

Systematic

Sustainability report

2022/2023

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This document is part of the management commentary for FY2022/23, and part of the mandatory CSR report in accordance with Section 99a of the Danish Financial Statements Act (Årsregnskabsloven).





“For us ESG reporting is not just about fulfilling regulatory requirement but about making a difference with our product and services while aiming to reduce our environmental footprint and continuously supporting social activities locally and globally.”

Michael Holm, CEO

A word from the CEO

The 2022/23 financial year has continued to underline the challenges being faced by the global community. As the Ukraine war persists, tensions in other parts of the world continue to grow, impacting all aspects of society.

Nations are understandably concerned about their borders, national security and the stability of the international order, leading to increased defence budgets and heavy investments in modernising military capabilities to meet the growing demand for security worldwide.

The need for digitalising defence forces around the world has resulted in huge demand for Systematic’s command-and-control (C2) system SitaWare, which enhances a nation’s defence capabilities and readiness while strengthening its ability and capability to collaborate with allies.

In FY2022/23, Systematic signed new contracts with several defence customers in the EU, NATO and the Pacific. SitaWare is not only a tool for interoperability and situational awareness – it is a catalyst for collaboration and partnership, which is greatly needed in the world today.

While navigating geopolitical and foreign policy conditions is difficult for most companies, their impact on our business is

undeniable. As a company developing defence products, we run the risk of becoming a hot topic in political arguments. To help us understand how we best guide our operations in the area, we have elected a new board member and recruited staff with long experience in the political arena.

At the beginning of FY2022/23, the Board of Directors established a Risk & Compliance committee. Its main focus is cybersecurity risks and export control compliance, and it oversees how the organisation mitigates risks, ensures compliance and continuously improves in these areas.

Along with our new policies on diversity, equity, inclusion and belonging, harassment and bullying and human rights, we have launched Systematic’s women’s network ‘Headway’. This is a manifestation of one of our dedicated diversity efforts, promoting equity in career opportunities for women across our organisation. We want Headway to be an equally aspirational and approachable community for sharing and listening to change and acting on it together. While it may seem exclusory to form a network for only women, we face a real and important challenge in terms of attracting and retaining top female talent – especially in tech roles. The network is a way of helping us to position Systematic better to support female talent and help us become an even better workplace. Not just for women, but for everyone.

Last year, we initiated a thorough gender pay assessment in Denmark and made sure that we did not have any unexplained gaps or bias in compensation because of gender. We continue to conduct annual comparisons of average salaries per job code to ensure we offer equal pay for equal work.

As a successful company, we strive to embody the principle that success is most valuable when shared; consequently, we contribute to local initiatives and organisations in the areas in which we operate, spanning healthcare, social welfare, education, culture and sports in the local communities where we are located globally. Organisations such as TrygFonden's Family House for families with sick children, Macmillan Cancer Support, which provides services for people living with cancer while also conducting research and lobbying ministers, and Reden Aarhus, which supports socially marginalised women. Whether it is supporting educational initiatives with technical universities, cultural institutions such as ARoS art museum and Musikhuset Aarhus, or our local sports associations AGF (Aarhus football club) and Aarhus Handball Club, we believe in fostering a better tomorrow through diverse and impactful collaborations.

Supporting those who serve, we back veterans in Denmark through the ENGAGE Festival, and in Australia with paid leave for reservists and by sponsoring the Commando Welfare Trust to help Australian soldiers. Additionally, we partner with 'VELKOMMEN HJEM' in Denmark, contributing mentors for ex-servicemen transitioning to civilian careers. In the US, Systematic Inc. received the U.S. Department of Labor's Gold Medal award for their efforts to recruit, employ and retain veterans.

Striving for environmental impact reduction, we cut CO₂ emissions as well as our consumption of water, energy and goods. Future ESG

reports will include our carbon footprint, which is vital for documenting our sustainability. In September, we signed Klimaalliancen Aarhus's Commitment Paper. This outlines measures for the City of Aarhus's 2030 carbon-neutral goal, and which requires Systematic to transition its company cars to emission-free vehicles and support eco-friendly employee commutes. We have already made considerable strides with our electric and hybrid car fleet, just as we have compelling incentives for those with company cars to choose electric vehicles. Our waste policies are designed to ensure that all waste – food, paper and used IT equipment – is either recycled or disposed of in the most environmentally friendly way possible.

To meet the growing demand for our software products, we need to expand our workforce. Consequently, we are opening yet another development centre, this time in Copenhagen. Over the next couple of years, we plan to employ 200 new employees in our Defence division – many of them in Copenhagen, but also at our 12 other offices worldwide, including at our head office in Aarhus in Jutland.

Our main promise to current and potential employees is as simple as it is powerful: Never stop developing. It means that when you join Systematic, you will never stop developing – professionally and personally. Our employees are our most important assets, and we want them to realise their full potential while ensuring a work-life balance that allows them to pursue their passions and enjoy a healthy work-life balance.



This is **Systematic**

Systematic develops software solutions for society’s critical sectors – including defence, healthcare, the police and public and private organisations. Our solutions are sold globally, and the company is currently represented by offices in 11 countries.

Digitalisation is transforming the world by making work easier, by growing our knowledge and by helping us to use resources more efficiently. This is what we are working for at Systematic.

Changing society with exceptional software

A company is defined by its actions. By what it does and how it acts. At Systematic, we are driven by our passion and the opportunity to truly make a difference – where it matters most.

We serve some of the most critical sectors of society. Our contributions have a direct impact on the world around us. From defence and healthcare – where the right solutions can ultimately mean the difference between life and death – to digital transformation in business and the smarter digitalisation of the wind and water sectors to further the green transition.

Our mission is to build and deliver exceptional software, and to move the world in a better direction.

Providing situational awareness to NATO members and allies

The defence sector is Systematic’s oldest and largest business area. Today, we are a leading supplier of advanced battle management solutions, delivering superior technology and innovation to NATO members and allies around the world. Our solutions simplify critical decision-making and safeguard allied forces across multi-domain warfare and at every level of command. Our NATO-preferred technology promotes seamless collaboration, enabling countries to increase cooperation and interoperability.

Our software solutions help soldiers achieve mission success and enable our customers to gain an operational advantage across traditional warfare, humanitarian assistance and disaster relief missions.

Helping those who help others

As life expectancy increases globally, and the healthcare sector faces a shortfall of critical staff, software is playing a crucial role

in ensuring high-quality care. Our software solutions help healthcare workers at all levels spend more time on what really matters: helping citizens in need of medical attention and care.

By building open and collaborative software solutions, we help to promote a continuum of care across hospitals, communities and private homes to form a single healthcare journey and provide the best possible care and service throughout the life of each citizen.

Using data to drive the world in a greener direction

Software plays an increasingly important role in the world’s transition to green energy – and in ensuring the efficient and sustainable use of the Earth’s natural resources. From helping the largest wind energy companies worldwide to manage and support their offshore logistics – to supporting the water sector in using data to solve some of its most pressing challenges and drive new business.

Through the intelligent use of data and turnkey software solutions, we are using our experience and expertise from other critical sectors to help drive the world in a greener direction.



ESG Key figures

The table shows Systematic’s ESG key figures.

