

# CORPORATE SOCIAL RESPONSIBILITY REPORT 2021

Focus on sustainability, social responsibility, and governance adds value for people and nature with proactive fund, asset, and property management and consultancy



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## DEAS GROUP

DEAS Group or DEAS Holding A/S comprises DEAS A/S and DEAS Asset Management A/S. This report incorporates data for both companies for 2021 unless otherwise stated and complies with the financial annual report. The annual report covers DEAS Group's obligations, cf. clause 99a in The Danish Financial Statements Act.

**Frontpage:** Frederik's Brygge in Copenhagen.

**This page:** An insect hotel in Tinghaven in Søborg

where DEAS Group collaborates with PKA to increase biodiversity.





It is our ambition that assets under our management must be energy-efficient, healthy, and safe, thus creating a living environment where both residents, other users, and the local community feel comfortable and flourish. Our goal is realised when all our skilled employees develop and implement sustainable measures in everyday life in collaboration with residents, investors, and other business partners.

### A strategic partner with focus on ESG

Properties play a very central role in our lives. On average, we spend more than 20 hours a day inside a property. Our homes and workplaces, our children's institutions and schools, even our shopping have properties as a point of reference. Most of our leisure activities also take place inside properties.

DEAS Group is responsible for managing many properties across all real estate sectors, from housing and office workplaces to industrial and logistics properties, shopping centres, schools, and care homes. Therefore, our work has an impact on the everyday lives and well-being of many people.

Our most important task is to create value for our investors, tenants, residents as well as other users of the properties. Value creation not just measured in terms of the financial bottom line, but in terms of social and environmental sustainability.

With extensive experience in reliable property and asset management, we can contribute with in-depth insight into environmental data, tenancy requests, improvement potential, and how the properties may engage in the nearby community.

On this basis, our employees add value as a strategic partner with focus on environmental, social, and corporate governance (ESG). This is how we operate when we invest, develop and maintain properties together with our investors, handle day-to-day operations, and initiate projects with our stakeholders.

Our efforts to make a difference and focus on a green and social sustainable management in the main real estate sectors are focused on five strategic priorities. In the past

year, we have made progress on all priorities, especially regarding sustainability certification of properties, energy management and reduction of CO<sub>2</sub> emissions, well-being in and around our tenancies, retention and development of our employees, and new and exciting partnerships supporting the sustainable transformation of the real estate sector.

In 2022, we will put social impact into focus. Basically, it is about paying attention to secure that everything we do must have a positive impact on others. We want to act on the needs we observe, support a sense of community and be attentive.

In other words: We want to further emphasise making a positive difference.

An example: Why should an office building be empty during the weekend? Why not make the canteen available in the evening for associations or voluntary organisations with events such as bingo, choirs, etc.?

This kind of innovation can be challenging, but the potential value is worth pursuing for both our investors, tenants, and users. Just like the benefits of green transformation.

It is my experience that many employees and specialists are passionate about real estate and making a difference. If we are to succeed in our ESG ambitions, our employees must continue to take the lead. Their daily efforts for sustainability, social responsibility, and corporate governance are highlighted throughout this report, and they are truly given the credit for where we stand today.

Rikke Lykke  
Group CEO  
April 2022



# DEAS Group focuses on sustainable fund, asset, and property management

DEAS Group is an end-to-end strategic partner providing consultancy and services within fund, asset, and property management. We cooperate with national and international investors and a range of other stakeholders in Sweden, Norway, Finland, and Denmark.

### Asset Management

- Fund Management
- Investment Management
- Asset Management
- Development
- Transaction & Advisory Services

### Technical Building Consultancy

- Project Management
- Client consultancy within construction, energy, climate, and sustainability

### Property Management

- Residential
- Owner-occupied/cooperatively-owned housing
- Shop/retail
- Office
- Warehouse/logistics

### Facility Management

- Operation and maintenance
- Facility Management
- Facility Services

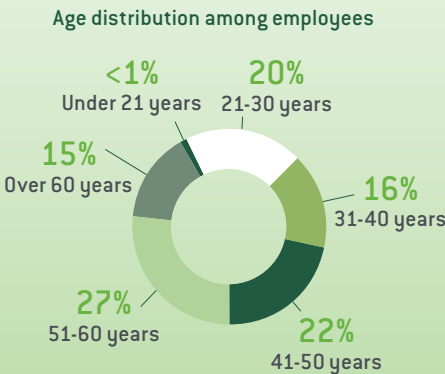
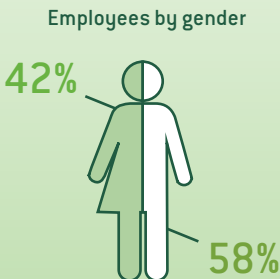
### Letting Services

- Residential
- Retail
- Office
- Warehouse/logistics

### PPP

- Public-Private Partnerships

## Our employees



## Our business

777.2 DKK m in turnover	277 DKK bn assets under management (AUM)
157.8 DKK m paid taxes and duties (VAT and corporation taxes)	2,652 properties under management
12.8 mio m <sup>2</sup> in managed properties	1,046 handled building projects in Denmark
10.7 DKK bn charged in rent etc.	

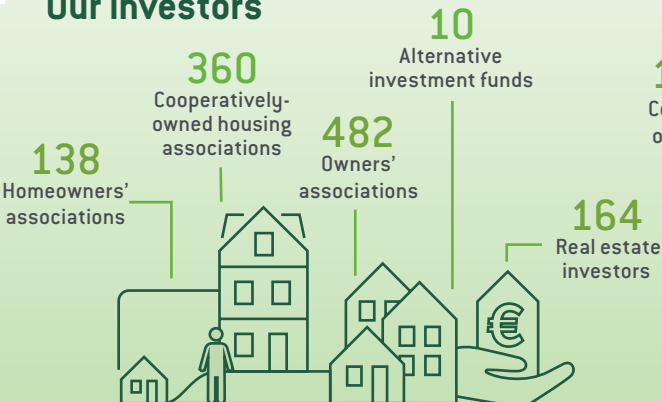
DEAS Group is comprised of three brands

**DEASGROUP**  
DEAS Group unifies the entire DEAS family.

**DEAS**  
DEAS A/S is an end-to-end real estate partner providing services within letting, consultancy, property and facility management etc.

**DEAS**  
ASSET MANAGEMENT  
DEAS Asset Management A/S is a pan-Nordic investment and asset management partner within real estate.

## Our investors



## Our residents and tenants



The illustration showing our investors, residents, and tenants displayed above is levelled at our Danish business, except alternative investment funds which involve our Nordic activities. The term "real estate investors" covers international and Danish institutional and private real estate investors.



# Sustainable fund, asset, and property management throughout the Nordics

With the acquisition of the Nordic real estate business of Aberdeen Standard Investments in 2021, DEAS Asset Management manage real estate investments on behalf of our investors in Denmark, Sweden, Norway, and Finland. In 2021, our 93 specialists managed alternative investment funds and third party asset management mandates across the Nordics.

