

Impact areas: Health and safety

# Social disclosures

NCC has two impact areas in social sustainability:  
Health and safety, People and team.

## Health and safety

### GRI 403

#### Occupational health and safety

NCC is to have a healthy and safe work environment by eliminating dangers, reducing risks and raising awareness about health and safety. NCC has formulated a strategic direction for health and safety in order to reduce accidents in general and eliminate serious incidents and fatal accidents. The aim is to prevent serious incidents by focusing on activities primarily related to the three high-risk areas: heavy lifting by cranes, working at heights and working close to and around heavy machinery. The activities are based on fundamental causes related to planning, safe behavior and technical safety barriers. Each business area has analyzed and formulated data-informed activities for operations in each business area. Action plans for these areas have been prepared and are now being implemented.

#### Targets

NCC shall have a safe and healthy work environment. NCC's long-term objective is to reduce the total number of accidents and completely eliminate accidents with a serious or fatal outcome. NCC's target is to have an accident frequency rate for LTIF4 (work-related accidents resulting in more than four days of absence per million hours worked) of 2.0 in 2026 with interim targets along the way.

For 2023, the target for NCC's own employees was an accident frequency rate for LTIF4 of 2.75. During 2023, this accident frequency rate was 4.0, which means that the target was not achieved. Work is ongoing in the business areas to identify the causes and prevent accidents. There is a particular focus on units that reported an increase in the accident frequency rate. The target for 2024 is for an LTIF4 rate of 2.5. The overall objective is to eliminate serious incidents with the potential for serious injuries or a fatal outcome. The follow-up of activities includes all employees and everyone who works at NCC's worksites. It is positive that serious incidents with actual or potential serious consequences is showing a declining trend.

#### Material topics

- Occupational health and safety

#### Targets

- Eliminate serious incidents and fatal accidents
- Reduce the total number of accidents
- LTIF4 should be 2.0 in 2026

#### Governance

To support effective management, NCC works in accordance with ISO 45001. The following units are currently certified in accordance with ISO 45001: The entire NCC Infrastructure business area and the NCC Industry business area, as well as NCC Building Denmark, NCC Building Finland and NCC Building Norway. The aim is to certify the NCC Building Sweden business area in 2024. NCC's OHS policy and directive is Group-wide and applies to everyone who works at NCC's worksites. NCC's occupational health and safety (OHS) policy and directive are integrated into the management systems used by the Group and business areas. The management system for health and safety encompasses everyone who works at NCC's worksites; i.e. NCC employees, in-sourced personnel, suppliers and subcontractors. NCC's internal OHS organization maintains the management system. Internal audits occur continuously, while those units that are ISO 45001 certified are also audited externally.

The management approach to occupational health and safety work is based on the EU directive 89/391/EEC (including Norway), which has been included in national laws and ordinances, and other national regulations.

#### Risk work

Risk management and preventive work is built into NCC's work methods. For example, a risk assessment must be carried out of the entire production worksite before production starts. The risk assessment must also include a safety analysis of all hazardous work elements. Analyzing and identifying risks according to fact-based data, and thus being able to eliminate work elements or situations that create accident risks, is of fundamental importance to OHS work.

NCC is working to ensure that all employees and those employed by subcontractors demonstrate good risk awareness. At production worksites, a safety analysis is form the basis of the various work tasks. There is also NCC's Time Out concept, which empowers all employees to have work suspended if a new, unexpected risk or unhealthy situation arises, and to have the matter addressed and thus enable work to be resumed in a safe manner.

A daily safety briefing is conducted to make employees aware of potential risks connected to the day's work, and to ensure that the risks are addressed before work commences.

#### Health and safety reporting

All accidents, close calls, observations and incidents are to be reported in NCC's shared reporting tool, Synergi. This can be done online or via a mobile app. The system can be used by anyone who is present in any of NCC's worksites.

In this system, a report of an accident is sent to the manager in charge, who has been assigned to follow up and formulate safety improvements. The system also includes a feature for reporting both positive and negative safety observations.

This reporting promotes the employees' commitment to safety work and provides the organization with potential to identify any risks at an early stage and to highlight role models. Data in the incident reporting system is also used at a general level to assess risks and formulate joint solutions.