ESG key figures overview	Total 2022/2023	Unit	2022/2023	2021/2022	Target 2023/2024
Environmental					
CO ₂ e scope 1 (direct GHG emissions)*	93.82 tons	Tons per FTE	0.11	N/A	N/A
CO ₂ e scope 2 (indirect GHG emissions)*	210.2 tons	Tons per FTE	0.25	N/A	N/A
Energy consumption*	3,763.7 MWh	MWh per FTE	4.46	N/A	N/A
Renewable energy share*	89.2%	%	89.2	N/A	N/A
Water consumption*	4,725.4 m³	m³ per FTE	5.60	N/A	N/A
Total waste*	50,925.35 kg	kg per FTE	60.32	N/A	N/A
Social					
Number of full time employees (FTE)	963	#	963	936	N/A
Share of female employees	29.4%	%	29.4	30.6	>=30%
Share of female managers with HR responsibilities	30.2%	%	30.2	31.0	>=30%
Sick leave (including long term absence)**	2.6%	%	2.6	2.8	<2.5%
Employee satisfaction**	82	Score 0-100	81	82	>=78
Employee turnover**	9.6%	%	9.6	12.6	<10%
Governance					
Share of female Board members	28.6%	%	28.6%	33.3%	>=25%
Share of external female Board members	20%	%	20	25	>=20%
Attendance at the Board meetings	94%	%	94	94	>95%

* Environmental numbers are only including consumption from offices in Aarhus, Copenhagen, and Bucharest, as well as leased apartments in Aarhus. The calculated results per FTE are, therefore, also based on the number of FTEs at these sites which covers 88% of the total number of FTEs in Systematic Group.

** Sick leave, employee satisfaction, and employee turnover do not include information from Systematic Inc. as data as of now is not available or comparable.

Sustainability risks

Systematic is very aware of being a corporate citizen of the world, of its role in society and of the environment. Therefore, we are also concerned with our environmental impact and the risks we pose to the world at large.

Workforce diversity combatting discrimination

Systematic's employees are its most valuable and important resource – their motivation and ability to deliver outstanding results is fundamental to the company.

We believe that a diverse workforce is the only way to succeed. We also need many more talented employees, and are constantly looking to increase our already diversified talent pool. And embracing diversity also attracts new employees.

To minimise the risk of employees feeling discriminated against or harassed, we recently created and published our Diversity, Equity, Inclusion & Belonging (DEIB) Policy, which describes the Systematic Group's approach and DEIB strategy. We are committed to the well-being of all Systematic employees, and guarantee equal opportunities and fair treatment irrespective of their background such as age, gender, nationality, religion, culture, ethnicity, political views, physical abilities and sexual orientation.

Respecting human rights

Systematic is committed to respecting all internationally recognised human rights, and has and uses a human rights statement that is aligned with the UN Guiding Principles on Business and Human Rights.

Our defence, healthcare and police software products support those who help others, and while they are designed for the general good, we know they can be misused. Therefore, we do our utmost to vet our customers via an ongoing focus on governance and constant screening. And in addition to having all our defence exports approved by the authorities, our healthcare products, for example, support audit trailing to combat unauthorised searches in patient data.

Reducing our environmental footprint

The growing concerns about climate change linked to energy consumption are prompting us to address the potential long-term impacts on our world. To this end, we are consistently working to shrink our environmental footprint by reducing our CO₂ emissions as well as our consumption of water, energy and consumer goods.

Aside from the direct environmental challenges, there is a recognition that we face financial and reputational risks if our efforts fall short of satisfying our employees and business partners. As a software company with no energy-intensive production processes, our environmental initiatives primarily focus on our office spaces and transport policies. We have also embraced a sustainable vehicle policy, introducing electric and hybrid vehicles for our internal use. These steps underscore our commitment to responsible environmental practices and cultivating an environmentally aware consumption culture within our organisation.

Securing cyber activities

Our newly established Operational Security department helps to keep us abreast of trends in cyber threats, a real risk around the globe.

We therefore focus strongly on protecting personal, commercial and controlled information, as well as on always ensuring a high level of security in our systems and at the company's offices.

Regular cybersecurity awareness training sessions in the company, with security information updates and anchoring security considerations in our process library, all contribute to creating a security-first culture at Systematic.

Furthermore, we are continually obtaining and renewing relevant security certifications, for example ISO 27001 and Cyber Essential Plus.

Governance

Governance strengthened

Board committees strengthen governance structure and practice

As part of our continued commitment to good corporate governance, we have established two pivotal committees within our board: the Risk & Compliance Committee and the Finance Committee. These committees help us oversee and manage the key aspects of our business operations and performance.

The Risk & Compliance Committee reviews and monitors the risks we face, especially within cybersecurity and export control. We recognise the importance of protecting our data, systems and customers from cyber threats and complying with the relevant laws and regulations in the countries in which we operate. We have implemented various measures and policies to ensure a high level of security and compliance. Systematic also acknowledges that we must continuously improve and adapt to the changing environment. The Risk & Compliance Committee provides the guidance and oversight to help us achieve our goals and mitigate associated risks.

Our whistle-blower protection programme is an important part of our good governance. This is managed by a professional service provider, ensuring confidentiality and that

employees who report suspected irregularities or violations in our company are protected. The single case in the past year was handled efficiently and fairly. We always take such matters very seriously, and follow up on them with appropriate measures. All employees and stakeholders in our company are encouraged to use this channel if they have any concerns or complaints.

The Finance Committee oversees and evaluates the financial situation and performance of our company. We aim to maintain a healthy and sustainable financial position that allows us to pursue our strategic objectives and create value for our customers, employees and partners. While we have achieved positive results in the past year, we also face some challenges and uncertainties in the market. The Finance Committee assists us in making sound financial decisions and ensuring transparency and accountability in our financial reporting and disclosure.

We believe that these committees enhance the effectiveness and efficiency of our board and our company. We look forward to continue working with them and reporting on their activities and outcomes in the future.



“Systematic has never had any corruption cases, and we have zero tolerance for corruption – we do not accept or tolerate any form of corruption or bribery, neither among our colleagues, employees and customers nor among our business partners. While our business partners are located in countries with a low risk of corruption, we are always very cautious.”

Anne Bloch Østergaard, Group Senior Vice President,
Commercial & Legal Services, General Counsel

Compliance the focus of significant efforts in the past year

Systematic dedicated significant efforts to compliance in the past year, making progress in many areas of the business.

Our defence products are subject to export control, which means that the Danish authorities must approve all deliverables prior to transfer to new customers. In each case, the authorities conduct an in-depth assessment of the country and end-user involved. Systematic's trade compliance team works closely with the export control authorities, follows the directives issued by the Danish government and obtains export permits for all our defence sales as well as additional export permits wherever relevant.

It is vital that Systematic adheres to all export regulations. Our Risk & Compliance Committee oversees the trade compliance team's activities, and the Export Control Steering Group is mandated to decide on continual improvement activities. We conduct regular training for all Defence and other relevant employees on export control compliance.

The trade compliance team also handles due diligence and sanction screening.

