

Sustainability report 2022



We keep on sailing!

Scandlines increased revenue and results in 2022 despite COVID-19 restrictions early in the year and economic slowdown in the last quarter, and we maintain focus on improving customer offerings and progressing towards the zero direct emissions vision.

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Recommended reading



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 In 2022, we delivered as planned on our zero direct emission vision. **page 7**

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About the sustainability report

This report covers the activities and results of Scandlines Infrastructure ApS for the period 1 January 2022 - 31 December 2022, 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 and gender equality in accordance with sections 99a and 99b 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 ferries provided efficient and reliable transport with 39,000 departures in 2022. With frequent departures and a reliability* around 93 percent, Scandlines is always open and is the floating bridge between Continental Europe and Scandinavia providing an attractive alternative to the Great Belt Bridge and the direct ferry routes between Germany and Sweden as well as air travel.



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.



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 emission freight ferry will be commissioned in the second half of 2024.



Departures

39 thousand

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



Lorries

754 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.



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

6.1 million

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



Border 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.



Shopping transactions

605 thousand

Our shopping outlets offer great customer experience and low prices on a wide range of beer, soft drinks, confectionery, wine and fine spirits.

* Reliability is defined as being on time within 15 minutes

Our sustainable 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.

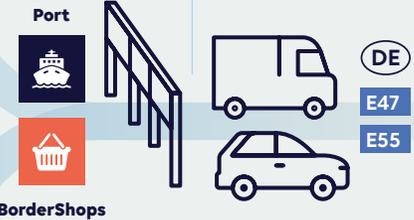
Modern fleet

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 2022

~7.8 MEUR

We increased our green investments with installation of new thrusters and fitting another rotor sail.

12% CO₂e

We reduced our CO₂e emissions per trip significantly since 2019.

72%

Scandlines conducted an Employee Engagement Survey in 2022. We achieved a participation rate of 72 percent and received over 1,000 comments.

4/4

All 4 ferries on the Puttgarden-Rødby route have been fitted with new Azipull thrusters, which reduce CO₂ emissions by up to 15 percent.

2/2

Both ferries on the Rostock-Gedser route have been fitted with new rotor sails, which reduce CO₂ emissions by 4 percent on average, and by 20 percent in optimal wind conditions.

34 charging stations

We installed 19 additional charging stations for electrical cars of our employees in all our ports, making it 34 in total.

100% renewable electricity

All land-based electricity contracts were switched to renewable sources in 2021, reducing our CO₂ footprint by more than 1,800 tonnes.

100%

Scandlines' Vendor Code of Conduct or an equivalent agreement was signed by 100 percent of the group's vendors with a spend >20 KEUR.

WE SUPPORT



SDG indicators relevant for Scandlines



CEO letter

We are delivering on our net zero vision

Our efforts to build a more sustainable business continued in 2022 through further investments and completion of the installation of new thrusters on our Puttgarden-Rødby ferries. The construction of our new zero direct emissions vessel progressed as planned, supporting our target of becoming operationally emissions free on our Puttgarden-Rødby route in 2030 and for Scandlines by 2040.

Zero direct emissions vision on track

We are approaching another important milestone towards zero-emissions operations on our Puttgarden-Rødby route after ordering our new direct emissions free freight ferry in late 2021 and making progress with the construction work in 2022 as planned. In the summer, we celebrated the keel-laying of the vessel and at the end of 2022, we marked that eight out of 36 sections were placed on the slipway and that production commenced for what will be one of the largest lithium-ion battery installations on a ferry to date. We also continued rebuilding our terminals to accommodate for freight units on the upper deck of this ferry and fitting the necessary charging facilities.

Our existing fleet was improved with the completion of a EUR 13 million investment to install low-noise pull thrusters on our four double-ended ferries on the Puttgarden-Rødby route, reducing CO₂ emissions by up to 15 percent. When the last ferry M/V Prinsesse Benedikte was upgraded, it was repainted with silicone antifouling paint

We still expect our investments related to our zero emissions vision to be approximately EUR 400 million in the period from 2013 to 2024

Carsten Rhodes-Nørland, CEO

to improve energy efficiency. We also fitted M/V Berlin with a rotor sail following the learnings and positive results from the installation of the sail on M/V Copenhagen two years ago. This is expected to reduce CO₂ emissions by another 4 percent on average and by as much as 20 percent in optimal wind conditions.

We still expect our investments related to our zero direct emissions vision to be approximately EUR 400 million in the period from 2013 to 2024. Against that background, I was very pleased that in October 2022, we received the IJGlobal ESG 'Corporate Transition Award – Infrastructure'. It was motivated by the ground-breaking projects we have implemented to continuously reduce our environmental impact and by our leading role in the green transformation of the industry. Furthermore, we remained the highest ranked ferry operator in the annual Danish Sustainable Brand Index.

Our people

Our sustainability work covers more than climate action. We conducted an Employee Engagement Survey in 2022 with a response rate of 72 percent and more than 1,000 comments from employees. In addition, our recurring occupational health seminar – focused on mental health and risk assessments – was conducted twice in Denmark and for the first time also in Germany. These sessions also provided us with valuable input, and in combination with the results of the engagement survey, we have a good foundation for making Scandlines an even better and safer



workplace. Furthermore, we strengthened our ESG reporting by fully embracing the new GRI standard, which enhances transparency of all our sustainability efforts.

Our progress on many ESG parameters, particularly on climate action, makes me confident that Scandlines is well positioned for realising our zero direct emissions vision and that we remain an innovative ferry operator and an attractive workplace.

Carsten Rhodes-Nørland
CEO



Focus

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Our key focus areas

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.

We remain confident that Scandlines can contribute positively within the six key focus areas that were identified in 2020 to encompass material topics of increasing importance to our stakeholders and that reflect our company's significant positive and negative economic, environmental, and social impact. They are described on page 10.

In 2022, 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. Furthermore, we decided to enlarge the span of the "employee well-being" focus area to encompass not only all employee-related elements such as career development and training, but also our impact on the communities

we operate in. Consequently, this focus area will be named 'People' going forward.

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 severity of 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.

We engage with the majority of our key stakeholder groups as part of our daily operations.

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 CO₂ 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 2022, our investors continued to support our sustainability efforts.

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 coordinate with authorities and political decision makers around green investments and a range of other topics, participating in regular meetings. In 2022, we collaborated closely with authorities in Germany and Denmark to adhere to all relevant regulation and guidelines relating 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. 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. In 2022, we became a partner of The Danish Society for Nature Conservation which is the largest nature conservation and environmental organisation in the country.

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 in particular temporary staff. We also support the local areas by means of sponsorships of local sports clubs and school projects, among other things. In 2022, we, and three partners, engaged in a development plan for the port area in Gedser not used for transportation purposes to attract businesses and tourism investments.

Our key 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, water and other emissions. We have defined a vision of converting the group's vessels to zero direct emission ferries and claim a position as an industry leader with a clear impact on the sector's green 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 water.



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 sustainably and responsibly and 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. 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 anytime 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 antibribery 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



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 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.

Environmental protection



In 2022, we continued investing in our fleet and operations to realise our zero emission vision, and the construction of our first zero direct emission vessel was on track.

Activities and results

The conversion of our fleet to zero direct emission ferries continued in 2022 as we drew on our experience in pioneering hybrid ferries and establishing the largest hybrid ferry fleet in operation. Simultaneously, we continued to future-proof our fleet and reduce our footprint by completing additional investments and activities.

In 2021, we ordered a [zero direct emission freight ferry](#) to be commissioned on the Puttgarden-Rødby route in 2024. At the end of 2022, two-thirds of the steel plates for the ferry were cut and the ferry consisted of eight sections, and another 16 sections were under construction. The vessel will have a capacity of 66 freight units and depending on deployment, total freight capacity on the route can be increased by up to 23 percent.

