
- By work location (shore / sea, average FTEs)	604 / 753	668 / 865	670 / 864
- By employment contract (permanent / temporary, headcount)	1,233 / 337	-	-
- By region (Germany / Denmark, headcount)	780 / 790	-	-
- By gender (female / male, average FTEs / headcount*)	573 / 997	572 / 961	583 / 951
- Share of female staff (headcount %)	37	37	38
Share of female managers (headcount %)	26	-	-
Share of female directors (headcount %)	12	-	-
Share of female shareholder-elected Supervisory Board members (headcount %)	13	0	0
Apprentices – newly started (headcount)	6	3	6
Apprentices – completed training (headcount)	4	3	-
Lost-time injury frequency (LTIF) (incidents / million exposure hours)	8.8	8.7	10.7
Passenger injuries (per million pax)	2.6	2.2	-
Fatalities (#)	0	0	0
Contributions to community projects and associations (tEUR)	425	466	171
Net Promoter Score	58	53	-

* Figures provided for 2018 and 2019 represent average FTEs, whereas figures from 2020 represent headcount.

Governance

Share of vendors having signed Vendor Code of Conduct – Retail & Catering (%)	99	94	65
Share of vendors having signed Vendor Code of Conduct – Procurement (%)	57	-	-
Share of employees completing compliance E-learning (%)	90	70	90

Social

Management positions are defined as positions with direct reports.

Director positions are defined as Vice President level and above.



Governance

- 25 — Organisation
- 26 — ESG risk management
- 29 — GRI index

Organisation

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

Ownership and governance

Scandlines operates a two-tier management structure comprising a Supervisory Board, which supervises the Executive Management responsible for daily operations. Members of the Supervisory Board are selected by the company's shareholders comprised of a consortium of long-term infrastructure investors including First Sentier Investors (50.1 percent), Federated Hermes (14.9 percent) and 3i Group plc (35 percent) as well as by election of employee representatives.

Our investors are furthermore represented in an Investor Committee, the Audit and Risk Committee, the Remuneration Committee and an ESG Working Group established to oversee and contribute to the development of our ESG policy, strategy, initiatives and KPIs and defining our key focus areas and the sustainability reporting framework and contents.

Responsibility for economic, environmental and social topics resides with the Chief Operating Officer and Executive Management, who report directly to the Supervisory Board

and the relevant committees. At least once annually, the Supervisory Board reviews and approves our ESG topics, related risk management and our sustainability reporting, ensuring that all relevant topics are covered.

Diversity

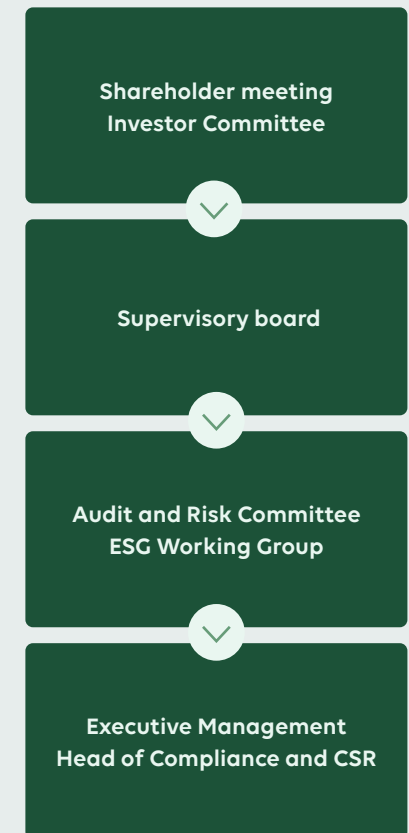
We are dedicated to promoting diversity, and we signed the charter on women in shipping launched by Danish Shipping in early 2020. We work to ensure equal conditions for female candidates for leadership positions and invest in our female employees to prepare them for a management career. We always hire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

At Supervisory Board-level, we strive to increase the share of women among shareholder-elected members. Following the shareholders' election of one female member of the Supervisory Board in 2020, the share of women increased to 12.5 percent of the shareholder-elected members. We maintain our target of increasing the share

of women to a minimum of 20 percent of the shareholder-elected members by 2021.

In 2020, the proportion of women at other managerial levels reporting directly to the CEO was 25 percent (2019: 28 percent). We intend to improve this 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 may be found on [our website](#)¹.

ESG governance structure



¹ https://www.scandlines.com/about-scandlines/about-scandlines-frontpage/policy_on_gender_equality.aspx

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 focused process for the identification, assessment, handling and reporting of relevant risks.

Executive Management has overall responsibility for the group's risk management, which is also reviewed twice annually by the Audit and Risk 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, social and governance 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. Increased extreme weather conditions would negatively impact our operations and potentially lead to disturbances in our large global vendor base. 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 IMO. In addition, climate change might lead to changed customer behaviors and impact bunker availability and price.

Mitigation

We continuously invest significantly in reducing the environmental footprint of our ferry operation by implementing hybrid solutions and installing state-of-the-art thrusters, ensuring an industry-leading position and full compliance with applicable environmental regulations in the region. The stable traffic machine concept is highly resistant to adverse weather, exceeding the comparable performance by competition from The Great Belt Bridge as well as regional air travel options and direct ferry routes between Sweden and Germany/Poland.