It is important for us that we know our counterparts. We want to ensure that we do business with serious and legally compliant companies. Our Business Code of Conduct has been updated and is now implemented in all our new business partner contracts. Further implementation activities are planned for the coming year.

Our screening system tool conducts sanction screening daily on all suppliers and customers registered in our systems. This ensures that we stay up to date on new sanctions. The tool has access to all the available lists worldwide of sanctioned and restricted companies. It is an exceptionally valuable asset that ensures peace of mind from the moment we engage in a new business relationship.

Systematic also performs various types of due diligence on our business partners, based on a risk assessment. If requested, our business partners must, without undue delay, complete our due diligence questionnaires regarding compliance with the Systematic Business Partner Code of Conduct and/or provide further answers if we require them.

Our Business Partner Code of Conduct and Employee Code of Ethics and Conduct are both aligned with the United Nations Global Compact and its principles regarding human rights, labour rights, the environment

and anti-corruption. We expect all our employees and business partners to adhere to these principles.

This year, we focused in particular on implementation and awareness among our employees. We conducted several information/awareness campaigns, and successfully implemented a training course regarding the Employee Code of Ethics and Conduct. Over 90% of employees have participated in the training so far.

All employees trained in anti-corruption awareness
FY2022/23 was a year dominated by compliance.

Our global Anti-bribery and Corruption Policy is but one of many that have been refined and implemented. This policy applies to management and employees at all Systematic entities, and reinforces our commitment to conducting responsible business with a high level of honesty and integrity. The policy outlines and explains prohibitions, and highlights the specific compliance requirements we meet. Following an investment in a new, company-wide training programme, we have made sure that each employee knows how we want our business to be conducted.

Systematic has never had any corruption cases, and we have zero tolerance for corruption – we do not accept or

tolerate any form of corruption or bribery, neither among our colleagues, employees and customers nor among our business partners. While our business partners are located in countries with a low risk of corruption, we are always very cautious.

The company's Employee Code of Ethics and Conduct sets out clear guidelines with regard to the giving and receiving of gifts. In short, it states that while employees may give or receive modest gifts, meals and entertainment in the ordinary course of their business activities, it must never happen in exchange for or in expectation of something undue. Any business entertainment provided to or accepted from anyone conducting business with Systematic must never be in exchange for something undue or which may compromise the ability of the employee to make objective and fair business decisions in the interest of Systematic.

In the coming years, we will continue to train our employees in our anti-corruption policy, as well as our Employee Code of Ethics and Conduct. We will investigate how to further create awareness and optimise the process, especially for employees with high-risk job functions.

Governance sustained

Principled data ethics

In September 2023, Systematic revised its Data Ethics Policy, which sets out our ethical principles. It states that data used in connection with Systematic's internal operations and which is integrated with Systematic's solutions using AI or non-AI technology must follow the following principles:

- Systematic uses data and algorithms while respecting privacy and protecting personal data. Consideration is given to what data is needed, from which sources data is to be obtained and how sensitive this data is deemed to be. Privacy is ensured by following Systematic's Personal Data Protection Policy and related processes in our process library.
- Systematic considers how – when processing data – to avoid discrimination on the basis of ethnicity, sexuality, gender,

socio-economic background, political opinions, religion, trade union membership, genetic data, biometric data, disability or other health-related data. Fairness must be ensured in the development and use of new technology by involving domain experts and other relevant specialist groups, user groups and organisations.

- Systematic upholds transparency and openness concerning our data use. The clarity and comprehensibility of information is considered when relating to the processing of data and the purpose, function, security and limitations of the data processing. The transparency of data built into Systematic's solutions should be achieved and demonstrated by establishing clear specifications, for example AI model specification and/or data set specification, by using data transparency checklists and generating data transparency reports.





Security-first culture

Due to our customer base within defence, healthcare and other critical sectors of society, we maintain a high level of security in our systems and at our locations as well as a strong focus on processing and protecting personal, commercial and controlled information.

To ensure vigilance about the risk of attack from cybercriminals, we have strengthened our Operational Security department which supplements our Group Security department, just as we continue working to improve Systematic’s cyber resilience.

In creating a genuinely safety-first culture, all employees have been enrolled in regular cybersecurity awareness training sessions, while security information updates and stories are frequently published on our intranet.

We have continued to focus on requirements and certifications in a global market:

- Our ISO 27001 information security management certification has once again been renewed, covering all Systematic’s development projects and administration.
- For the fifth consecutive year, we have achieved Cyber Essential Plus certification, which is required by our UK customers.
- Initiatives have been launched to align with NIS2 compliance. We expect to use our ISO 27001 certification as a lever to achieve this.

We are continually improving our data protection using our CMMI Maturity Level 5-certified process library, while the internal audit programme ensures compliance with both information security and data protection requirements.

Range of certifications demonstrates our commitment

In addition to ISO 27001, CMMI Level 5 and Cyber Essential Plus, Systematic holds ISO 9001 and ISAE 3000 certifications – emblematic of our commitment to excellence, security and responsible and ethical business conduct.

The ISO 27001 security management standard reinforces our commitment to safeguarding sensitive data which is of critical importance for the defence, national security and healthcare domains.

CMMI Level 5 signifies that our software development processes are optimised for efficiency, on-time delivery and quality.

The ISO 9001 standard, the hallmark of quality management, assures our stakeholders that our software solutions are built on a foundation of consistency, continual improvement and customer focus.

The ISAE 3000 standard assures our business partners that the way in which we use and protect personal data aligns with globally recognised standards such as GDPR, thereby fostering trust and confidence in our practices.

Our Cyber Essential Plus certification showcases our proactive approach to cyber threats.

The above certifications symbolise our unwavering commitment to best practices, risk mitigation and data security. They also embody our dedication to responsible and ethical business conduct.

Transparent tax reporting

Contributing to society is a core value deeply embedded in our company, and we therefore embrace our responsibility to pay taxes in the countries in which we operate.

Systematic’s business functions and business risks are centralised in Systematic Denmark, while the subsidiaries act as distributors and providers on behalf of Systematic Denmark in their respective geographical areas.

We conduct our tax reporting in a transparent manner, and follow the OECD guidelines as well as any local tax rules in every country in which we do business.

In FY2022/23, the Systematic Group documented a cashflow pay-out to the tax authorities of EUR 5.2m, with Systematic Denmark carrying most of the tax burden.

Social

An aerial photograph of a park path. The path is a dark, straight line running horizontally across the middle of the frame. On the path, there are three people: one person is riding a bicycle, and two other people are walking. The path is flanked by green grass and some trees with yellowing leaves, suggesting an autumn setting. In the background, there is a body of water with some reeds and trees. The word "Social" is overlaid in large white letters on the left side of the image.

Respecting human rights

Human rights are a key focus area for Systematic, and the basis for our Human Rights Statement. Acting responsibly and respecting human rights is essential to how we conduct business and how we treat each other. Systematic is committed to respecting human rights as defined by the UN Guiding Principles on Business and Human Rights wherever we operate, with respect to activities under the full and direct control of Systematic.

Being corporate citizens of the world, we recognise the potential impact we can have on human rights. That is why all employees are introduced to our Human Rights Statement during our onboarding course, so there is no doubt about where we stand on this topic and how we expect our employees, board and others who represent us to act. In FY2022/23, we reformulated our Human Rights Statement and created awareness among all our employees at our monthly all hands meeting as well as our internal portal and information screens. In the coming years, we will continue to create awareness and investigate how we can further implement the statement.