The ferry will recharge in Rødby and have a zero direct emission crossing time of 70 minutes or a hybrid crossing time of 45 minutes. The ferry will replace M/V Kronprins Frederik and M/V Holger Danske. In late 2021, the latter was decommissioned for scrapping with Fornæs Ship Recycling, which ensures eco-friendly scrapping, management of waste and recycling of components.

In 2022, we began preparing the berths for the new vessel. Thor Design, a Danish company producing furniture from recycled wood, has dismantled and collected 700 tonnes of wood from the quay walls in the port of Rødby. In return, Scandlines will receive tables and benches made from the recycled wood.

In 2022, we installed new pull thrusters on M/V Prinsesse Benedikte and thereby completed the successful installation of the propulsion system on all four hybrid ferries on the Puttgarden-Rødby route. The thrusters reduce CO₂ emissions by up to 15 percent by allowing a more homogenous water flow, which also entails less noise and vibration. The total investment exceeded EUR 13 million. During the yard stay, M/V Prinsesse Benedikte was re-painted with silicone antifouling paint to reduce friction, improve energy efficiency, and to further reduce emissions by approximately 4 percent. M/V Schleswig-Holstein was also painted with silicone paint during a yard stay. Further, M/V Schleswig-Holstein received new inverter cabinets for the propulsion system which reduce consumption and thereby emissions.

Based on positive experience and results of installing a custom-made rotor sail on M/V Copenhagen in 2020, the same operation was completed on the sister vessel M/V Berlin in 2022. The 42-tonne and 30-metre-high rotor sail harnesses wind power and provides supplementary propulsion while reducing emissions by around 4 percent on average and by more than 20 percent in optimal wind conditions. We performed a successful speed test in cooperation with WASP (Wind Assisted Ship Propulsion) partner SSPA highlighting the good performance of the rotor sail on M/V Copenhagen.



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

The initiatives implemented since 2019 have reduced our emissions by 12 percent per trip, saving 18,135 tonnes of CO₂e, had we sailed the same number of trips.

Teams in our operations continue to share knowledge about the ferries and created best practices on how to maneuver and navigate them as energy efficient 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.

The hotel load is the power needed to supply the domestic loads of the vessel such as lighting, air-conditioning, cooling water pumps, etc. and

is independent of the propulsion of the ferry. Since 2019, we have launched several initiatives to reduce the energy required for the hotel load. For example, a frequency converter controls a constant pressure on outlet from each sea and fresh water pump. Also all diesel generators are equipped with shutoff valves, closing 10 minutes after engine stop and opening again when the engine starts. All minor equipment has low temperature flow control valves mounted in the return line to ensure adequate amount of water. Depending on equipment load it opens and closes to keep the equipment outlet temperature at around 40 degrees.

As a recognition of our transition towards zero direct emission operations, Scandlines received the prestigious IJGlobal ESG award 'Corporate Transition Award – Infrastructure' in October 2022. The jury's motivation for the prize included the various ground-breaking projects implemented to reduce environmental impact from the ferries.

In the passenger areas on M/V Berlin, we completed the replacement of paper towel dispensers with electric hand dryers to reduce paper consumption. In cooperation with our external contractors, we also reduced the use of chemicals for cleaning by deploying environmental-friendly, biodegradable ecolabels.

We reached levels of at least 98% of chemical-free cleaning in both countries. We continued testing new technologies and machinery to further improve, e.g. steam-cleaning procedures

and nanofiber technology. Finally, BorderShop bags were replaced with more environmental-friendly alternatives.

In support of the transformation of our car fleet to electric vehicles, we more than doubled our electric charging stations to 34 for our employees' cars in our ports in Puttgarden, Rostock, Gedser, and Rødby. In addition, we updated our car policy with the requirement to choose hybrid or electric vehicles as company cars where feasible.

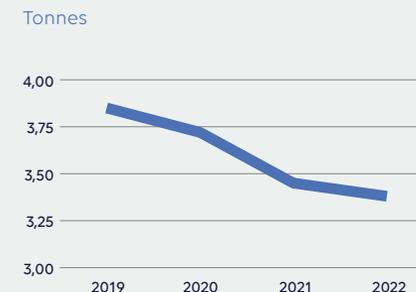
We are bringing ever improving transparency to our operations through our greenhouse gas emissions reduction and work to improve data to accurately track our progress. In 2022 we created our first scope 3 emission inventory. Further, we have chosen the Danish climate tech startup ReFlow to help develop the industry's first digital climate twin to perform a full life cycle assessment (LCA) of the coming zero direct emission freight ferry. We intensified our efforts to reduce indirect emissions related to our activities including employee commute, by promoting public transport for employees in the Hamburg office. We continued to offset business flight trips via atmosfair, a German non-profit organisation, which actively contributes to CO₂ emission mitigation.

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 decarbonization of all business-related activities. In addition, we joined the Danish society for Nature Conservation as a partner.



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CO₂e emissions per trip



Outlook

In 2023, we continue our efforts to further lower our energy consumption. This includes installing new propeller blades on both Rostock-Gedser ferries, which will improve the propeller efficiency and save 11 percent propulsion energy while optimising engine use for a speed of 16 knots. Originally the engine was designed for a speed of 20 knots, which has been lowered to reduce energy consumption.

In our Rødby shore office, we plan to install automatic LED lighting with motion sensors, with an energy saving potential of 30 percent. Electronic heating controllers will be installed, and if the anticipated energy savings from both initiatives is realised, other shore offices will follow.

We continue to evaluate the opportunities to further electrify the vessels on the Puttgarden-Rødby ferries.

Furthermore, we will continue investigating alternative fuels for Rostock-Gedser ferries as well as new energy storage solutions.

We will test an auto crossing functionality on the Puttgarden-Rødby ferries which could lead to energy savings of 3 percent of the propulsion energy and increase safety on the route as the pilot and co-pilot have more time for safety considerations from a helicopter perspective.

To reduce the CO₂ footprint from employee commuting, we will propose company bikes in Germany, install more electric charging stations for employees and customers in our ports, and continue the electrification of our car fleet.

In 2019, the lube oil purifiers were replaced with lube oil filters on the Danish ferries on Puttgarden-Rødby, and provided up 40 percent energy savings, and up to 60 percent less lube oil consumption. This replacement will be carried out on the German ferries in 2023.

In our efforts to further reduce the use of chemicals, we continue to work with our partners to identify new areas for improving processes and implementing more environmental-friendly products. Finally, we will stop the distribution of external flyers on the board of ferries to reduce paper consumption.

→ KPIs

- CO₂e emissions (scope 1, 2 & 3)
- CO₂e 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 (#)





Milestones reached towards the zero direct emission vision

The construction of our new direct emission free freight ferry with one of the world's largest battery installation progressed well during 2022. We reached several important milestones ahead of the planned commissioning on the Puttgarden-Rødby route in 2024.

The new ferry is being constructed at Cemre Shipyard in Turkey where the first steel plates were cut in April after months of intense preparation and the appointment of numerous skilled sub-contractors who will contribute to the realisation of the project.

In late August, we celebrated the keel-laying of the ferry. Like other modern ships it will not be built around one single keel but instead be comprised of 36 hull sections welded together to form the 9-deck ferry with capacity to transport 66 freight units and 140 passengers across the Fehmarn Belt in 70 minutes emissions free and in 45 minutes as a hybrid ferry.