#### Occupational healthcare

Viewed over the entire organization, organizational and psychosocial health is a risk that has to be considered. Work is continuously under way to map and prevent mental illness in all of NCC's operations. Focused work is also conducted with such aims as managing and preventing alcohol and drug abuse.

**Impact areas: Health and safety**

NCC provides occupational healthcare through external care providers in accordance with each country's social insurance system. All personal data is processed according to GDPR. Occupational healthcare is provided to employees during working hours.

In Sweden, there is, for example, the Frisklinjen (Health Line) service, which is included in occupational healthcare. This service provides employees with access to professional healthcare advice. This also provides NCC with support for addressing the employees' health, for example, when the healthcare provider, through information from Frisklinjen, can draw attention to repeated short-term absence and work-related illness.

NCC's sub-suppliers manage their employees' health and medical care issues according to their respective trade union agreements.

**Work environment partnerships**

NCC engages in well-established cooperation with trade unions, including safety officers. NCC's joint forum comprises representatives of all trade unions and encompasses all employees.

NCC participates in a number of external forums and industry-wide initiatives that work to promote increased safety and a positive impact on OHS in the construction industry. The experience exchanges include the ENCORD European network, "Håll Nollan"

in Sweden and the Danish "Business Panel" collaboration at the National Research Centre for the Working Environment (advisory board for research institution).

**Training and commitment**

A crucial factor for systematic safety work is collecting data and sharing knowledge, and ensuring that the people who are to perform the work have the right training. For this reason, it is mandatory for all NCC employees and those of subcontractors to undergo safety training before work is started at a production worksite. In addition to basic training, worksite-specific and assignment-specific training programs must also be implemented. High-level expertise in the OHS organization is ensured through formal training/education and long experience.

NCC has also developed a digital support tool, Site Introduction. This tool, in turn, will be synchronized with access cards at construction sites to ensure that those who work there have the right skills. It has been successfully introduced in Sweden and is being rolled out across the other Nordic countries.

To encourage additional commitment and raise safety awareness, while strengthening the joint safety culture, NCC arranges an Awareness Day each year. This is a day when the entire organization downs tools in order to jointly reflect and focus on OHS issues.

NCC also arranges a Health & Safety Week, when all employees, including those employed by subcontractors, carry out various awareness-raising health and safety activities.

**Reporting principles**

Employee data pertains to the number of employees at the end of the fiscal year and was collected from the Group's HR and payroll system and refers to the companies included in the shared systems.

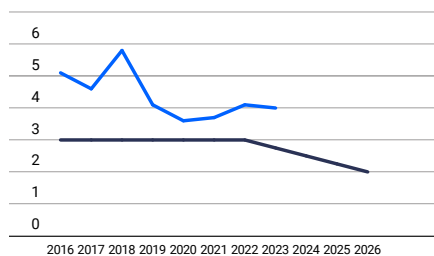
**Accident statistics**

LTIF4 refers to the number of accidents resulting in more than four calendar days of absence per million hours worked for NCC's own employees.

LTIF1 refers to the number of accidents resulting in one or more calendar days of absence per one million hours worked for NCC's own employees.

This includes all employees in NCC's wholly owned subsidiaries, except for two minor Norwegian subsidiaries with a total of 100 employees, who are instead reported as external employees. In 2023, these two companies had two accidents resulting in absences of more than four calendar days.

**Lost Time Injury Frequency – LTIF4**



NCC has a Group-wide occupational health and safety (OHS) target for the number of work-related accidents resulting in more than four days of absence per million working hours (Lost Time Injury Frequency, LTIF4). In 2023, the LTIF4 rate was 4.0, which was lower than in 2022. The target for 2026 is 2.0.