In all aspects of our business, we always strive to improve our processes. Regarding human rights, we aim to increase our positive impact and reduce risks where we potentially have an adverse impact on human rights, and our global policies and procedures are regularly reviewed and updated.

Our commitment

Systematic is committed to respecting all internationally recognised human rights, and we consider the most significant topics for our business to be:

People

- Discrimination
- Harassment and bullying
- Compensation, benefits and working hours
- Health and safety
- Privacy
- Forced and child labour

Business

- Trade compliance
- Anti-corruption

Environment and society

- Environment
- Society

As a developer of software solutions for defence, healthcare and the police, we know that our products impact lives and human rights. Our products support those who help others, and while made to support the common good, our products can be misused. How our customers choose to use our software is beyond our control – once they buy it, they have the right to use it as they wish.

Therefore, we vigilantly follow the authorities' guidelines and export control processes governing the export of defence products. Each and every one of our defence exports only takes place after a thorough assessment by the authorities and the granting of permits. Our healthcare software logs allow auditing to show who has accessed which files so our customers can monitor unauthorised searches in patient data.



OWN WORKFORCE

Our **commitment** to our employees

FY2022/23 stands out as a milestone year, marked by record-breaking numbers in both staff and organisational growth.

In FY2022/23, we welcomed 203 new Systemates (excluding student workers and interns) - compared to 195 in FY2021/22. Notably, the Business Unit Defence witnessed a remarkable 54% surge in hires compared to the previous year. Systematic is preparing for substantial growth in FY2023/24, targeting a workforce expansion of over 200 employees. Looking at our ambitious plans for growth and the global competition for talent, it remains crucial that we excel in attracting, recruiting, developing, and retaining happy employees.

Global growth and a new location in Copenhagen

As a strategic move supporting our expansion, we are intensifying our presence in Copenhagen to broaden our reach in the competitive talent market and to be closer to our Copenhagen-based clients. We will build a full product development centre in central Copenhagen offering a diverse range of opportunities, including roles for developers, testers, software architects, project managers, and more to accommodate the needs of our business.

We started this summer and have already hired the first 10 people. We expect to grow out of our existing location soon, and thus we are looking for another attractive location in central Copenhagen.



“The well-being of every employee at Systematic is a paramount priority for us. We acknowledge that the past and future success of Systematic depends on a workforce that is not only physically and mentally healthy but also highly motivated and genuinely happy to go to work every day. As a company deeply rooted in the core value of people-centricity, we firmly believe it to be one of the cornerstones of great performance.”

Nikolaj, Group Senior Vice President, People & Culture and Co-CEO



A new employer brand promise

To highlight our unique culture, values, and the opportunities that Systematic offers its employees, we have updated our employer brand with the motto: Never Stop Developing.

"Never Stop Developing" is Systematic's core ethos, reflecting our commitment to continuous learning, employee growth, and knowledge sharing. We invest in our employees, providing opportunities, resources, and a culture of lifelong learning. We encourage knowledge sharing among our team, fostering collaboration and innovation. Beyond our walls, we believe in giving back to society through educational initiatives and community engagement. This ethos is not just a slogan; it's our brand promise. It attracts top talent, builds trust, and measures its impact, all with a long-term perspective.

Our Code: Making the right decisions in all aspects of the business

Since last year, Systematic introduced its first Employee Code of Ethics and Conduct. Previously, we had a general Code of Conduct, but to enhance and focus the content, we opted to create a dedicated version specifically for our employees. It's crucial for Systematic that our employees conduct themselves responsibly and respectfully in both business interactions and interactions with colleagues.

Our Employee Code of Ethics and Conduct, referred to as "Our Code," establishes the foundation for our ongoing engagement with employees and outlines expected behaviour in areas such as anti-corruption, business and data ethics, inclusion, discrimination, and the environment. We are committed to upholding human rights wherever we operate, aligning with the principles of the UN Guiding Principles on Business and Human Rights.

We are responsible for understanding and complying with local laws and regulations in the countries where we operate. If these laws are less stringent than our own standards, we consistently apply the Systematic standard. Our Code is applicable to all Systematic employees across all our offices and joint ventures where we have control.

All Systematic employees across all entities have undergone mandatory online training on the content of Our Code to raise awareness and ensure understanding. It is also integrated into the onboarding process for new employees.

The oversight of Our Code is managed by our People & Culture Group Senior Vice President and approved by the Board of Directors. It will be regularly updated and further developed as needed.

Number of **employees**



New **hires**



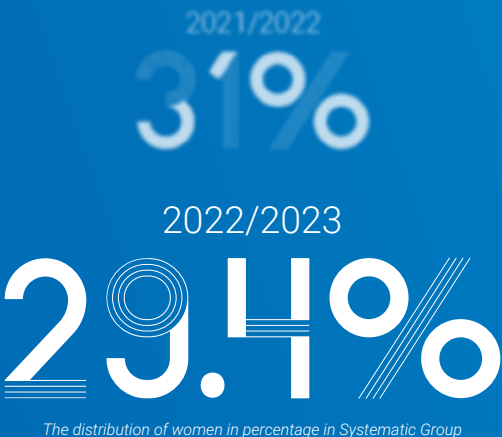
Employee **turnover**



Employee **satisfaction**



Share of **female**



Average **age**



Taking care of our employees

Focus on well-being

Every month, we ask all our employees about their commitment and job satisfaction. We actively use these survey results to implement continuous improvements.

The Employee Satisfaction Survey, LiveESS, affords the possibility to keep a close eye on employee satisfaction – and monitor changes on an ongoing basis. In this way, we can catch incipient dissatisfaction and react to it quickly, as the survey not only provides an overall picture but also gives us the opportunity to take a closer look at the individual business unit, department or manager.

The survey provides each manager with excellent possibilities to work with relevant areas for improvement in the team and to improve as a leader.

In FY2022/23, the overall satisfaction rate for Systematic Group was 82 out of 100, which was a slight improvement compared to last year. Follow up on LiveESS take place regularly at business unit and at team level. Depending on the focus areas, this can also take place at the one-to-one manager/employee meetings. As a people-centric organisation, we are deeply committed to the well-being of each and every employee.

Proud to work at Systematic

Another way in which we assess employee engagement and identify areas for improvement is by using the Employee Net Promoter Score, eNPS. Regularly measuring eNPS allows companies to track changes in employee sentiment over time and take actions to enhance the overall employee experience.

eNPS gives an indication of how willing our employees are to recommend Systematic as a great place to work – with the statement: “I am proud to work at Systematic”.

In FY2022/23, 618 colleagues responded, which is a substantial increase compared to the 196 participants in FY2021/22. Systematic’s eNPS score was 38.6 (range -100 to 100) which is considered “Great”.

Understanding what makes employees leave

Eighty-four people chose to leave Systematic (9.6% turnover) in FY2022/23, and while this is a lot fewer than the 105 employees who left in FY2021/22, we are still keen to understand the reasons why. Each departing employee is encouraged to answer a survey and participate in an exit interview. Each month, management receives a ‘leavers report’ with a detailed breakdown of the numbers together with valuable insights. It is our way of making sure we learn

as much as we can from every employee that leaves us.