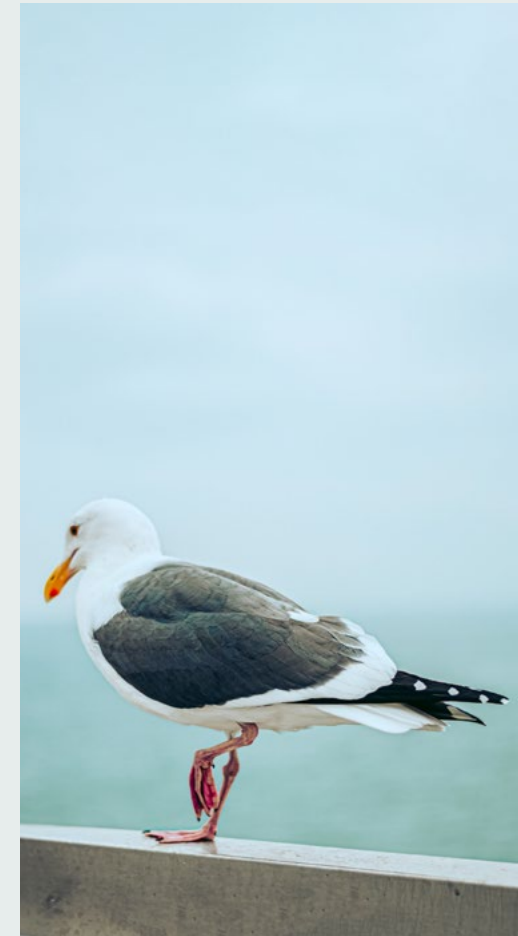


Environmental rules and regulations

Scandlines is subject to comprehensive environmental protection laws, and incidents 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 programme for all ferries, including regular dockings.



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.

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.

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.

We have established a thorough process for monitoring, reporting and reviewing health and safety information, 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. In addition, annual health and safety walks are conducted in our ports to identify areas for improvement and share best practices.

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 procedures. The simulator has also been used to prepare officers for the installation of new navigational 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.



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.

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.



Operations

Scandlines' main operational risks concern our owned ferries and ports in Puttgarden, Rødby and Gedser. Disruption of service may occur from technical problems, accidents, failure by vendors – of which we have approximately 2,000 – to meet their contractual obligations, cyber or terrorist attacks, or adverse weather conditions, potentially entailing a material negative impact on our operations, the reputation of our traffic machine concept and the group's financial results and business.

Mitigation

We have taken measures to ensure redundancy in the operational set-up 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. The group continuously monitors and implements initiatives to reduce the risk and potential impact of cyber and terrorist attacks.



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.

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 relevant development and education of employees, thus securing a high employee satisfaction level and reducing the risk of strikes.

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.

Unforeseen events, such as a pandemic, 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.

Mitigation

Scandlines monitors economic and political developments closely and may remedy unfavourable changes in demand and potential overcapacity by reducing frequency of departures, reallocating capacity between traffic categories, reducing staffing or by temporarily de-commissioning a ferry from a route. 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.

Governance risks



Rules and regulations

Scandlines is subject to regulations governing environmental and safety issues, food and product safety, data protection, anti-bribery and 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' reputation and business.

Mitigation

We continuously monitor the regulatory environment and take any required mitigating actions to ensure compliance with, among other things, relevant environmental protection regulation, safety and manning requirements, specific regulations concerning working conditions for seafarers and temporary restrictions on travel and the freedom to assemble.



GRI index

We have prepared the 2020 sustainability report in accordance with the GRI Standards: Core option. 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 and a high level of transparency and accountability.

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General indicators

102-5

Ownership and legal form

Scandlines Infrastructure ApS is a Danish limited liability company.

102-7

Scale of the organisation

The Group had 1,357 employees (average FTE) and operations within transportation, retail and catering, cf. pages 6-7 in this report. Net sales were EUR 273 million in 2020, and the total capitalization at 31 December 2020 was comprised of EUR 968 million in interest bearing liabilities and EUR 1,520 million in equity.

102-8

Information on employees and other workers

Significant portions of Scandlines' activities performed by workers who are not employees include: Cleaning services, security services, certain maintenance services requiring specific technical knowledge, technical service of the Portcenter Puttgarden, crafts (e.g. electricians and blacksmiths), consultants. Further, part of the operational workers is provided by the respective German and Danish governments following the privatisation of Scandlines out of state-owned companies in 2007.

Scandlines had 432 female employees and 801 male employees on permanent contracts in 2020. 155 female employees and 182 male employees had temporary contracts in 2020. 384 women and 790 men were employed full-time, and 185 women and 187 men were employed on part-time contracts.

Seasonal variations can occur, but the effect was limited in 2020. Data has been compiled from TalentSoft, Scandlines' HR system.

102-10

Changes to organisation and supply chain

There were no significant changes to the organisation or supply chain in 2020.

102-11

Precautionary principle or approach

While Scandlines has not formally adopted the precautionary principle, the Group systematically assesses and manages safety, environmental, operational, supply chain and other risks as described in this report.

102-41

Collective bargaining agreements

86 percent of the Group's employees are covered by collective bargaining agreements.

102-45

Entities included

All entities included in the consolidated financial statements are presented in the annual report (note 26) and covered by this report.

102-48

Restatements of information

There have been no restatements of information provided earlier.

102-49

Changes in reporting

The report is Scandlines' first independent sustainability report.

102-51

Date of most recent report

The most recent information provided about sustainability topics was included in the 2019 Annual Report published on 29 April 2020.

102-52

Reporting cycle

The sustainability report is published annually.

102-56

External assurance

The report is not subject to external assurance.

Topic-specific disclosures

307-1

Non-compliance - environmental

Scandlines received no significant fines or non-monetary sanctions for non-compliance with environmental laws and/or regulations.

418-1

Substantiated complaints - privacy and data

Scandlines received no substantiated complaints concerning breaches of customer privacy or loss of data.

419-1

Non-compliance - social and economic

Scandlines received no significant fines or non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area.

Contact person concerning sustainability

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Memberships