■ Outcome ■ Target

	Accidents/injuries resulting in four days or more of sickness absence			Accident frequency rate for accidents resulting in four days or more of absence from work per million worked hours		
	2023	2022	2021	2023	2022	2021
Sweden	52	56	48	4.2	4.4	3.8
Norway	6	4	7	2.2	1.3	2.3
Denmark	16	18	14	4.7	5.4	4.3
Finland	4	6	9	2.4	3.3	4.3
<b>NCC Group</b>	<b>78</b>	<b>84</b>	<b>78</b>	<b>4.0</b>	<b>4.1</b>	<b>3.7</b>

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

Impact areas: Health and safety

Work-related injuries, injury frequency and fatalities

		Work-related fatalities			Accident frequency rate for work-related fatalities			Very serious work-related injuries <sup>1)</sup>			Accident frequency rate for very serious work-related injuries		
		2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Sweden	NCC's employees	1	1	0	0.08	0.08	0	3	12	7	0.2	1.3	0.6
	Subcontractors	0	0	1	0	0	0.22	3	15	8	0.3	1.6	1.1
Norway	NCC's employees	0	0	0	0	0	0	0	1	1	0	0.8	0.3
	Subcontractors	0	1	0	0	0.22	0	0	1	0	0	0.4	0
Denmark	NCC's employees	0	0	0	0	0	0	0	7	1	0	2.1	0.3
	Subcontractors	0	0	0	0	0	0	3	5	0	0.7	1.3	0
Finland	NCC's employees	0	0	0	0	0	0	1	3	1	0.6	1.7	0.5
	Subcontractors	0	0	0	0	0	0	6	5	5	2.2	1.7	1.7
<b>Total</b>	<b>NCC's employees</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.05</b>	<b>0.05</b>	<b>0</b>	<b>4</b>	<b>23</b>	<b>10</b>	<b>0.2</b>	<b>1.1</b>	<b>0.5</b>
	<b>Subcontractors</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.05</b>	<b>0.05</b>	<b>12</b>	<b>26</b>	<b>13</b>	<b>0.6</b>	<b>0.6</b>	<b>0.7</b>

Subcontractors also include hired staff. Data for NCC's employees is collected from NCC's system for OHS and payroll system. The total number of hours worked for NCC's employees and subcontractors is 45,500,000 hours. For NCC employees, worked hours are based on actual hours; hours worked by external personnel are based on rough estimates.

1) Injury with permanent impact or over 30 days of absence.

		Accidents/injuries resulting in one day or more of sickness absence			Accident frequency rate for accidents resulting in one day or more of absence from work per million worked hours			Injuries not leading to lost time		
		2023	2022	2021	2023	2022	2021	2023	2022	2021
Sweden	NCC's employees	98	94	95	7.9	7.4	7.5	354	305	288
	Subcontractors	122	104	76	13.2	11.3	25.3	215	186	179
Norway	NCC's employees	9	5	11	3.3	3.9	3.7	39	62	53
	Subcontractors	6	3	5	1.5	0.9	1.0	36	25	10
Denmark	NCC's employees	39	48	28	11.4	14.4	8.6	146	135	120
	Subcontractors	49	49	29	12.2	13.2	7.7	68	57	34
Finland	NCC's employees	11	12	14	6.5	6.6	6.6	32	26	22
	Subcontractors	54	65	43	12.2	22.3	15	54	31	47
<b>Total</b>	<b>NCC's employees</b>	<b>157</b>	<b>159</b>	<b>148</b>	<b>8.1</b>	<b>7.6</b>	<b>6.9</b>	<b>571</b>	<b>528</b>	<b>483</b>
	<b>Subcontractors</b>	<b>231</b>	<b>221</b>	<b>153</b>	<b>11.5</b>	<b>10.8</b>	<b>8.2</b>	<b>373</b>	<b>299</b>	<b>270</b>

Sickness absence, NCC employees, all types of illness and poor health<sup>1)</sup>

		Sickness absence % All types of illness and poor health		
		2023	2022	2021
Sweden		4.1	4.3	3.3
Norway		5.7	5.2	5.3
Denmark		4.6	4.7	4.0
Finland		3.2	3.6	2.7
<b>Total</b>		<b>4.3</b>	<b>4.7</b>	<b>3.6</b>

1) From NCC's time-reporting or payroll system.