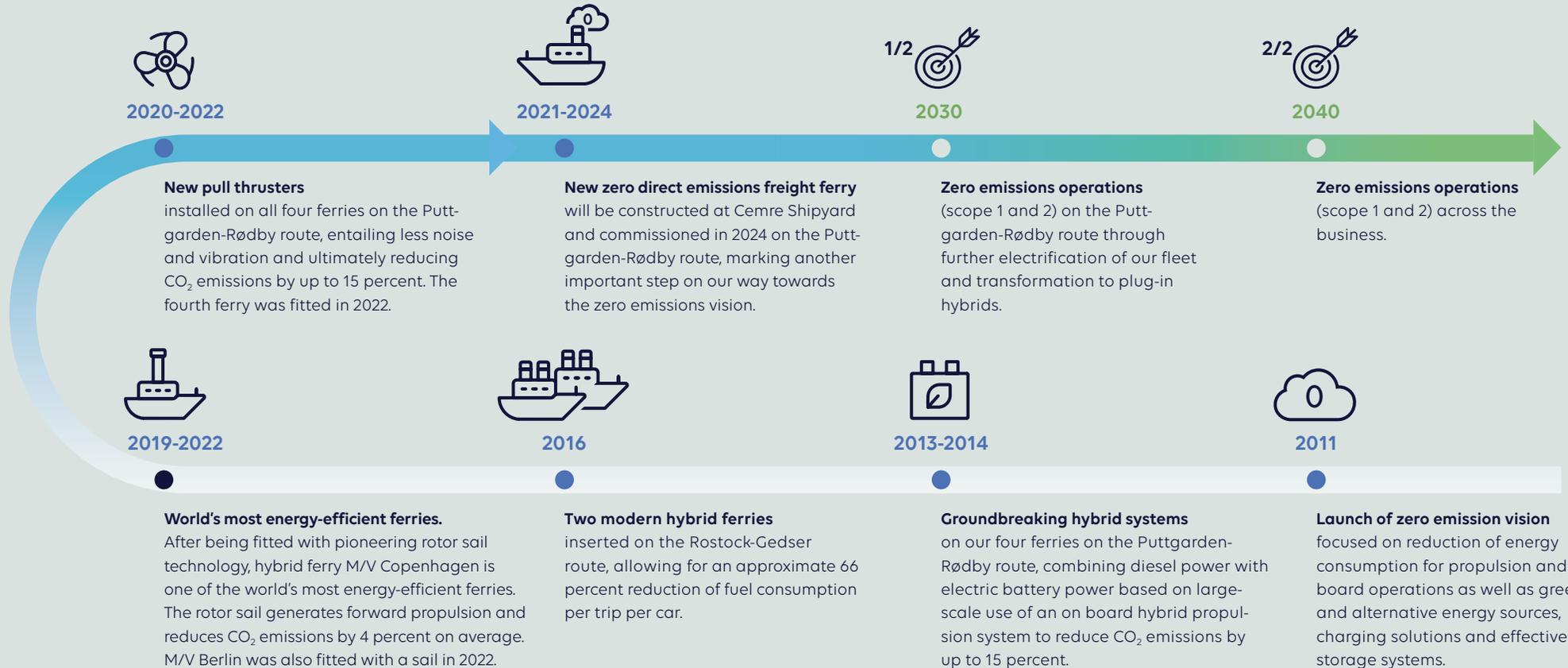
Rebuilding of the terminals in Puttgarden and Rødby was initiated towards the end of the year to ensure compatibility with the new ferry and improve ramps by 2023 to accommodate increased traffic volumes. During 2023, we will extend the 50kV / 25 MW power cable in Rødby and install a transformer and charging station as well.

The EUR 80 million investment marks the introduction of the next generation of ferries that will improve our freight product offering further and enable us to reach the target of zero direct emissions (scope 1 and 2) on the Puttgarden-Rødby route by 2030 as a stepping stone in our efforts to reach zero direct emissions for our entire business by 2040.

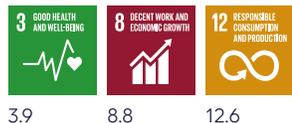


Our journey towards zero emissions

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



We continued investing in the safety and well-being of all stakeholders in 2022. We strengthened our targets for a better safety performance by introducing trackable KPIs focused on preventive actions.

Activities and results

In 2022, 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. 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.

Over the past two years, we have invested in a new Marine Evacuation System (MES) for the German ferries operating on the Fehmarn Belt to improve safety on board. Our MES is the first of its kind, tested by Lloyd’s Register and approved by the German authorities. The EUR 1 million investment allows Scandlines to navigate even more safely through Fehmarn Belt in the coming years.

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 of contracts.

Key learnings are taken from all incidents as opportunities of learning and we have created a system where all cases are analysed, root cause as well as corrective actions are determined and where lessons learned are shared with all employees. Based on these data we focus on areas that provide the highest positive impact on a safe working environment. Slip, trip and fall hazards are our most frequent type of injury, followed by manual handling.

We acknowledged that our injury frequency rate increases during peak season and that newly hired employees are more exposed to

work related injuries than the more experienced colleagues. This provided us with an important understanding that safety is directly linked to onboarding and manning strategies.

Amongst other initiatives, the HSEQ department has 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.

We constantly work to strengthen our safety culture and -organisation. The health and safety department headcount was doubled in 2022, now comprising six full-time employees. Our safety leaders and representatives as well as safety boards on sea and at land were trained in their roles, duties and responsibilities to be ambassadors for safety in everyday processes. Furthermore, the safety boards continued collaborating with HSEQ professionals on risk assessments, incident analysis and new initiatives.

The physical and mental health of our employees is of utmost importance. Our health and safety seminar – this year focused on mental health and risk assessments - was conducted twice in Denmark and for the first time also in Germany. Input for improving mental health among all employees were provided and once compared with the results of the employee engagement



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.

survey, relevant initiatives will be launched. In addition to mandatory health checks, we introduced a health pass, allowing employees in Germany to access selected sport activities and online courses against a small fee and we resumed our participation at sport events for colleagues to meet.

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

Overall, the Lost Time Incident Frequency (LTIF) increased slightly in 2022 to 12.55 and our Medical Treatment frequency (MTIF) was 3.14. The difference is continuously assessed to identify initiatives to make it possible and attractive for injured colleagues to continue working during their recovery. Overall, the number of sick days due to injuries dropped on the back of implementation of preventive actions throughout the year, a trend also observed during Q4 with a declining LTIF, underlining the importance of our pro-active health and safety strategy focused on hazard and risk awareness as well as collaboration.

In addition to legal requirements we continued to perform Maritime Crew Resource Manage-

ment (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 towards our customers and employees.

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 2023.

We aim to reduce the lost time incident frequency (LTIF) and continue the journey towards zero incidents.

Of key importance are our procedures and training. With regards to procedures, all risk assessments are to be updated in a new system to ensure regularity. Also, a permit-to-work system on land will be implemented, helping contractors and vendors to comply with and develop the safety culture. In addition, incidence

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 number of risk assessments being reviewed and time spend for corrective actions to be implemented after a hazard has been observed.

The HSEQ and HR departments will develop a 'safe onboarding' training for new employees to provide them with the best starting point for a safe and healthy career at Scandlines. A new safety awareness training will be introduced and conducted during 2023. Also, we continue educating and developing our safety organisation and our employees through seminars and workshops.

Lastly, we aim to run large-scale exercises on our crisis management involving internal and external emergency resources, including local fire departments or regional environmental response teams. As we gain more experience from highly realistic drills, we will continue to refine our crisis management tools.

➔ **KPIs**

- Lost Time Incident Frequency (LTIF)
- Medical Treatment Injury Frequency (MTIF)
- Passenger injuries (per million pax)
- Fatalities (#)

Medical Treatment Injury Frequency (MTIF), 2022





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.

People



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

Activities and results

In 2022, we employed an average of 1,391 full-time employees (FTEs) against 1,237 in 2021. 744 of our employees worked on shore, and 944 at sea. 836 people were employed in Germany, and 821 in Denmark. Overall, we employed 28 nationalities.

At the beginning of the year, we upheld measures to alleviate the impact of COVID-19 on our employees by continuing to use remote work solutions where possible and ensuring flexible work schedules. In Germany, we supported our employees during the lockdowns with a 100 percent increase in short-time allowance to secure their livelihood. We also proposed and paid for certain booster vaccinations across the organisation.

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 2022. Further, a large share of full-time employees completed an annual appraisal discussion. We consider such activities a key step in our work to ensure high performance and employee satisfaction.