## Sustainability is incorporated into our investment strategies and real estate development activities

We believe that sustainable properties are key to the long-term returns of our investors. Therefore, DEAS Asset Management incorporates environmental, social, and managerial aspects throughout our real estate investment processes. We proactively identify, articulate, and adjust the investment risks when buying, managing, or selling properties on behalf of our investors without compromising on returns.

With our strategic approach to real estate investment, we seek to drive the Nordic market for real estate development in a more sustainable direction. As an example, we continuously focus

on reducing resource consumption and CO<sub>2</sub> emissions in new as well as existing properties. We work on renovating and climate-proofing the portfolio, and we have a strong focus on social and environmental parameters when developing new properties. We always include demography and diversity as important factors when developing properties allowing for both social interactions and quiet zones. We embrace this development by applying technology allowing our investors and ourselves access to information on consumption and use of properties. Based on this, we assist our investors in making databased decisions on sustainable asset development.

## Our investors know what they get

Investors have to feel confident that their funds are invested sustainable and with the highest possible return. Therefore, transparency and integrity are key in our collaboration and reporting.

Data management and reporting structures ensure that all property data is continuously stored in a central database. Our database contains information about properties, including certification status on consumption, CO<sub>2</sub> emissions, property earnings, tenant and user satisfaction, etc. Based on this information, we provide investors with quarterly



## ESG policy of DEAS Asset Management

The ESG policy includes three focus areas as the core of our fund and investment strategy.

- Investment strategy and investment process
- Competencies and collaboration
- Transparency and integrity

Read more about our three focus areas here:  
[www.deas-asset.com/what-we-offer/esg](https://www.deas-asset.com/what-we-offer/esg)

*ESG is an abbreviation of Environmental, Social and Governance. ESG investing means that you assess the quality of these aspects in your property investment.*

reporting showing an overview of property status and development over time and invite for dialogues about measures needed in strengthening sustainability – for the benefit of owners, tenants, and society.

The overview also forms the basis for comparing sustainability across properties and enables us to participate in large international comparative studies such as The Global Real Estate Sustainability Benchmark (GRESB). GRESB is one of the most widely used benchmarking studies for real estate portfolios in the world.

A criteria for participating in GRESB is the ability to assess the degree of sustainability of each property under

managements by way of access to large amount of property data. We work actively with GRESB, other ESG reporting and measures and the Disclosure and Taxonomy Regulation throughout the Nordic region.

## Our employees are part of the journey

In 2021, DEAS Asset Management assumed the entire Nordic region as its geographical home base, and the business of DEAS Group expanded with a strong Pan-Nordic organisation. Already now, we are seeing synergies based on knowledge-sharing and collaboration. ■



# The ESG strategy is executed by means of five priorities

In DEAS Group we want to promote sustainability as a long-lasting and permanent element in the individual property as well as in a national and global context. Our efforts are defined by five strategic priorities and carried out on a daily basis by our employees.

It is a prerequisite for succeeding with our ESG strategy that DEAS Group is in a strong position as business and organisation. More specifically, our employees are the driving force for realising our strategy through their daily contact and collaboration with residents and tenants etc.

**Sustainability on several levels**  
Sustainability can be understood in many ways, depending on who we work with.

When collaborating with our investors, our focus on sustainability is expressed as strategic consultancy on sustainable fund, asset, and property management. Adding sustainable measures to the property portfolios of the investors will reduce the environmental impact of the properties and increase their value in the long term.

In collaboration with residents and tenants, sustainable property and asset management is implemented by means of specific initiatives that focus on increasing well-being, health, and inclusion in the properties and in interaction with the nearby community.

We work to integrate databased sustainability into all parts of our business.

**Our strategy is carried out to the highest standards**  
In our strategy, we actively address the risks and opportunities we as a business and workplace face in relation to sustainability. We manage properties and want to maintain the high level of confidence that our investors, residents, and tenants have in us. Consequently, we work with the strategy in DEAS Group's quality

management system, which is certified according to the ISO standard 9001:2015, and we use several audit reports supporting our clients' compliance requirements. ■

## Focus areas



## Five priorities

The three strategic focus areas are supported by **five priorities** with specific goals and measures for increased sustainability in our key services and business.

- 1 Increase of our managed sustainable square metres**  
Focus on certifying sustainable properties
- 2 We reduce CO<sub>2</sub> emissions via focused energy labelling**  
Focus on carbon footprint by means of energy labelling
- 3 Sustainable initiatives enhance the well-being of tenants**  
Focus on properties and outdoor areas as the setting for the good life
- 4 Retention of skilled employees is vital to our success**  
Focus on further training, retention, and job satisfaction
- 5 We promote sustainability through collaboration**  
Focus on partnerships and development of new solutions

## UN Sustainable Development Goals

DEAS Group's ESG strategy supports five of the UN Sustainable Development Goals.



## Carbon neutral in 2030

DEAS Group aspires to be carbon neutral within scope 1 and 2 in 2030.

In 2021, we have achieved a reduction in our CO<sub>2</sub> emissions from our own operations and cars of

8%

This is secured by means of improved emission factors from public utility and introducing electric cars to DEAS' cars.

The reduction of 8% is calculated based on the Danish facilities as other Nordic locations were not include in the 2020 baseline.





When I advise our investors on climate and sustainability issues and communicate sustainability internally among my colleagues, DEAS sets sustainability standards for the entire real estate sector. In this way, my real work is important for sustainability throughout society.

*Mads Jakobsen*  
*Climate economist*



#### WHAT WE DO

#### Our stakeholders expect sustainability

All stakeholders of DEAS Group want more sustainability – yet their incentive varies. For example, our investors expect us to be proactive in terms of sustainability as part of attracting and retaining tenants, while DEAS' employees see sustainability as a path to even greater job satisfaction. Responses have been obtained from a survey among almost 4,000 investors, tenants, employees, and other stakeholders as part of the preparation of our ESG strategy.



# We pursue the green focus and intensify social sustainability

In 2021, DEAS Group made huge sustainable steps together with our investors. We want to maintain this momentum in 2022 and at the same time accelerate to create social impact through our work within sustainability.

The five priorities that we embrace in 2022, also applied to 2021. Hence, we are committed to maintaining our performance within sustainability. The results from 2021 bear witness to progress on all priorities, especially regarding sustainability certification of properties, energy management and reduced CO<sub>2</sub> emissions, good living environments, development and retention of our employees, and new and exciting partnerships for the sustainable transformation of the real estate sector.

The progress in 2021 provides a strong basis for continuing in the same way in 2022, where social impact at the same time will receive extra attention and priority.

Our focus on social impact will, among other things, lead to new dialogues with our investors and tenants on how to initiate sustainable measures together with a positive social impact in the nearby community. At the same time, we will reach out to actors in local communities to work together to find good ways to make use of the square metres in our managed properties for social purposes. An example of how we want to work with social impact is DEAS Group's role as a founding partner in the non-profit association Real Care. Please see page 43 for more information.