The exit interviews conducted in FY2022/23 confirm the results from the surveys; most people are looking for new challenges and opportunities. They are not unhappy with Systematic, as nearly everyone would recommend Systematic to others when asked in the exit interview.

A low sick leave success

According to the Confederation of Danish Employers (DA), average sick leave in Danish companies is 5.5%. In comparison, the level of sick leave at Systematic in FY2022/23 was 2.6% (FY2021/22 2.8%).

We register sick leave monthly, and place considerable emphasis on helping to prevent and alleviate illness and stress among our employees. While the level of sick leave is very low at Systematic, we continue to focus on our employees’ health. Our objective is to ensure that the level of sick leave, including instances of long-term illness, remains below 2.5%.

We have digitalised our absence tracking, providing the organisation with a better overview. This is particularly useful for monitoring long-term sickness (3-12 months), ensuring a more attentive and supportive return-to-work process.

Results from the annual eNPS survey conducted in Systematic

In general, I am satisfied as an employee at Systematic: **8.1**

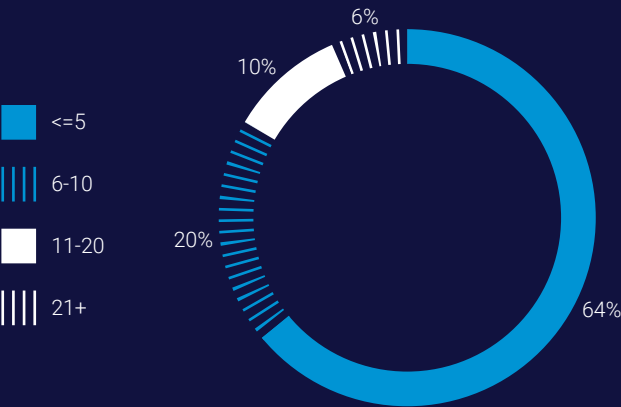
How likely are you to recommend Systematic to other people? **8.2**

I am proud to work at Systematic: **8.5**

Scale from **0-10**

387 employees have worked with Systematic for more than 5 years.

The distribution of all employees' seniority in percentage.



Employee seniority at Systematic

Hectic working lives and frequent job changes have become the norm in the IT industry, but at Systematic the trend is quite different. With vast technical know-how, customer relationships stretching back years and extensive product expertise, experienced employees are an important ingredient for a successful company.

Of Systematic's 1,074 employees, 183 have been with us for more than 10 years, and by the end of FY2022/23, only 9.6% of our employees chose to switch jobs, while for the IT industry as a whole the figure is almost triple.

This is a clear indicator of job satisfaction for us.

We have also had the pleasure of welcoming back a lot of former 'Systemates' in FY2022/23, where 14.5% of the hires in Denmark were 're-hires' (compared to 9% in FY2021/22).

"The retention rate obviously must not be too low, because it's important to have new recruits who can contribute fresh ideas and perspectives. But it's definitely a strength to have experienced employees on board – because they share their experience, and because when working with customers and partners it is important to have a history to provide the best advice and deliver the right solutions," says Nikolaj Bramsen, Group Senior Vice President, People & Culture and Co-CEO at Systematic.

Celebrating our experienced colleagues

To recognise and celebrate employees staying with the company, Systematic has established a wall of fame outside the auditorium at its headquarters in Aarhus.

In FY2022/23, 53 employees have had 5, 10, 20, 25 and 30-year anniversaries. We are happy to see that a lot of people working in different job functions choose to stay with us for a long time.

A place to grow

It is no secret that qualified IT workers are in high demand. Almost 90% of Danish IT companies are short of employees, particularly specialists. Being an attractive workplace is therefore crucial. At Systematic, this translates to a people-centric culture with good conditions for development within the current job and otherwise elsewhere within Systematic. Our career portal provides an overview of our career tracks and how to move jobs within Systematic with our internal mobility programme.

The career tracks in Systematic are based on international standards, and each track has multiple levels, with descriptions of the expected competencies, behaviour and business results at each level.

Developing talents of the future

In FY2022/23, we welcomed 48 interns and 35 student workers across our business units and global business services (GBS).

To attract skilled employees, we must contribute and cultivate talent within the IT industry. This is why we take pride in creating outstanding intern programmes for our student colleagues.

With a strong focus on growing our organisation, we offer both full-time internships and part-time student worker positions across our organisation and at several of our international offices. We aim to provide students with a unique opportunity to learn and grow in the IT domain while expanding their network and developing their social skills through our 'Studematic' events, which are fun activities open to all students.

Ensuring a positive experience for our interns and student workers is crucial. In the last semester (spring 2023), we received an impressive score of 4.9 when students were asked to rate their experience at Systematic on a scale of 1 to 5. The main reasons mentioned were the responsibility and trust that was placed in them, the strong support and feedback from their

team, the opportunity to work on real projects and an excellent onboarding process.

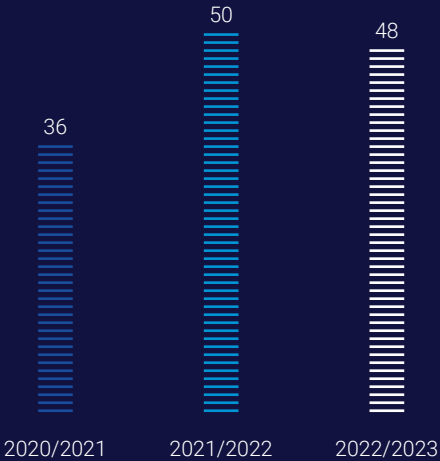
Learning and development

In FY2022/23, and guided by our principle of 'Never stop developing', we conducted 210 courses for 2,246 participants, covering tools, technologies, processes and soft skills. The average evaluation score was 4.3 out of 5.

Online courses accounted for 44%, and we aim to increase this modality. However, the Introduction to Systematic course remains physical, as we believe in the importance of bringing people together from all our Systematic locations. Held over three and a half days at our head office, it ensures the comprehensive onboarding of new employees, providing a high-level understanding of Systematic as a company, both professionally and culturally. In FY2022/23, we held 11 onboarding courses for 187 participants, with an average evaluation score of 4.5 out of 5.

The **Introduction to Systematic** course remains physical, as we believe in the importance of **bringing people together** from all our Systematic locations.

The number of hired interns over the last three financial years



A **home** away from home

At Systematic, we want our employees to thrive – not just professionally, but personally as well. Therefore, we make an effort to nurture a social environment with plenty of opportunities to build collegial relationships that go beyond work.

"We believe that if you enjoy the company of your colleagues and get to know each other on a more personal level, professional collaboration and job satisfaction improve as well," says Nikolaj Bramsen, Group Senior Vice President, People & Culture and Co-CEO.

An important catalyst for the social get-togethers is the Systematic Employees Club (SEC). Every year, the club hosts several events and activities for Systematic's employees around the world, and as a company, we continue to sponsor these.