In 2022, we conducted an employee engagement survey with a 72 percent participation rate. The purpose was to investigate the overall level of satisfaction and motivation and it covered subjects such as management support, personal recognition, personal safety, ethics & integrity, as well as harassment. The outcome was an Engagement Score of 3.32 out of 5. The

results were shared with our shareholders and presented and discussed in all departments to identify areas for improvement. Our ambition with the employee engagement survey, which will be repeated in 2023, is to improve the engagement score notably in order to nurture the culture needed to fulfil our ambitious strategy.

We continued our trainee program, and the number of participants increased to 15 from 7 in 2021. In 2022, 7 trainees successfully completing 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.

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.

Diversity

In 2022, the proportion of women at managerial levels has increased to 30 percent (2021: 28 percent). We intend 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 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.

Outlook

In 2023, we will continue the collation and implementation of actions based on the employee engagement survey results to develop a people vision and long-term people goals. The next engagement survey will be conducted during the year. In addition, a new stress management awareness approach as well as leadership training will be launched in 2023.

Furthermore, we will start defining what diversity and inclusion means in a Scandlines context and set implementing measures to increase diversity in the organisation.

→ KPIs

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





Healthy and engaged employees

It is of utmost importance to us, that our employees are motivated, engaged and have good physical and mental health. For Scandlines to become an even better and safer workplace we strive to learn from our employee interactions.

In 2022, we conducted an engagement survey among our employees to investigate the overall level of satisfaction and motivation. With a response rate of 72 percent and more than 1,000 comments on topics such as support, personal recognition, personal safety, ethics, and harassment, we had valuable input to – in collaboration with our employees - identify improvement areas.

Since 2013, we have invited our Danish employees from all areas of the business to participate in a yearly health and safety seminar to learn and discuss our physical and mental work environment with representatives from the management board. The restart

of the seminars after the COVID-19 pandemic was marked by extending to two meetings in Denmark and by expanding the concept to Germany, where one seminar was held.

160 engaged colleagues participated in the two seminars in Denmark, discussing business development with the management board as well as topics such as ESG, diversity in Scandlines and the industry, well-being, and mental health. In Germany, around 110 employees demonstrated their engagement in dialogues and workshops around similar topics.



“We value the dialogue and collaboration with our employees to develop as a workplace and employer. Therefore, we have planned another Employee Engagement Survey and more seminars in 2023 to measure progress and check-in on the well-being of our employees.”

Jakob de la Cour, SVP Group HR

Customer satisfaction



To meet increasing complex demands from customers, we strengthened our offering to travel sustainably and responsibly. This included high transport frequency, improved waste management, healthy foods and sustainable packaging.

Activities and results

In 2022, we expanded our offering to improve leisure and freight customers' satisfaction. As an example, we changed layout and signs in the ports and on board the Puttgarden-Rødby vessels to make it easier for customers to find their way on board the ferry.

We measure customer satisfaction using the Net Promoter Score (NPS) method, and performance was stable at +52 compared to +55 in 2021. 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 a survey on all German, Danish and Swedish customers in the summer and monthly surveys on Danish and

Swedish customers. Doing this helps us to better understand the travel patterns and the needs of our customers, which we can use to derive and improve our strategy.

Ensuring the safety of all customers remained a key priority in 2022, and we offered high frequency to fully accommodate customer demand. We strengthened our offering to customers aspiring to travel sustainably and responsibly by continuously working to reduce our environmental footprint.

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 also 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.

Waste sorting remained relatively constant in 2022 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 have introduced a new 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 started measuring food production waste on two ferries.

As of 2022, the coffee on board the Puttgarden-Rødby vessel came from Fairtrade coffee brands.

The Danish Veterinary and Food Administration granted Scandlines 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.

Scandlines remained the best ferry operator and among the top100 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 84 of 243 Danish brands and the best ranked among other ferry operators.

The COVID-19 pandemic has caused significant changes in individual travellers' behaviour. In order to adjust to changing demands, Scandlines constantly works to achieve the right balance between flexibility and service we provide and pricing. In addition, we are constantly making an effort to adapt our prices and products to suit the market and customer expectations.

To improve the experience for truck drivers, their restaurant discount increased from 35 to 50 percent.

Outlook

We will continue ensuring safe and efficient transportation for our customers, and further digitalise the customer journey.

Over the next year, Scandlines will work with vendors and employees to develop an intelligent port system (SmartPort) to automate check-in. The system will be implemented in the ports of Puttgarden and Rødby, and it will be introduced in Rostock and Gedser later.

We also plan to change the layout and signs on the Rostock-Gedser ferries to improve the customer experience.

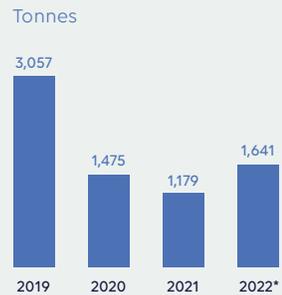
Our efforts to improve waste segregation, to reduce waste and replace conventional food products with labelled fish products as well as organic, sustainable, and Fairtrade products will continue in 2023. For example, Fairtrade coffee will be provided on the Rostock-Gedser ferries and plastic-free coffee cups will be available in the catering outlets operated under our own brand.

We will continue to promote ferries as an example of "shared economy", transporting vehi-

cles on a common platform while their propulsion rests climate neutral. As we continue towards our zero direct emission vision, this becomes an increasingly strong competitive advantage. Furthermore, we plan to launch an online emissions calculation tool for our Business-to-Business customers.

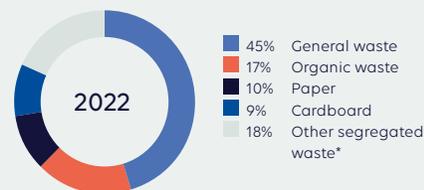
We will – in collaboration with three partners – engage in developing the part of the port in Gedser not used for transportation purposes. With the development plan in place, we have started identifying investors to head business and tourism activities, respecting existing buildings and the local community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

Waste volumes



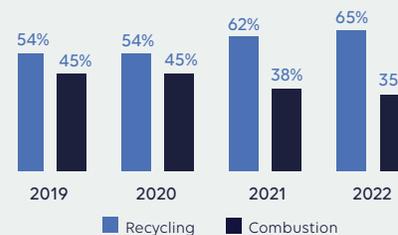
* Excluding waste from construction of the new ferry and disposal of a ferry.

Waste fractions



* Fractions <5%.

Waste treatment



Shares <1% are excluded.

KPIs

- Waste volumes (tonnes)
- Waste fractions (%)
- Waste treatment
- Non-segregated waste share (%)
- Net Promoter Score

Compliance & ethics



12.6 16.5

In 2022, we continued focusing on compliance and ethical business behaviour, on training our employees and on raising awareness across the organisation.

Activities and results

In 2022, 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 2022, we received no substantiated complaints on breaches of customer privacy, nor did we identify any leak, theft, or loss of customer data.

We 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' business conduct. In 2022, there were no significant instances of non-compliance with laws and regulations.

Invitations were sent to all relevant employees for regular training sessions on compliance, data protection and other topics, mainly via e-learning. A technical issue resulted in a lower completion rate than in previous years; this has since been addressed and the business will look to improve the completion rate over time to ensure ongoing compliance with our core policies and procedures.

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.

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, an e-mail address to our compliance function



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.

is available for all internal and external stakeholders. Reports to the whistleblower system can be filed personally or anonymously to an external law firm. One report was filed in 2022 relating to an employee searching for the link to the whistleblower hotline. This was recomunicated afterwards. 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 2022, three critical concerns were raised, one of an operational character and two 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.