## **We succeed together with our investors, residents, and tenants**

With our ESG strategy, we have set the framework and direction for how we will promote sustainable transformation. Yet, we understand that we will not get far on our own. Therefore, we base the strategy and the stated priorities on collaboration and partnerships with our investors, residents and tenants, suppliers, local communities, authorities, and other business partners. In short, sustainability is a mutual concern, and we invite everyone to help develop sustainable solutions and make them a reality! ■



Regardless of whether it is about reducing CO<sub>2</sub> emissions in a building or creating a positive experience for the users of a building, it is important for my motivation in my daily work. Since I started working with sustainability in 2006, my focus has been on the value that you as a property owner can add. A value that not only benefits the owner of the property – but also nature and people in general. I am proud that my efforts can help create a better world.

*Dorte Marie Frilund Gron  
client consultant and head of subject for sustainability*





PRIORITY 1

INCREASE OF  
OUR MANAGED  
SUSTAINABLE  
SQUARE METRES

Sustainable properties involve managing consumption of heat, water, electricity, and building materials. Certification systems provide a useful and common platform for achieving this. In 2021, DEAS Group has certified numerous properties, and even more will follow in 2022.

In 2021, DEAS Group has initiated DGNB certification of 30 managed properties, and at the same time our investors increasingly acquire certified properties. At the end of 2021, we managed 78 certified properties throughout the Nordics, with a total of 933,000 sqm. This corresponds to 7.31% of the square metres that we manage.

Our aim is for another 100 of our managed properties to be certified during 2022. Thus, we are setting a high pace towards achieving the goal that 10% of our managed square metres are certified as sustainable by 2025 – equivalent to approx. 1.3m sqm. We expect to reach this target during 2022, thus setting even higher ambitions for 2025.

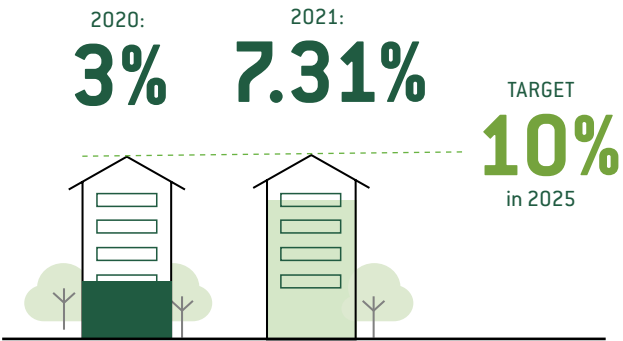
Increased demand for sustainable properties

In DEAS Group, we clearly experience an increasing demand for properties that are environmentally and socially sustainable and at the same time provide an economic return to investors.

Among other things, these demands are a result of the EU's taxonomy for sustainable investments, which sets a direction for investing in green properties and development projects. It is also a significant factor that investors and tenants are increasingly demanding that the properties' negative impact on the environment and climate is reduced as much as possible, and that the properties serve as a good living and working setting. ▼



Sustainability has been a recurring theme during the renovation of Bakkehave in Hoersholm. Among other things, the old windows are upcycled so that they can be used as insulation materials in new buildings.



The percentage of certified square metres managed by DEAS Group in the Nordics.



What is EU's Taxonomy for sustainable investments?

The EU's taxonomy for sustainable investments is a comprehensive reference work with a range of specific requirements for what, for example, investors and different types of suppliers must comply with and subsequently report to the EU to earn the coveted climate stamp.

To comply with the requirements of the taxonomy, new properties must, for example, have a low water and energy consumption and be built considering the biodiversity in the nearby community. Black sources of energy such as coal and oil are completely excluded from being characterised as sustainable investments.

Source: EU taxonomy



of DEAS Group's own Danish office locations are certified.



In 2021, we have given special priority to the DGNB certification of our managed properties. This certification, which is related to the current DGNB certification of new buildings, collects data on energy consumption together with data regarding the satisfaction of tenants and users compiled in an overall certification. This has proved to be a very meaningful approach for our investors. CEO of AP Ejendomme, Peter Olsson, says: "The DGNB certification helps to document a number of sustainability requirements, which also are weighted when companies and citizens are searching for tenancies". AP Ejendomme therefore considers the certification as a future-proofing.

In DEAS Group we see great potential for the DGNB certification of buildings in use, and at the beginning of 2022, we have established a team dedicated to work with certification of properties. Their first task will be to initiate DGNB certification of 100 existing properties in collaboration with our investors.

In addition to the DGNB certification, we use BREEAM, LEED, and the Nordic Swan Ecolabelling. These are internationally recognised systems that place particular demands on the property's environmental sustainability, but also include social aspects.

#### Recycling of old windows

Sustainable square metres are also about responsible consumption of building materials with the possibility of reuse and recycling. In 2021, we have been engaged in the renovation of Bakkehave in Hoersholm, among other projects. Bakkehave is owned by PKA and as part of the renovation, approx. 1,000 windows are replaced. The old windows must be recycled, but as they are loaded with environmentally damaging substances, we agreed with our subcontractor that the windows are disassembled in a special tent by employees wearing protective equipment. All the old materials are then sorted before the glass is forwarded for reuse as an ingredient in insulation materials for new buildings. ■



Our tenants are increasingly demanding that we manage the properties sustainably and offer eco-friendly solutions that reduce CO<sub>2</sub> emissions. As an operations coordinator, I spend a lot of time on these issues. When we replace a light source in a flat, we often check if LEDs can be used throughout the stairway as well. In this way, we help to ensure more sustainable solutions throughout the entire property.

*Anders Rasmussen*

*Operations coordinator, DEAS Service Center*



#### HOW WE OPERATE



**100**  
new properties

to be DGNB certified  
during 2022.

This will be a vital step towards  
our aim to certify

**10%**  
of our managed square  
metres as sustainable in 2025.

This corresponds to approx.

**1.3**  
m sqm

The aim is to succeed with this  
in close collaboration  
with our investors.





Sustainability is not just about increasing the value of existing properties. It is also about creating better opportunities for the users of a building. For example, mobility opportunities and indoor climate at a workplace. We integrate the full daily cycle of a person in a building, how you get to work and your options to relax. People need to have a proper place to work.

*Fazal Sahibzada*  
Energy engineer and technical project manager



WHAT WE DO  
**DEAS Group's office locations  
being DGNB certified**

Our Aalborg location, the CW0 House, was DGNB silver certified in 2021, while our head office in Frederiksberg has obtained the DGNB gold certification. One of the initiatives that generated the gold certification was a collaboration with Fischer Lighting, Upcycling Forum, and the owner of the building, PKA, to replace all light fittings in the property with more eco-friendly LED lighting. The old light fittings were subsequently sent for upcycling and recycling with Fischer Lighting.