From running clubs and an annual convention for games and role-playing to academic talks, theme parties and everyday office treats, the Systematic Employee Club offers events designed to make work more fun and create stronger bonds between employees. The club was established at Systematic's headquarters more than 30 years ago, and in FY2022/23, the company sponsored its employee clubs which hosted more than 100 activities and competitions to the tune of EUR 175,000.

Systematic now also has active employees clubs in Australia, New Zealand and Romania.

This year, Systematic also built a padel court at our headquarters in Aarhus, and it has already become a popular meeting spot where employees can burn off some energy and let their hair down.

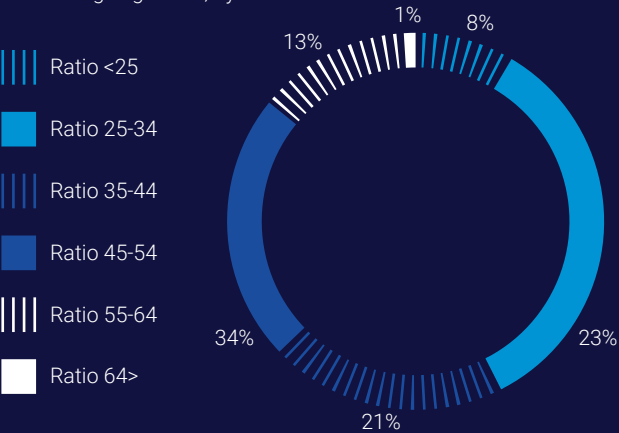


32 different nationalities represented in Systematic.

The share of female employees in percentage in all of Systematic Group, in the Board of Directors (including employee elected members), in the senior management (including CEO, Senior Vice Presidents, Vice Presidents and Directors) as well as managers with HR responsibilities for the last three financial years.

	Target 2023/24	2022/23	2021/22	2020/21
Share of female employees in Systematic Group	>=30%	29.4%	31%	30%
Share of female Board members	>=25%	28.6%	33%	29%
Share of female senior managers	>=15%	13.7%	19%	-
Share of female managers with HR responsibilities	>=30%	30.2%	31%	30%

The distribution of age as a percentage of all employees (excl. employees from the US) as of end of FY2022/23. The average age is 39,9 years.



Diversity, Equity, Inclusion, and Belonging

At Systematic, we believe that our differences create a foundation for innovation and strengthen our ability to face challenges. In short: We believe a diverse and inclusive workforce is the key to success. Consequently, we have drawn up a diversity, equity, inclusion and belonging (DEIB) policy to underpin our efforts to ensure that all employees feel welcome and part of the Systematic family.

It is paramount that all Systematic employees feel safe and valued, and have a sense of belonging while knowing their voice is important and will be heard. We believe in teamwork, and everyone is welcome to take part in our journey where we provide a global mindset and a strong cultural understanding. We guarantee all employees equal opportunities and fair treatment regardless of age, gender, nationality, religion, culture, ethnicity, political views, physical abilities and sexual orientation.

We recognise the importance of diversity and how it should be represented in the workplace. We want a workplace where people feel safe and included. This is why we do not tolerate discrimination, bullying or harassment from anyone. Inclusion fosters creativity and inspiration which are enablers for innovation and growth. At Systematic, we are committed to inclusive leadership we call NEXT, where our leaders empower their staff to realise their full potential and never

stop developing professionally and personally. We believe that employees who feel valued and included are more engaged and motivated. Inclusive workplaces benefit everyone, leading to higher employee retention and innovation – and greater customer satisfaction.

Diverse in all aspects
In Systematic, we believe that embracing diversity in all aspects, including nationalities, age and gender, enriches the workplace environment. Beyond compliance, embracing diversity becomes a strategic advantage, driving a culture of inclusion that attracts top talent and promotes employee engagement, ultimately leading to enhanced organisational performance.

In FY2022/23, we introduced new targets for the share of females in our Board of Directors, executive and senior management, as well as in Systematic Group. In addition, we strive to have as many female managers with HR responsibilities as we have female employees.

We support our employees throughout their life cycle, and we want to be an attractive workplace for all generations within the working age. In FY2022/23, the average age of Systematic employees was 39.9 year.

One of the five themes in Systematic’s strategy is “Truly international – proudly Danish”. We

are striving to be international in every respect, and that also includes hiring more international candidates. The aim is to ensure a broader and more inclusive organisation, where different perspectives, values and knowledge can be brought into play as Systematic grows in different parts of the world. While most of our employees are Danish, our growing international presence is reflected in the fact that we currently employ 32 different nationalities.

In the upcoming financial year, we will continue to implement our new DEIB policy and explore additional initiatives aimed at achieving our diversity targets.

Equal pay for equal work
Achieving equal pay is not just a goal for us; it is our reality. We conduct thorough gender pay assessments to prevent unexplained gaps between the salaries for men and women in the same roles – and doing the same work. Even though we have equal pay, this area continues to be a top priority for us. We uphold it by setting start salaries based on the job position, not gender. Each year, we systematically compare average salaries per job code. If we identify a deviation of more than 2% within the same roles, we investigate to see if there is an acceptable reason. If not, we act on it and rectify the disparity.

Headway – a network for women

Attracting more women to IT and management has been a focus area for many years. As a new initiative in FY2022/23, we established a network called Headway. The aim of the network is to support stronger connections between female employees at Systematic and to create an extra safe space for sharing; a place where women can be inspired and feel part of a larger group.

“I believe it’s important for women to have their own space to discuss biases and the challenges we face. Real change requires real action. So, I see our network as an important step in tackling important issues. In essence, I want our rising stars to shine,” says Anne Bloch Østergaard, Group Senior Vice President and Headway network leader.

Headway has hosted inspirational keynote talks from notable women in business and culture. The talks reflected on gender bias, challenges, work-life balance and how to believe more in yourself and seize the opportunities that present themselves. It has created a forum for important discussions – both during the events and among colleagues in daily life. It has also led some women to discover new career paths in-house at Systematic. Moreover, we have established a mentor-like buddy programme, and several women at Systematic have already been assigned a buddy. The idea is for more women to have sparring partners.

We want Headway to contribute to Systematic being the preferred IT company for female talents at all stages of their careers. To promote curiosity, courage and comradery – and to provide a chance to be part of something bigger. The ‘Never stop developing’ motto also applies to Headway, and we will continue to improve Headway so it becomes an equally aspirational and approachable community for sharing, listening and acting on change.

“For us, equal opportunity is the only option. Research shows that inclusive teams in high-diversity environments perform significantly better compared to uniform teams. At the same time, we fundamentally believe that everyone should have access to the same opportunities – regardless of gender or sexuality,” says Anne Bloch Østergaard.

While it may seem exclusory to form a network only for women, we face the real and important challenge of attracting and retaining top female talent – especially in tech roles. The network is a way to help us position Systematic better towards female talent and create a space for women to share their experiences and help us become an even better workplace – for all.





SOCIETY

Nurturing the next generation of **IT talents**

There is a high demand and fierce competition for qualified employees in the IT industry. We therefore support and encourage future generations to choose an education and career within STEM (Science, Technology, Engineering and Mathematics) and to nurture the future talent pool.