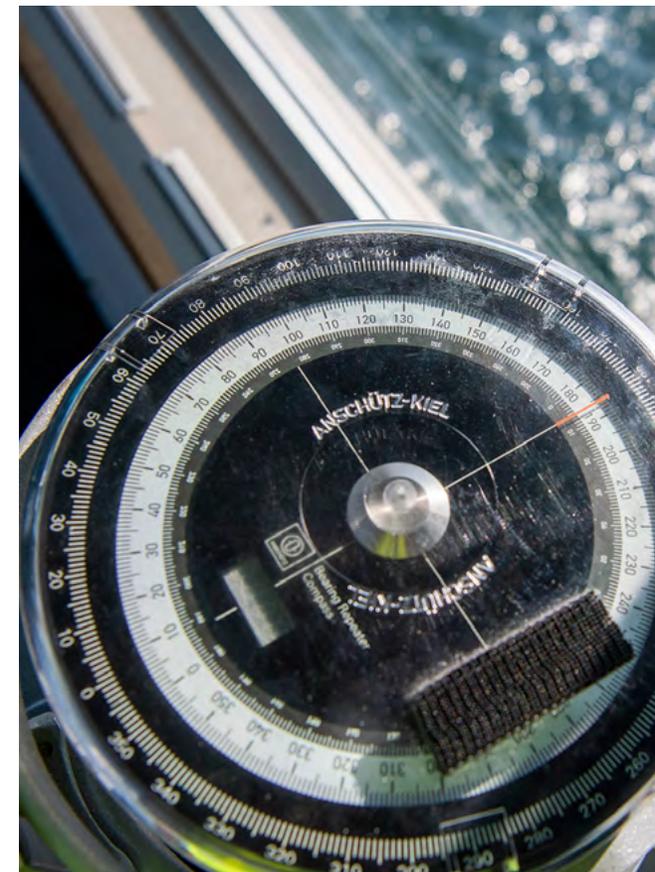
In line with our prior commitment, we have updated our Modern Slavery Act statement in 2022, which is implemented throughout the value chain via our Vendor Code of Conduct.

Our data ethics policy is evaluated on an annual basis and available [here](#). It was assessed that an update was not necessary during 2022. 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 2023. In addition, we will strengthen our efforts to improve training completion rates by focusing on this via individual management KPIs.



→ KPIs

- Completion rate of compliance e-learning



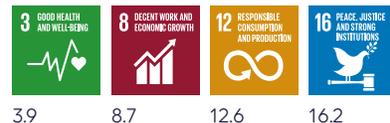
Policy

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

In the light of the geopolitical instability, war in Ukraine and global supply chain disruptions on the back of the COVID-19 pandemic, we adjusted our ordering cycles in 2022 to maintain a sufficient inflow.

After updating the Vendor Code of Conduct in 2021 emphasising our focus on health & safety as well as environmental protection, 97 percent of vendors within retail and catering signed our Vendor Code of Conduct or similar agreement in 2022 (2021: 97 percent). For all other vendors with an annual spend above EUR 20,000 the signature rate was 100 percent in 2022.

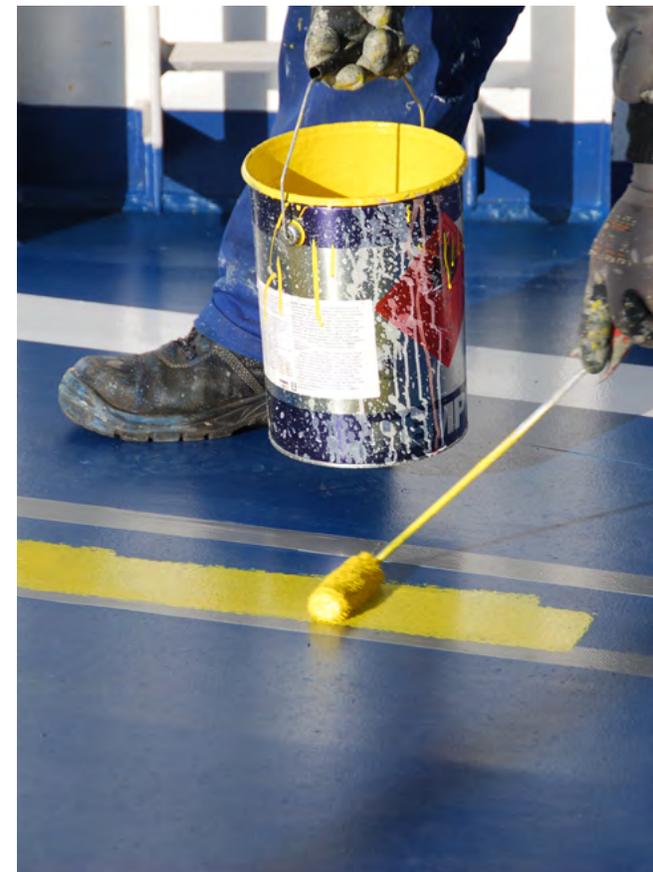
Where possible, we aim to procure from suppliers located in Germany and Denmark. In 2022, 75 percent of our total spend were allocated to local suppliers.

We apply 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 2022, we conducted audits of nine data processors including verification of data processors processing data in third countries.

During 2022, we started implementing a dedicated tool for screening and monitoring our main vendors against environmental and social criteria.

Outlook

We will continue to enhance our third-party due diligence procedures and promote our position on the key focus areas in 2023 by demanding adherence to our Vendor Code of Conduct or comparable rules – and by fully implementing our vendor screening and monitoring tool.



→ KPIs

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



Improving carbon footprint of single-use items in catering

We have strengthened our collaboration with our vendor for single-use and catering products with the objective to calculate and lower carbon emissions.

During 2022, we mapped our first scope 3 emission inventory, and results showed that purchased goods and services is a principal contributor to the the emissions.

To improve our footprint, we entered a collaboration with Abena, a Danish manufacturer of healthcare and industry products for catering and food service, among others.

Abena is among a few vendors who can provide carbon footprints on their products, which include Nordic Swan-labelled single-use coffee cups made from fully traceable raw materials from sustainable foresting.

When we became aware that the footprint of our current coffee cups and lids was 0,0504 kg CO₂e per unit, we decided to switch to plastic-free single use coffee cups and lids with a footprint of 0,0122 kg CO₂e per unit. This makes a saving of 76 percent per sales unit.

During 2023, the single-use coffee cups and lids will be available on our Puttgarden-Rødby route and is expected to lower our overall footprint by 12,472 kg CO₂e.

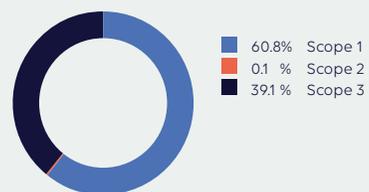


ESG KPIs and performance

	2022	2021	2020	2019
Environment				
Direct CO ₂ e emissions scope 1 (t-CO ₂ e)	131,393	131,606	129,822	158,139
Indirect CO ₂ e emissions scope 2 (t-CO ₂ e)	200*	0	1,818	2,532
Indirect CO ₂ e emissions scope 3 (t-CO ₂ e)	84,472	-	-	-
CO ₂ e per trip overall (t-CO ₂ e)	3.38	3.45	3.72	3.85
Electricity consumption onshore (mWh)	6,438	6,562	6,630	7,756
Share of renewable electricity onshore (%)	100	100	46	37
Environmental accidents/violations entailing fines/sanctions	0	0	0	0
Share of non-segregated waste on overall waste (%)	45.2	46.9	60.0	57.8
Pesticide usage stopped in own ports	3 of 3	3 of 3	3 of 3	1 of 3
Share of electric/hybrid cars in the car fleet (%)	24	18	6	-
Number of charging stations for electric cars (#)	34	15	6	4

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

CO₂e emission contributions 2022



Composition of scope 3 CO₂e emissions 2022



Emissions for "Purchased goods & services" as well as "capital goods" were calculated on the spend-based method. We expect our Scope 3 emission calculations to improve over time as we continue to work with the industry and our business partners to enhance the quality and accuracy of the data provided.