Close calls and observations<sup>1)</sup>

		2023	2022	2021
Sweden	NCC employees	6,376	2,913	11,648
	Subcontractors	8,525	9,400	
Norway	NCC employees	552	1,165	4,658
	Subcontractors	6,550	4,439	
Denmark	NCC employees	2,690	2,620	9,935
	Subcontractors	3,847	5,813	
Finland	NCC employees	225	722	11,342
	Subcontractors	10,676	11,305	
<b>Total</b>	<b>NCC employees</b>	<b>9,844</b>	<b>7,420</b>	<b>37,583<sup>2)</sup></b>
	<b>Subcontractors</b>	<b>29,601</b>	<b>30,957</b>	

1) From NCC's OHS system.

2) Refers to both NCC employees and subcontractors.

Impact areas: People and team

# People and team

**GRI 404**

## Training and education

**GRI 405**

## Diversity and equal opportunity

**GRI 406**

## Non-discrimination

NCC strives to recruit, develop and retain the most competent people in the industry, support the progress of high-performance teams and work actively so that no one is excluded unfairly or due to unconscious biases. To achieve this, NCC's values connected to honesty, respect and trust guide the employees in their behaviors and choices. Together with the Star behaviors and the Code of Conduct, these form the foundation of NCC's culture. They clearly state the behaviors NCC wishes to encourage while also clearly indicating unwanted behaviors. They aim to create value for customers, provide synergies between different parts of the company, raise competence and build knowledge.

Star behaviors are:

- Act with passion to perform: We challenge ourselves and each other to constantly improve and outperform our targets and results.
- Build together: We work actively to ensure effective collaboration internally, in and between units, and with our customers.
- Follow through and follow up: We take data-informed decisions, communicate them clearly and always act on what's decided.
- Act with care: We take responsibility for our actions and use of resources. We mitigate risk and act with integrity to ensure safe, high-quality sustainable operations.

### Diversity and inclusion

NCC needs the most competent, knowledgeable and experienced people in the industry in order to continue to grow and achieve success. Accordingly, it is important to be an attractive choice for all target groups that have the expertise that NCC requires.

NCC pursues a number of initiatives for increasing diversity in the Group. In Sweden, there is, inter alia, a Diversity Council that focuses on various initiatives to promote

Material topics	Targets
<ul style="list-style-type: none"> <li>• Diversity and inclusion</li> <li>• Employee engagement</li> <li>• Non-discrimination</li> <li>• Learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit, develop and retain the most the competent people in the industry</li> <li>• Support the development of high performing teams</li> <li>• Work actively to ensure that no one is excluded on unfair grounds or due to unconscious prejudice</li> </ul>

inclusion and diversity, such as during the managers' OHS follow-ups and the onboarding of new employees.

Examples of initiatives in Sweden are a knowledge-raising theme day covering discrimination and bullying, participation in the external mentoring network Pepp, and NCC's long-established women's network Stella, which celebrated its 25th anniversary in 2023. In Norway, NCC is an active partner in the Diversitas network, the leading network in the industry to promote diversity and equality. NCC also highlights role models and people with different backgrounds and experiences in connection with recruitment.

### Non-discrimination

NCC does not accept any form of discrimination and acts forcefully when incidents are reported. No employee should be discriminated on the grounds of gender, transgender identity or expression, sexual orientation, ethnicity, religious beliefs, functional disability, age or anything else. Should any form of harassment, discrimination or bullying be discovered, NCC has a well-established process and actions plans so that suitable measures can be taken.

NCC's Ask Me function and the Tell Me whistleblower function are available for all types of issues, both external and internal, where events that are perceived as in breach of NCC's Code of Conduct can be reported anonymously through a whistleblower channel. Ten matters involving claims relating to discrimination or harassment were reported via the Tell Me function in 2023. NCC always takes actions, such as disciplinary measures, whenever appropriate. NCC's employee survey also encompasses issues linked to discrimination. On the question of whether employees feel confident of not being exposed to discrimination, harassment or bullying, NCC had an average value in 2023 of 8.8 out of 10, which is better than an external benchmark.

### Collective agreements and employees

NCC has collective agreements that regulate minimum wages, working hours and employees' rights in relation to the employer in all markets. In total, 91 percent of NCC's employees are covered by collective agreements and among skilled workers, this figure is 100 percent. All employees are covered by collective agreements in Sweden and Norway. In Denmark and Finland, collective agreements are applied, but also local agreements to some extent.