To this end, we actively partner up with organisations and educational institutions on initiatives to attract students to STEM programmes. At the same time, we seek to enrich the study experience for students already in the field, positioning Systematic as an attractive workplace.

We have long supported, for example, the non-profit organisation 'Naturvidenskabernes Hus' (The House of Natural Sciences), and we host an annual Science Day at our headquarters in Aarhus, where schoolchildren and upper secondary school students visit our facilities and take part in inspiring presentations and workshops.

For many years, we have also invited students from Aarhus University to take part in a two-day SCRUM course, hosted and taught by us at our headquarters. We set a new record in 2023 when more than 100 students participated in the course.

In Romania, we implemented several initiatives to help bridge the gap between the technical universities and the job market. This includes technical workshops in partnership with university professors, where

we shared our expertise and provided practical examples on how to apply the concepts learned in class. We also participated in career fairs organised by students' unions and organised workshops, preparing students for writing their CV and facing interviews. Through these activities, we hope to nurture the professional growth of students while fostering a positive relationship with the academic community.

Selection of STEM initiatives in FY2022/23:

- Partnering with Destination AARhus (DK)
- Sponsorship + 1 event: Naturvidenskabernes Hus – Science Day (DK)
- Sponsorship + 1 career fair event: AU Computer Science Business Club (DK)
- Sponsorship + different types of events: Aarhus Studenterhus (DK)
- Sponsorship: Kubernetes Community Day (DK)
- In-house event: SCRUM courses for students (DK)
- Career fair events: Several career fairs at universities (DK)
- Events for students: ITFest, Treasure Hunt, IT& C Fair, Spring IT (all career fairs, except Treasure Hunt) (RO)
- Six technical workshops in collaboration with universities (RO)
- Two in-house workshops (RO)
- One in-house presentation (RO)

Helping those who help us all

Sharing our success

It is rooted in Systematic's DNA that we want to change the world for the better. Success is most valuable when shared; as a result, we actively contribute to local initiatives and organisations in the areas where we operate. Our support spans across healthcare, social welfare, education, culture and sports in the local communities where we are globally present. In FY2022/23, Systematic made significant contributions to various social causes through donations and sponsorships, exceeding EUR 400,000.

Supporting veterans

We are committed to supporting ex-servicemen, women, and their relatives. In our perspective, those who risk the most should always receive the support they need. Once again this year, Systematic supported the Danish ENGAGE Festival—a series of music concerts benefiting veterans. Organised by ex-servicemen and women, these concerts provide a crucial opportunity to inform the public about their activities, support the veteran community, and raise funds for initiatives aimed at benefiting veterans. The Danish 'VELKOMMEN HJEM' organisation aids ex-servicemen and women in making a positive and realistic transition from life in the armed forces to the civilian labour market. The organisation offers a programme

with a six-month mentor scheme, to which Systematic contributes with motivated mentors.

In Australia, reservists are a fundamental part of the Australian Defence Force (ADF) and make a considerable contribution to the security and national interests of Australia through their part-time military service. To support team members serving as defence reservists, we have implemented two weeks of paid Defence Reserve Support leave for reservists at our offices in Australia. This is our way of recognising the importance of their efforts as well as acknowledging how we benefit from the skills and experiences they gain as defence staff. As part of our efforts, we also sponsored a local Australian fund-raiser organised by the Commando Welfare Trust, an organisation that helps current and former soldiers of the Australian Commando Regiments and their families through hardship by providing education, mentoring and community ties.

In the UK, we have signed the Armed Forces Covenant, demonstrating that we acknowledge and understand that those who serve or who have served in the armed forces as well as their families should be treated fairly and with respect in the communities, economy and society they serve with their lives.

In FY2022/23, Systematic made significant contributions to various social causes through donations and sponsorships, exceeding **EUR 400,000.**

A selection of Systematic's support to various social causes:

- TrygFondens Family House (DK)
- Macmillan Cancer Support (UK)
- Red Cross (DK)
- Reden Aarhus, drop-in centre for women (DK)
- VELKOMMEN HJEM, programme that support veterans (DK)
- Veteranfonden, foundation supporting veterans (DK)
- Commando Welfare Trust (AU)
- AGF, Aarhus football club (DK)
- Aarhus HC, Aarhus handball club (DK)
- Musikhuset Aarhus, concert hall in Aarhus (DK)
- AroS, art museum in Aarhus (DK)
- Aarhus Teater, theatre in Aarhus (DK)

Environment

An aerial photograph of a dense, lush green forest. A narrow, winding road or path cuts through the trees, curving from the lower left towards the upper right. The trees are tall and closely packed, creating a rich texture of green. The lighting suggests a bright day, with some areas of the forest appearing slightly brighter than others.

Committed to **concrete action**

Companies and their operations contribute to climate change, with significant risks of global and long-term consequences for the world in which we live. Therefore, we are continually striving to minimise our environmental impact by reducing our CO₂ emissions as well as our total consumption of water, energy and consumer goods. In addition to the direct risks, we may face financial and reputational risks if our employees and business partners are dissatisfied with our green efforts.

In September 2023, we accelerated our efforts by joining the local initiative Klimaalliancen Aarhus's Commitment Paper.

"As a company, we have a shared responsibility to propel the green transition, and with our headquarters in Aarhus, it is only fitting that we contribute to Aarhus's climate goals and commit to concrete actions," says CEO Michael Holm.

Klimaalliancen Aarhus's Commitment Paper presents various measures aimed at achieving the City of Aarhus's 2030 goal of becoming carbon neutral. As part of this,

Systematic must transition its company cars to emission-free vehicles and develop initiatives to make employees' commutes more environmentally friendly. Systematic is well on its way in this regard. All but one of the company's pool cars have been exchanged for electric or hybrid vehicles. Furthermore, Systematic has implemented various green transport policies, such as prioritising electric cars for company car purchases, setting limits on company car CO₂ emissions and providing bicycles for employees during working hours.

In FY2023/24, we will extend our collaboration and commitment with Klimaalliancen, as we have initiated a new working group called 'Climate & Digitalisation'. As a software company, our primary contribution to the fight against climate change is the creation of digital solutions designed to build more sustainable societies. Therefore, we are excited to continue this track in the coming years.



Climate accounting and energy consumption

In FY2022/23, we initiated the task of developing our carbon accounting. Carbon accounting is an extensive task, but we see it as an important part of qualifying our efforts. We started with scope 1 and 2, limiting it to data from our offices in Aarhus, Copenhagen and Bucharest. These locations account for 88% of our workforce. This is just the first step in our journey. In the coming year, we will extend the baseline to include data from all our offices. We will also start looking into Systematic's scope 3, beginning with emissions from business travels. "Based on this data, we will set goals and take new initiatives to further reduce our carbon footprint," says Michael Holm, CEO.

Our total energy consumption has decreased since last year (4,209.9 MWh in FY2021/22). We will continue to monitor these data and explore initiatives to keep our consumption as low as possible.

In Denmark, all electricity is sourced by renewable energy sources. The certificate is issued by our electricity provider.