WHAT WE STATED IN 2020	WHAT WE DID IN 2021	WHAT WE WILL DO IN 2022
<ul style="list-style-type: none"><li>• Increase the number of certified properties that we manage.</li><li>• Increase the number of certified DEAS' office locations in Denmark.</li><li>• Intensify consultancy of our investors as to certification systems.</li><li>• Guarantee new residents that the new flat they are moving into is refurbished eco-friendly.</li></ul>	<ul style="list-style-type: none"><li>• Reached 7.31% of de square metres that we manage being certified. The growth is primarily due to our investors having invested in properties that are certified.</li><li>• Reached certification of two out of three of our own office locations in Denmark.</li><li>• Have introduced DGNB certification of buildings in use to all investors. Subsequently, five investors have initiated certification in collaboration with DEAS Group.</li><li>• Updated our procurement policy so that only Nordic Swan Eco-labelled products today are included in our selection of cleaning products.</li></ul>	<ul style="list-style-type: none"><li>• Certify 100 properties or more.</li><li>• Strive toward all our institutional investors as a minimum have initiated at least one certification.</li><li>• Explore the possibility for using urban space certification.</li><li>• Automate and streamline the certification process in DEAS Group in collaboration with Danish Green Building Council.</li></ul>



## PRIORITY 2

# WE REDUCE CO<sub>2</sub> EMISSIONS VIA FOCUSED ENERGY LABELLING

Improved management and overview as well as innovative measures impact energy labelling positively and reduce CO<sub>2</sub> emissions.

Our Danish and international institutional investors lead the way in this positive progress.

DEAS Group manages properties in all energy classes, and we are now very close to our 2025 target (defined in last years report) of our managed properties being in energy class C on average. The progress from 2020 to 2021 has been particularly generated by our Danish and international institutional investors.

### New measures for energy efficiency

Our investors are closely observing the development in energy consumption, and in 2021 AP Ejendomme started communicating this proactively to their clients. For this purpose, AP Ejendomme uses a dashboard solution, which DEAS Group has developed and continuously updates with key figures and strong cases of, for example, the current energy consumption and the total CO<sub>2</sub> footprint of the property portfolio. The dashboard is displayed on screens in the head office of AP Ejendomme and provides a solid basis for reporting its energy consumption according to national and international standards.

A newly developed calculation tool is another example of how we in 2021 have advised and helped our institutional investors to work strategically with energy efficiency. It is based on the properties' mandatory energy labelling

and consumption of heat and electricity on common installations. With the tool, investors can sort and, for example, assess the CO<sub>2</sub> footprint of the older properties compared to the footprint of the newer properties. This provides useful knowledge for the ESG work and the international reporting obligations – for example, the Net-Zero Asset Owner Alliance. This kind of international reporting is growing rapidly.

### Danish and international institutional investors are pushing the development

2021 has been subject to a growth in energy labelling of our overall property portfolio. The portfolio currently has an average energy label (3.1), which is very close to our goal of achieving energy label C as an average (3.0).

The development is largely powered by Danish and international institutional investors, who from 2020 to 2021 have elevated their energy label from being between C and D to a pure C on average. Private investors as well as cooperatively-owned housing associations and owners' associations also experienced a positive development in 2021 and are approaching energy label C on average.

DEAS Group's portfolio of managed properties changes continuously with new investors and new properties, and when existing investors buy or sell properties. In 2021, several properties have been added from the acquisition of Aberdeen Standard Investments' nordic platform, with a fairly good energy labelling. However, the new properties account for a smaller part of the managed properties and cannot themselves explain the positive direction.

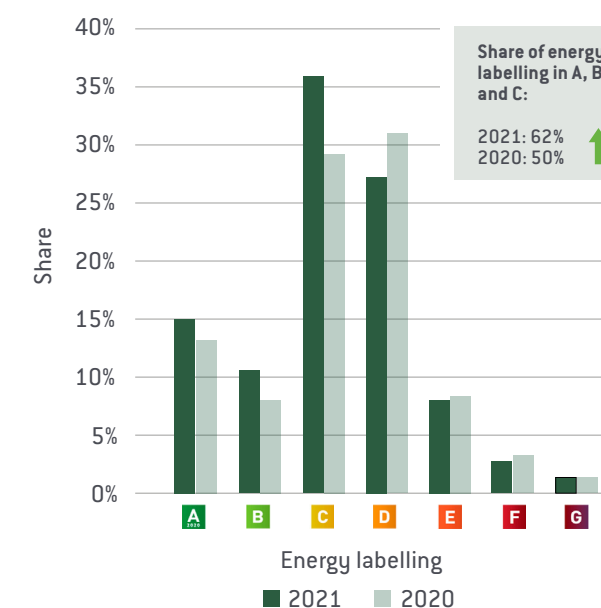
### Improved energy labelling with private investors

Private investors as well as the cooperatively-owned housing associations and owners' associations must also

engage to a greater extent in the positive development. We will contribute to this, among others, by upgrading our consultancy and proactively contacting investors when the energy label in their properties needs to be updated and when they commence new developments or renovation projects.

The consultancy must be specific, and the experience from DEAS Asset Management in Norway is that easy-to-understand visualisations of data for energy efficiency constitute a solid basis for support. In Norway, we have been working on this matter, among other things, during 2021 in connection

### Development in energy labelling – Portfolio



In 2021, we saw a significant improvement in the average energy labelling for our managed properties. In particular, we have ensured that many properties have been elevated from D to A, B, and C.





W

Sustainability is very tangible in my everyday life. When tenants, for example, shower in the Grundfos dormitory, the energy in the hot water is reused. When I talk to the young students, they are really happy that they use almost no heat and therefore save a few thousand Danish kroner annually. Sensors also detect temperature differences and the heat that is generally used. That knowledge is for the benefit of future construction projects.

*Peter Melchior Jensen  
Caretaker, Grundfos Dormitory, Aarhus*

## HOW WE OPERATE



# From D to C

In 2021, we almost succeeded with the 2025 target of an average energy labelling C for all managed properties.

The average covers differences between our investors. In 2022, we will focus especially on advising cooperatively-owned housing associations, owners' associations as well as private investors and in collaboration securing energy labelling C.





WHAT WE DO  
High ESG ambitions in Oslo

On the shopping street Karenslyst Allé in Oslo, the Norwegian DEAS Asset Management will upgrade an office property of approx. 16,000 sqm during 2021 and 2022 on behalf of the retailing company NorgesGruppen.

The modernisation incorporates both environmental and social sustainability. Energy-saving measures are being introduced to elevate the energy class from the Norwegian energy label “green D” to “green B”. Social zones will also be established encouraging interaction, dialogue, and creativity among employees, while new

bicycle parking and locker rooms will motivate more people to use the bike instead of the car.

The project is expected to be completed in the third quarter of 2022, and the property must be certified with BREEAM In Use and obtain the rating “Excellent”. Since the lease agreement was signed, the property has already achieved a net increase in value of almost 20%. At the same time, the property is future-proofed as it has a lower risk of future vacancy due to its sustainable qualities.