ESG KPIs and performance

	2022	2021	2020	2019
Social				
Total number of employees (average FTEs)	1,391	1,237	1,357	1,533
- By work location (shore / sea, average FTEs)	610 / 782	565 / 652	604 / 753	668 / 865
- By employment contract (permanent / temporary, headcount)	1,385 / 272	1,208 / 278	1,233 / 337	-
- By region (Germany / Denmark, headcount)	836 / 821	719 / 767	780 / 790	-
- By gender (female / male, headcount*)	600 / 1,057	549 / 937	573 / 997	572 / 961
- Share of female staff (headcount %)	36	37	37	37
Share of female managers (headcount %)	30	28	26	-
Share of female directors (headcount %)	17	13	11	-
Share of female shareholder-elected Supervisory Board members (headcount %)	25	13	-	-
Apprentices – newly started (headcount)	15	7	7	3
Apprentices – completed training (headcount)	7	7	7	3
Employee engagement survey result (x out of 5)	3,32	-	-	-
Lost Time Injury Frequency (LTIF) (incidents / million exposure hours)	12.55	10.3	8.8	8.7
Medial Treatment Injury Frequency (MTIF) (incidents / million exposure hours)	3.14	-	-	-
Passenger injuries (per million pax)	3.9	2.8	2.6	2.2
Fatalities (#)	0	0	0	0
Contributions to community projects and associations (tEUR)	388	358	425	466
Net Promoter Score	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 (%)	97	97	99	94
Share of vendors having signed Vendor Code of Conduct – Procurement (%)	100	99	57	-
Share of employees completing compliance e-learning (%)	54	-	90	70



Governance

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- 31 — ESG risk management
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- 38 — GRI index
- 50 — KPI definitions

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 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 furthermore represented in the four Supervisory Board Committees related to Investor, Audit and Risk, Remuneration as well as Safety and Sustainability. In addition to the statutory corporate set-up, an Investor Committee is established 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 increase 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 increased 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. 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 focused process for the identification, assessment, handling, and reporting of relevant risks.

Members of the Management Board 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 35). Increasingly extreme weather conditions would negatively impact our operations and potentially lead to disturbances in our large global vendor base.

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.

Mitigation

We continue to invest significantly in reducing the environmental footprint of our ferry operation by, for example, investing in zero direct emission 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.

The stable floating bridge 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 Germany/Poland and Sweden. 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.

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 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.

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.



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 emission freight ferry for commissioning on the Puttgarden-Rødby route in 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 emission 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



Operations, environment and safety

Scandlines' main operational risks concern our owned ferries and ports in Puttgarden, Rødby and Gedser. Disruption of service may occur due to technical problems, accidents or failure by vendors – of which we have approximately 1,500 – to meet their contractual obligations to comply with human rights and relevant labour laws, cyber or terrorist attacks, or adverse weather conditions, potentially entailing a material negative impact on our operations, the reputation of our floating bridge concept and the group's financial results and business.

Our operations are 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 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.

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.

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 (SEK and USD), trade conflicts and the right to move freely across borders. Decreasing demand can lead to overcapacity in general

Mitigation

Scandlines monitors economic and political developments closely to secure costs are adapted to revenue and may remedy unfavourable changes in demand and potential overcapacity by reducing frequency of departures, reallocating capacity between traffic categories or by

and lower operational efficiency on completed departures.

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, sanction checks, lack of availability of goods). Other political risks include material changes in tonnage taxation schemes

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 during crises.

in Germany and Denmark and material changes to the VAT differentials or 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.

Governance risks



Rules and regulations

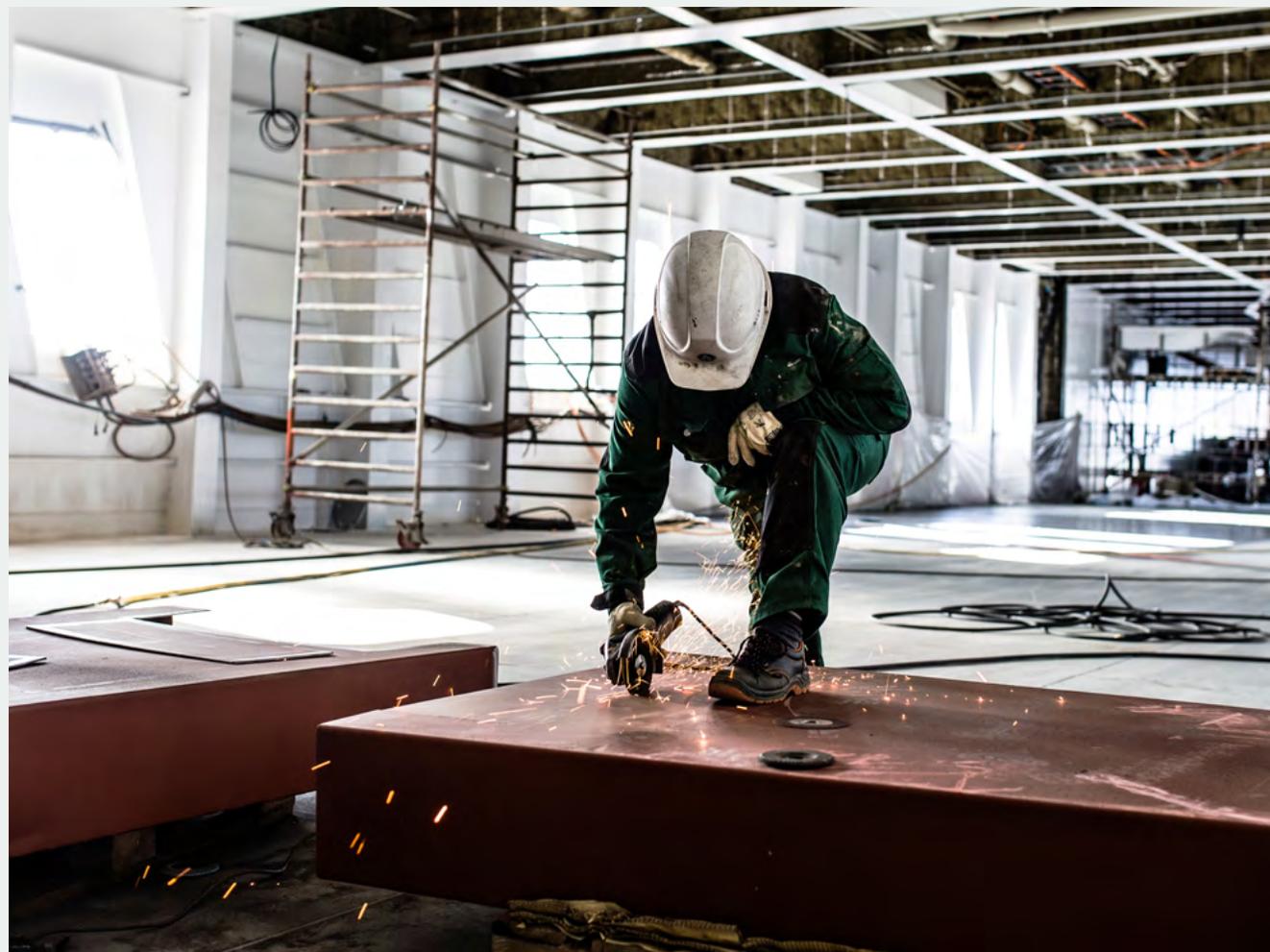
Our operations are subject to complex national and international rules and regulations governing the transport and shipping sector in the Baltic Sea region including international conventions adopted by the International Maritime Organisation (IMO). Applicable rules and regulations concern, among other 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) - of which we are an official supporter.

In line with TCFD methodology, we have identified physical and transition risks applying in the short, medium, and long term, covering the next five years, ten years and 25 years or more.

