




# ESG key figures

ESG key figures overview		Unit	Target 2021	Actual 2020	Target 2020	2019	2018	2017
	<b>Environment</b>							
	CO <sub>2</sub> e, scope 1 (direct GHG emissions)	Tons per FTE	<0.08	0.06	<0.08	0.08	0.07	0.06
	CO <sub>2</sub> e, scope 2 (indirect GHG emissions)	Tons per FTE	<0.21	0.12	<0.21	0.21	0.25	0.27
	CO <sub>2</sub> e, scope 3 (other indirect GHG emissions)	Tons per FTE	<0.69	0.19	-	0.69	0.44	0.09
	Energy consumption	GJ per FTE	<7.29	4.99	<7.29	7.29	8.21	8.25
	Renewable Energy Share	%	75	73.39	-	73.23	64.93	65.10
Water consumption	m <sup>3</sup> per FTE	<4.61	3.28	<4.61	4.61	5.38	5.82	
	<b>Social</b>							
	Full-time employees incl. freelancers and contractors	FTE	-	2,768	-	2,293	1,861	1,256
	Gender diversity	f/m	20%/80%	18%/82%	20%/80%	19%/81%	19%/81%	17%/83%
	Gender diversity for managers, principals and partners	f/m	13%/87%	11%/89%	13%/87%	12%/88%	10%/90%	9%/91%
	Sick leave	%	<3.5	3.1	<3.0	3.8	3.5	2.9
	Employee satisfaction	eNPS	>35	42	>20	42	36	48
Customer satisfaction	NPS	>20	20	>20	22	26	11	
	<b>Governance</b>							
	Gender diversity - Board of Directors (BoD)	f/m	40%/60%	40%/60%	20%/80%	20%/80%	17%/83%	0%/100%
	Attendance at the BoD meetings	%	>97	100	>97	97	95	99
CEO Pay-Ratio	times	<1:19	1:18	-	1:17	1:12	1:06	

Each of the ESG key figures, their set targets and development – as shown in the table – will be presented and explained throughout the ESG report alongside the activities that are aimed at pushing the development forward.

This year's environmental KPI's are in many ways affected by COVID-19 and should be viewed in this context. Therefore, we have also chosen to maintain our environmental targets from 2020.