WHAT WE STATED IN 2020	WHAT WE DID IN 2021	WHAT WE WILL DO IN 2022
<ul style="list-style-type: none"><li>Improve the average energy labelling level for managed properties.</li></ul>	<ul style="list-style-type: none"><li>In collaboration with Danish and international institutional investors, we succeeded in elevating their energy labelling level to a pure C. The overall average (3.1) was very close to reaching the target of energy labelling C (3).</li><li>Developed a CO<sub>2</sub> calculation model based on energy labelling.</li></ul>	<ul style="list-style-type: none"><li>Speed-up the implementation of digitalised energy management in collaboration with our investors.</li><li>Actively develop solutions to support our investors in complying with the documentation requirements for sustainability as stated in the EU taxonomy.</li><li>Focus on advising cooperatively-owned housing associations, owners' associations as well as private investors on improving their energy labelling.</li><li>Enhance our work with sustainability in all investment, administration, and reporting processes.</li></ul>



Our ambition is to continuously develop and operate our managed properties in a way that reduces the carbon footprint effectively. We have a systematic and well-established approach to ESG-related issues throughout the value chain: from the purchase of a property to a possible sale. All properties in our funds must be BREEAM certified. And we report annually to the Global Real Estate Sustainability Benchmark (GRESB), where we are benchmarked against our colleagues in the sector.

*Lise Brattvåg*  
Fund Manager, DEAS Asset Management





### PRIORITY 3

## SUSTAINABLE INITIATIVES ENHANCE THE WELL-BEING OF TENANTS

The outdoor facilities at PFA's new dormitory in Aalborg is made of cast-off building materials.

Sustainability is of importance when choosing future accommodation. 9 out of 10 highlights this in our 2021 satisfaction survey among residential tenants. This is in line with our ambition to develop properties with sustainable initiatives that support nature, well-being, and valuable opportunities.

In DEAS Group, we work with sustainability from both a long and a short term perspective. In 2020, we outlined an ambition to become more aware of which themes within sustainability that matter to our tenants. Therefore, we incorporated a specific section in our annual tenant satisfaction survey.

Low energy consumption, good opportunities for waste sorting, climate proofing, and low water consumption. Our tenants highlight these four themes as the most important when it comes to sustainable tenancies. At the same time, it also turns out that most of the tenants want to take on responsibility for sustainability. Consequently, we inform the tenants about their opportunities for sustainable conduct in the properties, just as we in 2022 will support sustainable choices in everyday life. This could include, for example, involvement of the tenants in developing new initiatives for waste sorting etc.

With this knowledge, we can launch new sustainable initiatives for our managed properties, which have a positive effect on the environment as well as the tenants' expectations for good housing. ▼



#### WHAT WE DO

### Digitalisation facilitates databased sustainability and improved services

Digitalisation gives us the full benefit of knowledge in terms of the condition of managed properties. In addition, a databased set-off for launching initiatives will strengthen environmental and social sustainability. This is why, we established a new unit in 2021 to set the direction for development of digital solutions, so that we generate new knowledge and ensure transparency towards investors and tenants. The unit will make a real difference in consulting investors, but also in relation to social responsibility.



The senior living community 'Ibihaven' near Slagelse considers fellowship as a focal point. DEAS manages the community on behalf of TETRIS.

#### HOW WE OPERATE



## Sustainable initiatives

Our annual tenant satisfaction surveys provide us with a strong set-off for launching new sustainable initiatives for our managed properties in line with users' and investors' wishes as well as our own wish to make environmental and social impact.





”

I would like information on what you can do yourself. Information on why it is important to act on the advice, e.g. why it is important not to throw batteries in the wrong waste. Good habits support a more sustainable lifestyle in your home.

- quote from tenant survey

”

Better waste sorting is important. You could also get new information about how to be more sustainable. For example, how much CO<sub>2</sub> one consumes taking the lift with a call to use the stairs instead.

- quote from tenant survey

**Big boost in sustainability**

The rebuild of Hellebaek Clothing Manufactory north of Elsinore is a good example of how we use the residents’ input and ideas for sustainable innovation. The property is owned by PensionDanmark and Velliv, and DEAS Asset Management has been given the responsibility of revitalising the property and the renovation process in accordance with the sustainability standard DGNB Gold. The rebuild must take place with respect for the property’s history, and the vision is to create a local gathering point with companies, housing, and various types of communities that, among other things, support a flexible working life and utilise the immediate environment. The nearby community has contributed to the development of the vision, and they look forward to being part of the fellowship and freely using the clothing manufactory’s common areas when the doors open in 2023.

**Nature goes hand in hand with well-being**

We want to give nature better conditions in the vicinity of the properties we manage. At the same time, the well-being of the tenants and opportunities for sustainable living must be raised. We achieve this, for example, when we develop or renovate properties which then become energy efficient, when we set up EV charging stations, and when we climate-proof the properties and promote biodiversity with, for example, waterholes and wild green areas.

We also have the link between sustainability and our tenants’ opportunities in mind when we reuse resources creatively – for example, when we built a football pitch and other outdoor facilities in 2021 at PFA’s new dormitory in Aalborg using cast-off building materials. ■



In 'Tinghaven' in Soeborg, DEAS is working with the owner PKA on a green pilot project, where green areas are converted into wild beds, meadows, forest, and waterholes.

WHAT WE STATED IN 2020	WHAT WE DID IN 2021	WHAT WE WILL DO IN 2022
<ul style="list-style-type: none"><li>• Initiate pilot projects with a view to foster biodiversity, engage the users to make use of the common areas as well as support quality of life.</li><li>• Incorporate the question of sustainability into our investor and tenant surveys.</li></ul>	<ul style="list-style-type: none"><li>• Initiated three projects that fostered biodiversity and/or physical exercising at the tenancies.</li><li>• Incorporated a section in the annual residential tenant survey with questions on tenants’ wishes for and experiences of sustainability.</li></ul>	<ul style="list-style-type: none"><li>• Conceptualise a scalable, holistic approach to greater biodiversity in our managed properties.</li><li>• Initiate databased pilot projects together with both residential and commercial tenants.</li><li>• Inform the tenants about their possibilities for sustainable conduct within the properties.</li><li>• Support the tenants’ sustainable alternatives in everyday life, among other things, by engaging the tenants in the development of new initiatives for waste sorting.</li></ul>



#### PRIORITY 4

## RETENTION OF SKILLED EMPLOYEES IS VITAL TO OUR SUCCESS



Every employee in DEAS Group must have the best opportunities to develop professionally and socially – thus being bold enough to be their own unique selves. This entails a value of diversity to keep DEAS Group attractive to both investors, residents and tenants, and society.

Many types of tasks are solved every day in DEAS Group, and we possess all-round professional competencies when it comes to properties. Our capabilities range from property managers to IT specialists, caretakers, analysts, DGNB auditors, and many more. Our diversity makes DEAS Group special and helps to create a workplace we are proud of.