NCC has 11,500 employees (relates to companies included in the Group's HR and payroll systems at the end of 2023). The average number of employees during the year was 12,200. Like other companies in the industry, NCC uses subcontractors and consultants when required. Subcontractors are mainly used in NCC Building Sweden, NCC Building Nordics and NCC Infrastructure.

NCC procures projects from and enters into contracts with subcontractors. This means the employer responsibility for individuals who work at NCC's worksites and are employed by a subcontractor lies with the procured company. NCC strives to have a responsible supply chain where operations are conducted in accordance with healthy work conditions and in an environmentally and socially sustainable way. The work is based on the Group's Code of Conduct for Suppliers, with which all suppliers must comply.

NCC requires that all employees and all employees of subcontractors undergo NCC's induction and safety training before starting work at a worksite. NCC mainly has full-time employees, with a small percentage of part-time employees. NCC also has summer employees or interns with pre-agreed working hours.

**Impact areas: People and team**

**Employee engagement**

NCC implements regular employee surveys to capture opinions about such matters as leadership, development and job satisfaction. The surveys also include questions concerning NCC's Code of Conduct and Star behaviors. A number of questions and results can be connected to, inter alia, the individual's perception of diversity and inclusion. The employee survey is an important tool for managers to involve all employees in the development of a team. NCC continues to monitor employee engagement. For 2023, the average is 8.0 out of 10, which is above the external benchmark.

**Individual development opportunities**

Employees who start at NCC receive a onboarding plan that ensures the individual has the relevant training for the position in question. Thereafter, the planning of the employee's skills development transitions to an individual development plan, which is evaluated and updated at the annual performance review. The performance review and follow-up is the tool that NCC prioritizes to support the employee's individual development. It is a mandatory managerial task to offer all employees an annual performance review and to have a follow-up interview during the year. The performance follow-up consists of several parts that include the individual's work situation, prerequisites to enable a good performance, and the individual development plan. Planned activities are followed up, updated and supplemented if necessary. NCC offers skills development in such areas as technical knowledge, leadership, work environment, project management and accounting. Some of the training is mandatory for certain positions.

The training programs are intended to satisfy the individual's need to develop in his/her current role in terms of personal development, and ensuring that NCC retains its attractiveness in the labor market. A large and important part of learning at NCC takes place through training, but most of the learning takes place when the theory is put into practice. NCC therefore focuses on providing various structured ways for "learning in day-to-day situations". This may range from study visits, rotation, participation in projects outside the business area and networking to various forms of exchanges of experience with colleagues.

**Leadership development initiatives**

Access to the right competencies is crucial for NCC's continued success and growth. The ability to attract, develop and retain employees with the right competencies is therefore vital. NCC offers its employees continuous skills development adapted to the individual's and the company's needs.

NCC's leadership programs encompass all stages of a manager's development with the aim of ensuring successful succession planning. The various training initiatives consist of conventional teaching and e-learning, as well as composing training programs and longer courses.

The internal training programs include:

- NCC Mega Project Management Program for highly experienced people who are capable of and want to take the step to heading extremely large-scale and complex construction projects
- The Senior Executive Program together with IMD Business School in Lausanne, which is aimed at division and department managers.
- The Strategic Leadership Program for future management talents in various parts of the business
- The Supervisor Academy, where skilled workers are able to train to become supervisors
- The Site Manager Program, where supervisors or the equivalent can take the next step in their career and train to become site managers.

In 2023, the fifth round of the Mega Project Management Program was implemented. The 24-day program encompassed academic elements with the Copenhagen Business School and Oxford Global Projects as well as study visits within NCC as well as external mega-projects in Hamburg. Former participants in the program met during the year in Oxford, with the aim of strengthening the network within NCC and to learn about research from Oxford Global Projects.

**Targets**

The aims for this impact area are to recruit, develop and retain the most competent people in the industry, support the progress of high-performing teams and to work actively so that no one is excluded unfairly or due to unconscious biases. Work to develop new measurable targets in 2023 has yielded

Group-wide benchmarks. Efforts to set targets in each business area are ongoing.