Physical risks

The physical risks are only considered relevant in the medium to long term and include chronic (e.g. durable increase of sea-levels, increase in temperatures) and acute physical climate-risks (e.g. increase in extreme weather events as floods). As our operations are conducted in the Baltic Sea, the overall risk impacts on the actual operation of our ferries are considered low with a potential slight impact on departures and the supply chain (e.g. availability of certain spare parts).

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 travellers. The shift is expected to occur in the short to medium term for business customers,

representing an opportunity for Scandlines to pursue the zero emission vision. Failing to adequately invest in the pursuit of the zero emission vision entails a risk of losing business customers to competitors focusing on transitioning to a lower carbon economy as well.

The effects on leisure travel patterns will be visible in the medium to long term and might present an opportunity for Scandlines as customer preferences are expected to favour local and sea travel over air travel. Operating expenses are expected to increase due to the planned introduction of carbon taxes and the decision to include shipping in the Emission Trading System. Further, capital expenses are necessary to continue the transformation of the fleet to zero emission, 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 in the short to medium term.

TCFD index

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

Recommended TCFD disclosures		Page
Governance	Governance around climate-related risks and opportunities	
	a The board's oversight of climate-related risks and opportunities	30, 31
b	Management's role in assessing and managing climate-related risks and opportunities	9-10, 30, 31
Strategy	Actual and potential impacts of climate-related risks and opportunities on businesses, strategy, and financial planning where such information is material	
	a Climate-related risks and opportunities identified over the short, medium, and long term	35-37
	b Impact of climate-related risks and opportunities on businesses, strategy, and financial planning	35-37
c	Resilience of the strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	35-37
Risk management	Identification, assessment and management of climate-related risks	
	a Processes for identifying and assessing climate-related risks	9-10, 31
	b Processes for managing climate-related risks	11-15, 31-34
c	Integration of processes for identifying, assessing, and managing climate-related risks into overall risk management	9-10, 31-34
Metrics and targets	Metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
	a Metrics used to assess climate-related risks and opportunities in line with strategy and risk management process	27
	b Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	27
c	Targets used by to manage climate-related risks and opportunities and performance against targets	15

Impact on strategy

In 2022, we updated our 2021 assessment of the impact of physical and transition risks on Scandlines' business strategy. We have reverified our assessment using the IEA's 1.5°C scenario. To achieve this objective, society has to 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 the objective of limiting global warming to 1.5°C is not achieved, Scandlines will experience impacts on its supply chain, operations and customer behaviour.

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 on page 35.





TCFD overview

	Risk	Risk horizon	Risk impact	Impact of scenarios	
				Below 1,5°C	Higher
Transition risks	Introduction of a carbon tax	Short to medium	OPEX	High	Medium
	Change in B2C behaviour	Medium to long-term	Revenues	Opportunity	As-is
	Change in B2B behaviour	Short to medium-term	Revenues	Opportunity	As-is
	Competitor behaviour	Short to medium-term	Revenues	High	As-is
	Increase of commodity prices	Short to medium-term	OPEX	High	Medium
	Availability and cost of funding	Short to medium-term	OPEX	High	Medium
	Technological transition	Short to medium-term	CAPEX/OPEX	Medium	As-is
Physical risks	Increase of storms/floods	Medium to long-term	CAPEX/revenue	As-is	Low
	Sea level rise/temperature rise	Medium-to long-term	CAPEX/revenue	As-is	Low
	Disturbances in the supply chain	Medium to long-term	OPEX/CAPEX	Low	High

GRI index

We have prepared the sustainability report 2022 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	Pages 9-10.
3-3	Management of material topics	Pages 9-26, 31-34, 38-50.
2-1	Organizational details	Pages 1, 4, 30, 53. Additional information: Scandlines Infrastructure ApS is a Danish limited liability company.
2-2	Entities included in the organization's sustainability reporting	All entities included in the consolidated financial statements are presented in the annual report note 26 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 2022 to 31 December 2022. 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 and electricity consumption has been updated for 2021 as the actual numbers became available after publication of the report. Heating emissions have been included for the first time, impacting scope 1 (heating oil) and scope 2 (radiation and district heating) emissions for 2022. Minor adjustments in the definition of headcount and LTI have led to adjustments of numbers from prior years. Waste calculations have been updated to include all vendors supporting the disposal of waste leading to slight adjustments in the values of prior years.
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>Pages 5, 25-26. Annual report, page 8 "Scandlines route map".</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 20-30 vendors accounting for approx. 80 % of our annual spend. 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 2022.</p>																					
2-7	Employees	<p>Pages 18-20, 27-29.</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>600 / 1,057</td> <td>821 / 836</td> </tr> <tr> <td>Permanent employees</td> <td>486 / 899</td> <td>643 / 742</td> </tr> <tr> <td>Temporary employees</td> <td>114 / 158</td> <td>178 / 94</td> </tr> <tr> <td>Full-time employees</td> <td>410 / 837</td> <td>585 / 662</td> </tr> <tr> <td>Part-time employees</td> <td>98 / 114</td> <td>84 / 128</td> </tr> <tr> <td>Non-guaranteed hours employees</td> <td>90 / 105</td> <td>152 / 43</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	600 / 1,057	821 / 836	Permanent employees	486 / 899	643 / 742	Temporary employees	114 / 158	178 / 94	Full-time employees	410 / 837	585 / 662	Part-time employees	98 / 114	84 / 128	Non-guaranteed hours employees	90 / 105	152 / 43
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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"> Shareholder-elected members are elected for one year with the possibility of re-election. Shareholder-elected members do not hold other significant positions and commitments which would compromise their ability to perform their duties within the organisation. Stakeholder representation is ensured through employee representation (as per mandatory law). Investor representation (as per shareholder agreement).
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 23-24.
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"> • The base salaries (fixed pay) for the Scandlines Group's Management Board members are reviewed once each year. Management Board members participate in a Short-Term Incentive Program (STIP) and a Long-Term Incentive Program (LTIP) (variable pay). In addition hereto, Scandlines provides a company car during the duration of service. • 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. • 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. • 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. • 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. <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"> • 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. • 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. • The Committee may obtain independent professional advice by appointment of external consultants to advice the Committee on issues within its terms of reference.
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): 1:9. 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): not calculated for 2022.</p> <p>The calculation includes all employees present in the organisation as of 31 December 2022.</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: https://www.scandlines.com/about-us/transparency/ Code of Conduct: https://www.scandlines.com/about-us/compliance/ Vendor Code of Conduct: https://cmxsapnc.cloudimg.io/v7/https://www.scandlines.com/media/vrmldxw4/20210309_scl_vcoc_2021_uk.pdf?func=proxy?la=en Commitment to the UN Global Compact: https://www.scandlines.com/about-us/our-green-agenda/un-global-compact/</p>
2-24	Embedding policy commitments	Pages 11, 16, 18, 21, 23-25, 30.
2-25	Processes to remediate negative impacts	Pages 23-24.
2-26	Mechanisms for seeking advice and raising concerns	Pages 23-24.