Direct GHG emissions CO₂e
scope 1:

0.11 ton/FTE

Total: 93.82 tons CO₂e

Direct GHG emissions CO₂e
scope 2:

0.25 ton/FTE

Total: 210.2 tons CO₂e

Energy
consumption:

4.46 MWh/FTE

Total: 3,763.7 MWh

Renewable energy
share:

89.2%

Waste and water

Waste and water include data from our offices in Aarhus, Copenhagen and Bucharest. Both our waste and water consumption have increased compared to FY2021/22. This increase is challenging to mitigate as the company grows. Nevertheless, we remain conscious of our consumption and are careful not to use unnecessary resources. We are continuously striving to improve our waste sorting, and although the total amount of waste has increased (36,994 kg in FY2021/22), the share of recycled waste remains constant. In the next year, we will continue to investigate how we can enhance our waste sorting.

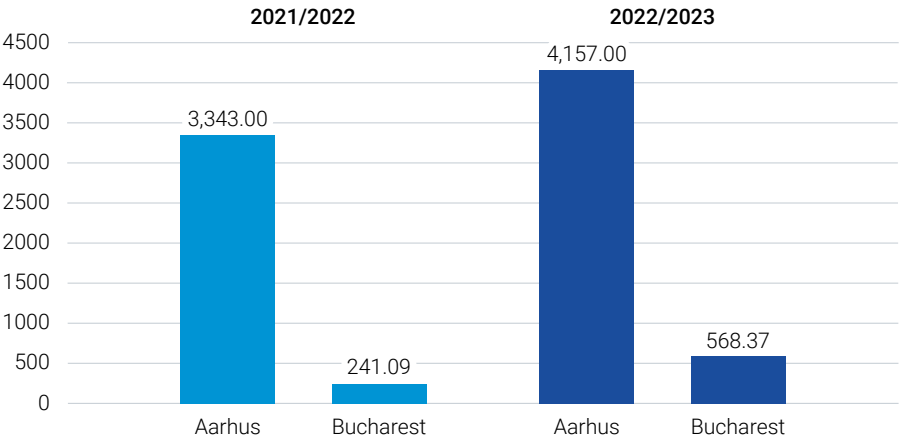
Waste reuse and IT equipment

All IT hardware is reconfigured and reused within Systematic where possible. When this is not feasible, functional IT hardware is sold through a third party for reuse. Broken IT hardware is sent for safe destruction, and cables and accessories are sold for recycling. Additionally, the lifetime of IT equipment, such as mobile phones, has been extended to minimise waste.

The amount of waste in kg distributed between the different waste categories for the last two financial years.
The figures include waste from our offices in Aarhus and Romania.

2021/2022		2022/2023	
	Aarhus	Bucharest	
Paper and cardboard	3,720.00	940.00	
Glass	2,015.00	120.00	
Plastic		174.00	
Metal		25.00	
Organic	11,302.00		
Electronic	1,225.00		
Residual waste	8,900.00	8,573.00	
Total	27,162.00	9,832.00	
	36,994.00		50,925.35

The amount of water in m³ for the last two financial years.
The figures include waste from our offices in Aarhus and Romania.



Accounting principles

Environment

We have used the Greenhouse Gas Protocol (GHG) scope 1 and 2 to categorise Systematic’s CO₂ emissions. The DEFRA GHG Conversion Factors (2022) and European Residual Mixes 2022, Association of Issuing Bodies were used to calculate the CO₂ emissions.

Scope 1:

Systematic’s scope 1 data covers direct emissions from the combustion of fossil fuels through our company cars and natural gas for generation of heat at our office in Bucharest. The emission factors are from DEFRA (2022) for the relevant fuel types and from European Residual Mixes 2022 for the natural gas. The amount of fuel is retrieved from the suppliers of our car schemes as well as from the petrol station companies where we have petrol cards. In addition, data from the employees’ expenses when using company cars were retrieved. The amount of natural gas for heating at the office in Bucharest is provided by the supplier.

Scope 2:

Systematic’s scope 2 data covers indirect emissions derived from the energy used to produce electricity and district heating for our offices in Denmark (including Aarhus and Copenhagen), our rental apartments in Aarhus, and office in Bucharest. In addition, it also covers emissions from produced electricity to our hybrid and electric vehicles. The emissions are calculated based on factors from DEFRA (2022) for the relevant countries and

types. The GHG emissions are calculated using the market-based method. The data is provided by our suppliers of electricity and heating and by the suppliers of our car schemes. In addition, data from the employees’ expenses when using company cars were retrieved.

All consumption of electricity and heating for the rest of Systematic’s offices are included in the rent and therefore we do not have access to the primary data as of now. The total number of FTEs from the included sites comprises of 88% of the total number of FTEs why the data in scope 2 is representative.

Total energy consumption:

The total energy consumption is the total energy consumed from scope 1 and 2.

Renewable energy share:

The renewable energy share is calculated as the amount of renewable energy over the total energy consumption from scope 1 and scope 2. We have renewable energy at our facilities in Denmark and the documentation is proved by the energy supplier.

Water:

The reported amount of water consumptions is based on data from our offices in Aarhus and Bucharest. The data is provided by the water suppliers. All water consumption for the remaining Systematic offices is included in the rent, and therefore, we do not have access to the primary data at the moment.

This Sustainability report is part of the management commentary for FY2022/23, and part of the mandatory CSR report in accordance with Section 99a of the Danish Financial Statements Act (Årsregnskabsloven).

The report comprises Systematic’s sustainability efforts in all our locations in Denmark, Sweden, Finland, the UK, Germany, Romania, the UAE, New Zealand, Australia, the US, and Canada.

If not otherwise stated, the data in the report covers the financial year from 1st October 2022 till 30th September 2023.

Waste:

The reported amount of waste is based on data from our offices in Aarhus and Bucharest. The data is provided by the landlord, except for organic waste in Aarhus, which is proved by the supplier handling our organic waste. Waste at the rest of Systematic’s offices is included in the rent, and therefore, we do not have access to the primary data at the moment.

Social

If not otherwise stated, the social key figures are based on employee data from Systematic Group including all our offices as of 1st October 2023.

Employees:

FTEs are an aggregation of the share of FTE of all employees not including external consultants and sourcing.

Share of female employees is calculated by dividing the number of females by the total number of employees. Similarly, the share of female managers is calculated by the same method, but it includes only employees with HR responsibilities. The share of female senior managers is also in calculated the same way, but it includes only employees with job codes equal to CEO, Senior Vice Presidents, Vice Presidents, and Directors.

Sick leave:

Sick leave as a percentage is an average of the share of sickness hours compared to the norm hours. It does not

include data from employees of Systematic Inc.

Employee satisfaction:

Employee satisfaction is based on data from Systematic’s monthly employee satisfaction survey. The score is a range from 0-100. It does not include data from employees of Systematic Inc.

Employee turnover:

Employee turnover is calculated as the sum of resignations in the last 12 months divided by the average number of employees in the last 12 months. The figures exclude employees from Systematic Inc., student workers, interns, sourced employees, external consultants, as well as employees working in facilities.

Governance

Share of female Board members:

The share of female board members is calculated by dividing the number of female board members by the total number of board members. The calculation is performed both including employee-elected board members and only external board members. The count is based on the number of board members as of 30th September 2023.

Attendance at Board meetings:

The attendance at Board meetings is calculated based on the average attendance at each Board meeting.

Systematic

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