#### In DEAS Group we work extra hard

To be a relevant player not just in the real estate sector, but in society, we are focused on constantly improving when it comes to the quality of services, but also in our work with sustainability. To ensure this, we work strategically with e.g. recruitments to attract candidates and new employees who can and will contribute to our ambitions as a workplace and company.

In 2021, we implemented the following initiatives to attract and retain new employees:

- We created a career site that provide insight into DEAS Group as a workplace.
- We introduced a database master system that makes it achievable to work strategically with onboarding, development, and career.
- We established a network for Young Professionals, which both creates a social community and provides a good start to working life for our young employees.
- We launched the e-learning course Mindstrain, which provides employees with tools to manage and prevent stress, a so-called "mental fitness centre".
- We intensified our work with diversity and inclusion and, among other things, completed a diversity and inclusion policy. In 2021, we also joined the Gender Diversity Pledge of the Confederation of Danish Industry. ▼



#### WHAT WE DO

#### Grassroots movement became The Green Team

2021 has testified significantly to the fact that sustainability is growing among our employees. An example is the new Green Team, where employees across DEAS Group bring forward their experience and knowledge in creating green transformation in the development and daily operation of properties. The team has emerged as a "grassroots movement" among the employees, and with initiatives such as a competition for the best green idea, the team has in record time established themselves as a key player in the realisation of DEAS Group's sustainability strategy.

#### HOW WE OPERATE



## Flexible working life

During COVID-19, we experienced that flexibility in everyday life generates a dynamic that motivate our employees.

That is why, we have started implementing **hybrid workstations** as a focal point for a working environment that embraces flexibility and collaboration.

This will provide the employees with the opportunities for a better **work life balance**. At the same time, they gain a new insight into DEAS Group as organisation as well as the opportunity to collaborate across departments.

The new working environment is expected to be fully implemented from the summer 2022.



**Career opportunities in DEAS Group**

Working life is vibrant and most of us want to develop professionally during our careers. We therefore prioritise clarifying the internal career paths and opportunities and encouraging employees in their professional development with us.

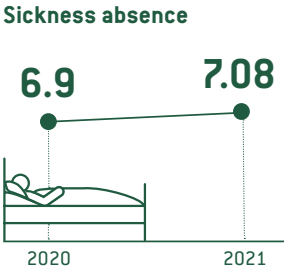
For example, our new process consultant Stephan. He started with us as an IT supporter, moved on to the reception and is now a process consultant in the team Analytics & Automation, where he helps to automate workflows in DEAS Group. ■

**DEAS must be a safe workplace**

In 2021, the number of work accidents increased from 11 to 13 among our employees in Denmark. We are constantly investigating the causes in order to take mitigating actions to avoid similar accidents in the future. For the first time in 2021 and as a new step, we measured the number of work accidents at our managed construction sites. Here 5 accidents occurred.



The year was characterised by COVID-19, and it is crucial that we understand and meet the needs of our employees. That is why, we work targeted to prepare our managers to secure the health and well-being of our employees. We believe that it is a better investment in the long run to take precautionary measures rather than to cure.



**WHAT WE DO**

**DEAS Group as workplace during the pandemic**

Like everyone else in Denmark and the rest of the world, we have experienced a very special way of working in 2021 because of COVID-19. Despite the challenging circumstances, we have been present on our managed properties and kept in touch with tenants and residents for the benefit of especially those who have been challenged by isolation during the pandemic. When our employees were not in their home office, we offered them the option to organise working life flexibly based on individual opportunities and needs. This upon the request of the employees themselves to be able to work from home. We have accommodated their wish, whilst offering guidance in arranging their home workplace in a good way.



”

I have just celebrated my 20th anniversary at DEAS, and over the years I have worked with administration, letting and sales to private investors. In DEAS, we have a culture where my competencies, both professionally and personally, have been acknowledged and developed. It is a unique and large company that allows for advancement internally. It fosters retention of employees, and I'm proud to be a part of it.

*Susanne Randrup Madsen*  
Account Manager





W

When I started in DEAS as an intern, my potentials were unfolded, and I was given responsibility. I am truly developing, and I feel that the company invests in me. When I work with such great colleagues and managers, I have a hard time imagining applying for jobs elsewhere when I graduate as a professional bachelor's in finance.

*Corinne Naaman*  
*Student Assistant*  
*DEAS' team for Institutional Investors*

Positive experiences during COVID-19

In spring 2021, we enquired amongst our administrative staff how the changed working conditions with COVID-19 affected them. 96% stated that they experienced that working from home freed up time in everyday life and caused fewer distractions,

and 87% wanted to continue with the opportunity to work from home.

87% stated that they missed the collegial togetherness and the professional sparring. Over 80% indicated that they received the support they needed from their manager despite the distance. One outcome is that we have introduced hybrid workplaces

that give our employees the opportunity for a more varied working day in our offices, with our investors or from the home office.



WHAT WE STATED IN 2020	WHAT WE DID IN 2021	WHAT WE WILL DO IN 2022
<ul style="list-style-type: none"><li>• Make internal career paths transparent for employees.</li><li>• Establish a systematic and databased overview of work accidents at construction sites managed by DEAS.</li><li>• Ensure that all employees are familiar with our sustainability strategy.</li></ul>	<ul style="list-style-type: none"><li>• Launched initiatives such as the network 'Young Professionals' to attract, retain, and train our employees.</li><li>• Provided the employees with the flexibility to organise their work life.</li><li>• Communicated sustainability initiatives via managers, internal communication channels and in the on-boarding of new colleagues.</li><li>• Launched registration of work accidents at construction sites managed by DEAS Group</li></ul>	<ul style="list-style-type: none"><li>• Allow for one working day a year to be spend on volunteer work.</li><li>• Collaborate with the newly formed association Real Care.</li><li>• Enhance our work with internal development and career.</li><li>• Work strategically with the entire employee cycle from pre-boarding to off-boarding.</li><li>• Secure a strong employer brand.</li><li>• Continuously communicate and train employees within sustainability and social impact.</li><li>• Register 'near accidents' in our overview of work accidents and initiate discussions in our working environment committee to place a stronger focus on precautionary measures.</li><li>• Continue to offer Mindstrain e-learning courses to reduce stress.</li></ul>





W

I look forward to joining a course in extended tenancy law as part of my in-service training offered by DEAS. It gives me a brush-up on how the rent is determined. Consequently, I get better at my job, and it helps to retain me as an employee. It also contributes to my personal development and my CV, thereby supporting possible advancement in the company.

*Simon Söholm*  
*Letting services consultant*



## PRIORITY 5

# WE PROMOTE SUSTAINABILITY THROUGH COLLABORATION

Sustainable initiatives only create lasting results if all involved work together. Based on this acknowledgement, DEAS Group has made partnerships a strategic priority, and our mindset is to be open to all potential opportunities for collaboration on environmental and social responsibility.