Disclosure	Name of disclosure	Page or comment
2-27	Compliance with laws and regulations	Pages 23-34.
2-28	Membership associations	Pages 6, 53.
2-29	Approach to stakeholder engagement	Pages 9-10.
2-30	Collective bargaining agreements	91 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
Environmental protection		
Water and effluents		
303-1	Interactions with water as a shared resource	<p>Water is used in all parts of the operation of Scandlines' vessels, ports and administrative buildings; from use as drinking water, to cleaning, etc. The main source of fresh water is water utility companies. In addition, two vessels produce drinking water on board by processing water from the Baltic Sea in an Osmosis treatment plant. The principal amount of water discharged consists of the seawater from the osmosis process, which is no longer required back to the Baltic Sea. The second largest part of the wastewater resulting from Scandlines' operations is discharged into the wastewater treatment plant in Puttgarden. The cleaned water from this treatment is further discharged to the Baltic Sea. The remaining wastewater is discharged to the public sewage systems and a minor part picked up by certified third parties. The latter consists of scrubber water residues requiring special treatment. All the third-party water suppliers and wastewater collecting companies are certified in line with local regulations and act according to the Scandlines' Vendor Code of Conduct.</p> <p>Being conscious of the maritime environment we operate in, Scandlines' main objective is not to pollute or discharge waste to the Baltic Sea which is in line with maritime requirements. Therefore, we have implemented operational procedures and training to avoid spills and pollution and on how to handle a potential incident. Further, wastewater, and any other waste, is always disposed of onshore where it is treated either internally or externally. This rule has been applied at Scandlines for a very long time, which is also visible in our commitment to SDG 14.1.</p>

Disclosure	Name of disclosure	Page or comment
303-2	Management of water discharge related impacts	Scandlines operates in countries with local discharge regulations and complies to those fully.
303-3	Water withdrawal	<p>Water withdrawal in megaliters: A total of 159 (96 seawater, 63 third-party water).</p> <p>Additional information: The values are compiled based on numbers provided by third-party providers and internal counters.</p>
303-4	Water discharge	<p>Water discharge in megaliters: Information incomplete / not available</p> <p>Additional information: Discharge limits are developed by local authorities and are strictly complied with; especially for the wastewater treatment plant. Scrubber water which Scandlines cannot treat itself, is picked up and treated in line with local legislation by a certified third-party. Further information will be reported as it becomes available.</p>
303-5	Water consumption	<p>Information incomplete / not available</p> <p>Additional information: Due to timing differences of when water is withdrawn and discharged (e.g. from the vessels), the difference between water withdrawal and water discharge is not a reliable figure for evaluation. This might change as values will be analysed over the coming reporting periods.</p>



Disclosure	Name of disclosure	Page or comment
Environmental protection		
Biodiversity		
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).

Disclosure	Name of disclosure	Page or comment
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.</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. 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.</p> <p>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.</p> <p>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. Scandlines aims to alleviate its impact on biodiversity. We turned many land areas 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.</p>

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 ² . 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.
Environmental protection		
Emissions		
305-1	Direct (Scope 1) GHG emissions	Pages 27-29, 50-52
305-2	Energy indirect (Scope 2) GHG emissions	Pages 27-29, 50-52.
305-3	Other indirect (Scope 3) GHG emissions	Pages 27-29, 50-52.
305-4	GHG emissions intensity	Pages 27-29, 50-52.
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 18,135 tonnes CO ₂ e (CO ₂ , CH ₄ , NO _x) in 2022.

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 (NO _x), sulfur oxides (SO _x), and other significant air emissions	Information incomplete / not available
Health & safety		
Occupational health and safety		
403-1	Occupational health and safety management system	Pages 16-17.
403-2	Hazard identification, risk assessment, and incident investigation	Pages 16-17.
403-3	Occupational health services	Pages 16-17.
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 16-17.
403-5	Worker training on occupational health and safety	Pages 16-17.

Disclosure	Name of disclosure	Page or comment
403-6	Promotion of worker health	Pages 16-17.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 16-17.
403-8	Workers covered by an occupational health and safety management system	Pages 16-17.
403-9	Work-related injuries	Pages 16-17.
403-10	Work-related ill health	Pages 16-17.
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
People		
Employment		
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: 627 new employee hires, < 30: 46 percent, 30-50: 33 percent, > 50: 21 percent, 254 females/373 males, 212 Denmark/415 Germany.</p> <p>Total number and rate of employee turnover during the reporting period, by age group, gender and region: 504 employees left, < 30: 37 percent, 30-50: 36 percent, > 50: 27 percent, 219 females/285 males, 304 Denmark/200 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

People
Labor management relations

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.
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People
Training and education

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 16-17, 18-22.
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 2023.

Disclosure Name of disclosure Page or comment

People
Diversity and equal opportunity

405-1	Diversity of governance bodies and employees					
	Governance bodies*	Age bracket < 30	Age bracket 30-50	Age bracket > 50	Female	Male
	Total (%)	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.

	Employees	Age bracket < 30	Age bracket 30-50	Age bracket > 50	Female	Male
	Total (%)	17%	40%	42%	36%	64%

405-2	Ratio of basic salary and remuneration of women to men					
	Employees	Age bracket < 30	Age bracket 30-50	Age bracket > 50		
	Offshore	16.4%	29.6%	24.1%		
	Onshore	1.3%	6.4%	17.5%		

Note: excluding one-off payments

People
Non-discrimination

406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination took place during the reporting period.
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Disclosure	Name of disclosure	Page or comment
People		
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 risk to the right of freedom of association and collective bargaining in our operations. Through our Vendor Code of Conduct we ensure that we do not work with vendors where this may be the case.
Customer satisfaction		
Waste		
306-1	Waste generation and significant waste-related impacts	Pages 21-22.
306-2	Management of significant waste-related impacts	Pages 21-22.
306-3	Waste generated	Pages 21-22. Additional information: Data on waste volumes and waste fractions is provided by certified waste disposal companies.
306-4	Waste diverted from disposal	Pages 21-22. Additional information: All waste, which is not sent to offsite disposal, is recycled (1,059 metric tonnes). Hazardous waste is < 5 percent and excluded from reporting.

Disclosure	Name of disclosure	Page or comment
306-5	Waste directed to disposal	Pages 21-22. Additional information: All waste, which is not recycled, is directed to offsite disposal for combustion (573 metric tonnes of waste) or landfilling (9 metric tonnes). Hazardous waste is < 5 percent and excluded from reporting.
Compliance & ethics		
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Pages 23-24, 31-34.
205-2	Communication and training about anti-corruption policies and procedures	Pages 23-24. 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 (622, representing 38 percent of all employees) have the possibility to conduct a dedicated compliance e-learning including anti-corruption, of which 54 % completed it (52 percent in Denmark, 56 percent in Germany). This rate is below prior years completion rates (e.g. 90 percent in 2020) due to a technical issue which has since been addressed and the business will look to improve the completion rate over time to ensure ongoing compliance with our core policies and procedures.
205-3	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
Compliance & ethics Anti-competitive-behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.
Compliance & ethics Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 23-24.
Healthy supply chains 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.
Healthy supply chains Procurement practices		
204-1	Proportion of spending on local suppliers	Pages 25-26.

Disclosure	Name of disclosure	Page or comment
Healthy supply chains 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 risk to the right of freedom of association and collective bargaining in our operations. Through our Vendor Code of Conduct we ensure that we do not work with vendors where this may be the case.
Healthy supply chains Child labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	There is no significant risk for incidents of child labour in our operations. Through our Vendor Code of Conduct we ensure that we do not work with vendors where this may be the case.
Healthy supply chains Forced or compulsory labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	There is no significant risk for incidents of forced or compulsory labour in our operations. Through our Vendor Code of Conduct we ensure that we do not work with vendors where this may be the case.
Healthy supply chains 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 CO₂e 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 CO₂e produced when burning one ton of fuel. Therefore each fuel type produces a different amount of CO₂e. For bunker, the emissions factor is based on the DIN EN 16258:2013-03. The CO₂ emissions are certified by Lloyds Register. For car fuel, the emission factors are based on the GLEC Framework 2019, version 2 July 2022. For heating oil the emission factors are based on the Bundesamt für Wirtschaft und Ausfuhrkontrolle v. 1.1, 15.11.2021.

Indirect CO₂e 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 and emissions factors are derived from the

Bundesamt für Wirtschaft und Ausfuhrkontrolle v. 1.1, 15.11.2021 for Germany and IEA electricity & heat for Denmark.

Indirect CO₂e 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. A third-party consultant has reviewed and corrected information.

CO₂e per trip overall

Total CO₂e 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 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 2021 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 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 ($LTIF = \frac{LTI \times 1.000.000}{\text{Total actual exposure hours for the Company}}$).

Medical treatment injuries (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 ($MTIF = \frac{MTI \times 1.000.000}{\text{Total actual exposure hours for the Company}}$).

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 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 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. 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 complete 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

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Memberships