Follow-up of targets is to take place through NCC's employee survey, which monitors employee engagement and perceived confidence in not being subjected to discrimination, harassment or bullying. In addition, NCC monitors gender distribution in all management teams from the Senior Management Team to department management. The target is that no management team should have a distribution where one gender exceeds 70 percent of the group's members. Of the 82 management teams monitored, 49 percent lived up to the target regarding gender distribution.

**Governance**

Work is guided by NCC's Code of Conduct and Compliance Directive. NCC's Star behaviors guide the employees in their daily work. Training programs are continuously evaluated and monitored through, for example, questionnaires and employee surveys, interviews, tests and reports.

**Reporting principles**

Employee data pertains to the number of employees at the end of the fiscal year and was collected from the Group's HR and payroll system and refers to the companies included in the shared systems.

**Impact areas: People and team**

**Age breakdown<sup>1)</sup>**

Proportion, %	2023			2022		
	<30	30–50	>50	<30	30–50	>50
Board of Directors		29	71			100
Senior Management Team		18	82		27	73
Management teams <sup>1)</sup>	1	53	46		55	45
Managers	2	57	41	3	57	40
Employees	15	49	36	14	50	36
White-collar employees	8	56	35	9	57	34
Blue-collar employees	19	43	38	20	43	37

1) The management teams surveyed include all management teams from the Senior Management Team to department management or the equivalent.

**Gender breakdown<sup>1)</sup>**

Proportion, %	2023		2022	
	Women	Men	Women	Men
Board of Directors	43	57	33	67
Senior Management Team	55	45	55	45
Management teams <sup>1)</sup>	35	65	34	66
Managers	19	81	19	81
Employees	18	82	17	83
White-collar employees	29	71	29	71
Blue-collar employees	3	97	3	97

1) The management teams surveyed include all management teams from the Senior Management Team to department management or the equivalent.

**Collective bargaining agreements**

Number of employees <sup>1)</sup>	2023		2022		2021	
	Number covered by collective agreements	Percentage covered by collective agreements	Number covered by collective agreements	Percentage covered by collective agreements	Number covered by collective agreements	Percentage covered by collective agreements
Sweden	7,113	100	7,762	100	7,784	100
Norway	1,376	100	1,435	100	1,438	100
Denmark	1,154	54	1,196	56	1,097	55
Finland	779	80	888	78	934	79
<b>Total, NCC</b>	<b>10,422</b>	<b>91</b>	<b>11,281</b>	<b>91</b>	<b>11,253</b>	<b>91</b>

1) Employee data in the table pertains to the number of employees at the end of the year and was collected from the Group's HR and payroll systems. All skilled workers are encompassed by collective agreements.

**Employment contracts**

Number of employees <sup>1)</sup>	Number of employees			Permanent employment				Temporary employment			
	2023	2022	2021	2023		2022		2023		2022	
				Men	Women	Men	Women	Men	Women	Men	Women
Sweden	7,113	7,762	7,784	5,566	1,342	6,194	1,338	184	21	204	26
Norway	1,376	1,435	1,438	1,173	169	1,222	171	23	11	32	10
Denmark	2,127	2,141	2,001	1,799	294	1,830	288	28	6	20	3
Finland	921	1,070	1,178	704	199	817	231	13	5	18	4
<b>Total, NCC</b>	<b>11,537</b>	<b>12,408</b>	<b>12,401</b>	<b>9,242</b>	<b>2,004</b>	<b>10,063</b>	<b>2,028</b>	<b>248</b>	<b>43</b>	<b>274</b>	<b>43</b>

1) Employee data in the table pertains to the number of employees in the companies included in the Group-wide HR and payroll systems at the end of year. Some seasonal variations exist. Note 4 on p. 57 contains employee data on the average number of employees.

**Scope of employment**

Number of employees <sup>1)</sup>	Full-time		Part-time	
	Men	Women	Men	Women
Sweden	5,707	1,328	43	35
Norway	1,191	173	5	7
Denmark	1,796	252	31	48
Finland	707	198	10	6
<b>Total, NCC</b>	<b>9,401</b>	<b>1,951</b>	<b>89</b>	<b>96</b>

1) Employee data in the table pertains to the number of employees at the end of the year and was collected from the Group's HR and payroll systems. Some seasonal variations exist.