It requires cooperation at all levels to address local, national, and global challenges within social and environmental sustainability.

In 2021, we:

- Increased the sustainability requirements for our subcontractors.
- Engaged in several collaborative projects to test new approaches to sustainability.
- Took on our responsibility as a representative within the sector with e.g. board participation and participation in the public debate.

### Responsibility runs throughout the value chain

In 2021, we introduced a guarantee that residential tenancies in properties, we manage, will be refurbished eco-friendly when new tenants move in. This means, for example, that our subcontractors only use paint, cleaning products, and similar products that are marked with the Nordic Swan Ecolabel etc. The same guarantee applies to the cleaning of stairs, corridors, and common areas in the residential properties where we are responsible for the daily operation. ▼



### WHAT WE DO

## Procurement policy and code of conduct for suppliers – of course!

DEAS Group in Denmark collaborates with a range of subcontractors who assist us in carrying out our work and tasks in relation to management and operation of properties. This applies to craftsman companies, service providers, manufacturers, consultants, and contractors. We also purchase goods and services for properties on behalf of the investors.

We take responsibility and set requirements for the basic manufacturing and working conditions that applies to all parts when we purchase a product or a service. This is implemented in a structured way through our procurement policy and our code of conduct for suppliers, based on ILO conventions. This ensures that we protect human rights and prevent child labour, discrimination, etc.

DEAS Group's suppliers are obligated to comply with these requirements. The code of conduct is an integral element of our working relationship and must be complied with by all parties, as it sets the framework for how our employees must act. In the event of serious or repeated negligence, we reserve the right to terminate the relationship. We continuously observe the relationship with our suppliers and adjust, if needed.

In 2021, we have continued our efforts to reduce the number of suppliers to ensure a uniform service and the best possible agreements – and, of course, compliance with our code of conduct.

We will establish a similar code of conduct for our business in the Nordics.



## PARTNERSHIPS

DEAS Group is engaged in several forums of relevance for projects of strategic, operational, and research importance to investors, tenants, employees and other stakeholders.





**We take part in developing new solutions**

Among the examples of promising collaborative projects in 2021, we find **Science City Lyngby** whom we have assisted to fulfil their visions. Science City Lyngby will be a completely new city with knowledge production as the focal point that will serve as a vital connection to the nearby community characterised by growth and involvement.

Another example is our collaboration with **Lindab Denmark** and the **Danish Technological Institute** in the research project ELFORSK, where we test and develop a technology that can improve the indoor climate and meeting experience in business premises. The test is performed in our head office, Flintholm Company House.

In 2021, we started a collaboration with the Danish Technological Institute in the research project **Nordic Green Climate Wall**. The purpose is to investigate whether a planted wall can generate heat, and whether the heat from the property, conversely, can provide the wall with particularly good

growth conditions for the benefit of residents and biodiversity. In other countries we participate, among other things, in **GRESB**, **Norsk Eiendom**, **Miljøfyrtårn**, **Grønn Byggallianse**, and **RAKLI**.

**Liability on behalf of the sector**

At sector level, we joined the board of **Green Building Council Denmark** in 2021 – a non-profit association that aims to impart the green transition in Denmark. We are also part of the board of **PropTech Denmark**, which focuses on digital transformation and ESG. This is also the purpose of our involvement in the collaborative project **Energispring**, with sector players in Aarhus and Copenhagen sharing knowledge about sustainable properties. We participate in a task force under the Danish association **Bygherreforeningen**, and in 2021, we formulated a clear recommendation to support the green transition with increased digitalisation of the processes in development projects. A recommendation that we implement ourselves and where 2021 marked the start of a major internal investment in digitalisation. ■

WHAT WE STATED IN 2020	WHAT WE DID IN 2021	WHAT WE WILL DO IN 2022
<ul style="list-style-type: none"><li>• Work strategically with partnerships to drive the sustainable transformation of DEAS Group and the real estate sector.</li></ul>	<ul style="list-style-type: none"><li>• Took part in research projects and tested new technology in managed properties that provides knowledge about sustainability.</li><li>• Participated in conferences to disseminate and share knowledge about sustainable properties.</li><li>• Supported the association “5 skoler” in building schools for children in refugee camps.</li><li>• Launched an initiative involving collected bottle deposit to be passed on to “Hus Forbi” (an association with the aim to inform about homelessness) at DEAS Group headquarter.</li></ul>	<ul style="list-style-type: none"><li>• Actively seek opportunities for co-creation within new technology that can monitor and reduce CO2 emissions in properties.</li><li>• Consult public funds in collaboration with investors, suppliers, and research institutions for the development of tomorrow’s services and solutions to promote the future sustainable operation and use of properties.</li><li>• Establish a code of conduct for suppliers in the Nordics.</li></ul>

**HOW WE OPERATE**

As an example of how we are stepping up in terms of social sustainability, DEAS Group became a Founding Partner of the newly founded non-profit association Real Care at the beginning of 2022.

Real Care intends to unite the capacities of the real estate sector with the purpose of supporting growth and development of a socially sustainable society by contributing to establish physically safe environments and secure social justice for vulnerable children and young people, thereby promoting solidarity, stability, and access to equal rights.





# ESG KEY FIGURES

This overview presents ESG key figures for environmental and social sustainability as well as governance for DEAS Group in 2021. DEAS Group publishes ESG key figures to create transparency for investors and tenants, employees, and other stakeholders. Also, because we want to be challenged on our targets that are prioritized in our work with sustainability in DEAS Group.

Environment				
ESG key figures – DEAS Group	Unit	Target	2021	2020
CO <sub>2</sub> e – Scope 1	Tonne	0 in 2030	354	396
CO <sub>2</sub> e – Scope 2	Tonne	0 in 2030	141	141
Energy consumption	GJ	10% reduction in 2025	4,718 (+11.3%)	4,239
Water consumption	m <sup>3</sup>	10 % reduction in 2025	3,447 (+8.4%)	3,179
Yearly food waste	Kg	10 % reduction in 2025	5,285 (-2.8%)	5,438
Share of certified own office locations	%	100	66	33
ESG key figures – properties managed by DEAS Group				
Energy labelling (weighted average)	1-7 (A-G)	3 (C) in 2025	3.1	3.26 (between D og C)
Share of certified square metres managed by DEAS Group	%	10 in 2025	7.31	3
Share of turnover from certified square metres	%	10 in 2025	3.2	2.3
Properties with energy management (square metres)	%	50 in 2025	29	26
CO <sub>2</sub> emissions	Kg/m <sup>2</sup>	10.5 in 2025	8.6 (-28%)	11.92

Social				
ESG key figures – DEAS Group	Unit	Target	2021	2020
Number of employees	Headcount	Not relevant	903	831
Fulltime workforce	FTE	Not relevant	851	695
Employee satisfaction	E-NPS	More than 10	N/A	16
Gender diversity	% women	50	42	41
Gender diversity, executive and other management level	% women	50	33	28
Sick leave	Days/Headcount	7	7.08	6.9
Accidents	Incident	0	13	11
Accidents at construction sites managed by DEAS Group	Incident	0	5	-
Paid taxes	DKKm	Not relevant	157.8	146.4
– hereof corporation taxes	DKKm	Not relevant	12.8	13.5
– hereof VAT	DKKm	Not relevant	145	132.9
Satisfaction with DEAS Group, cooperatively-owned housing and owners' associations	NPS	50	31	31
Satisfaction with DEAS, residential tenants	NPS	15	14	8

Governance				
ESG key figures – DEAS Group	Unit	Target	2021	2020
Gender diversity of the Board	% women	50	20	0
Board members' attendance at board meetings	%	95	92.7	95
Corruption and money laundering	Number of reported breaches	0	0	0
GDPR	Number of data breaches	0	15	6
Whistleblower scheme	Number of reports	Not relevant	0	1



NOTES

Further explanation of data and results for selected ESG key figures are listed below.

CO2 emissions:

DEAS Group has set a goal to be carbon neutral in scope 1 and 2 in 2030 in our Danish locations based on the baseline year 2020.

**Scope 1** is direct emissions from the company (e.g. incineration of oil, gas).

**Scope 2** is indirect emissions caused by purchased energy (e.g. electricity, district heating).

**Scope 3** is other indirect emissions (e.g. from the value chain).

In 2021, the reduction in our CO2 emissions is prompted by switching to electric cars in parts of our car fleet as well as improved emission factors in the energy net. The emission factor is an expression of how large a quantity CO2 or CO2 equivalents that are emitted, e.g. per tons of paper, per kilowatt electricity, or per driven kilometres. The baseline year is an expression of the start year for the company's journey towards carbon neutrality.

Energy consumption:

The increased energy consumption of 8,3% is caused by lack of correction of degree days.

Water consumption:

Baseline 2020 is strongly influenced by COVID-19.

Food waste:

The statement includes DEAS Group's largest canteen in Flintholm Company House.

Share of certified office facilities:

Today two out of three office facilities are certified with a recognised sustainability labelling. The KPI includes DEAS Group's Danish locations.

Share of certified square metres

managed by DEAS Group:

The statement covers square metres managed by DEAS that are certified with a recognised sustainability labelling, e.g. DGNB, The Nordic Swan Labelling, BREEAM, and LEED.

Share of turnover from certified

square metres:

To focus on sustainable and certified properties, DEAS Group measures the share of turnover derived from certified square metres. In 2021, it was 7.31% of managed properties for all our locations. Concurrently with the increase in the number of certifications, the share of DEAS Group will increase while DEAS Group actively supports clients get started with certifications.

Properties with energy management:

383 properties in Denmark are enrolled for the energy management scheme in DEAS Group. In total, this covers 3.1m sqm. The KPI covers Danish properties.

Co2 emissions:

The reduction is caused by improved energy labelling certificates from portfolios and improved emisssion factors from energy production. New target to be defined in 2022.

Employee satisfaction:

DEAS Group measures employee satisfaction in Employee Net Promoter Score (E-NPS). E-NEPS is measured from -100 to +100 and is the ultimate measure for whether to recommend DEAS Group as a workplace to others. In 2021, the survey was replaced by two spot measurements due to the COVID-19 pandemic. The KPI covers Danish employees.

Gender diversity, executive

and other management level:

This includes executive management and DEAS Group's management level 2, in total 21 individuals. Further information can be found in DEAS Group's annual report 2021.

Sick leave:

Included are sickness (paid), child's first sick day, flex-job sick, long-term sick leave, and clause 56. The statement method used has been changed since 2020, where this KPI was calculated based on days/FTE (including former employees in the period). Nowadays, the sick leave statistics is based on days/FTE (former employees in the period excluded). In case the current statement method had been used in 2020,

the KPI had been 6.9. The statement covers Danish locations.

Accidents:

13 incidents were reported in 2021. For the first time, we have measured the number of incidents at construction sites that we manage. Five incidents were reported related to construction sites. Both KPIs cover our Danish locations.

Paid taxes:

In 2021, DEAS Group (DEAS Holding Group) paid DKK 12.8m in corporation taxes. In addition, DEAS Group contributes to society through dues and other indirect taxes, including VAT and A-tax. DEAS Group does not have companies in other countries than the Nordics (Sweden, Norway, Finland, and Denmark) and does not engage in extraordinary activities to reduce or avoid tax payment.

Satisfaction with DEAS Group:

Among other things, DEAS Group measures the overall satisfaction of clients and tenants with DEAS. This is carried out based on the method Net Promoter Score (NPS). NPS is measured from -100 to +100 and is used as an expression of satisfaction. This year we have calculated a new Net Promoter Score where circumstances DEAS Group cannot influence have been rooted out. This includes the rent level, rent increases and deterioration of indoor fixtures. The score is called 'Real NPS of DEAS' services'.

Gender diversity of the Board:

This is further explained in DEAS Group's annual report 2021

Anti-corruption, money laundering and bribery:

At any time, our clients must trust DEAS Group as business partner with no doubt about our orderliness and credibility. This means that we do not engage in business activities if they can reasonably be assumed to influence business dispositions, do not fall within the scope of normal business practice, or are prohibited with reference to legislation in force. Our employees, both administrative and caretakers, are not permitted to receive gifts from suppliers. If a supplier wishes to express appreciation for our collaboration (for example, for Christmas), we instead encourage them to contribute to a charitable cause. Any gifts received are returned due to our desire to have strict, clear and professional boundaries between DEAS Group and our suppliers. If we organise a reception to mark an anniversary, for example, it is permitted to receive gifts at a reasonable level. Similarly, we also have firm guidelines describing the cases where we give gifts to external business associates in connection with their receptions, anniversary events, etc. Our guidelines are described in detail in our "Supplier Code of Conduct", which can be found on our webpage. As a result of our effort, there has been no reported incidents

in 2021. In 2022, we continue our structured efforts with our Code of Conduct.

GDPR:

The 2021 figure shows an increase in GDPR breaches compared to 2020. However, the figure for 2020 reflects a considerable decrease compared to 2019. The increase in 2021 might be ascribed to the implementation of an awareness campaign during 2021 contributing to increased focus on this issue as well as registration of cases.

Whistleblower scheme:

As part of DEAS Group's supervision, our employees have the opportunity to anonymously report suspicious breaches via a whistleblower scheme. The scheme is an integral part of our legal department.

Number of employees:

Number of employees are based on headcount. The KPI covers all our locations.

Full-time employees (FTE):

The KPI covers all our locations.

Gender diversity:

The distribution between men and women among all employees. The KPI covers all our locations.



April 2022

DEAS Group

Dirch Passers Allé 76

DK-2000 Frederiksberg

Phone: +45 70 30 20 20

[deas.dk](http://deas.dk) / [deasgroup.com](http://deasgroup.com)

