

### **ESG Report 2024** Improving Life for People and Planet **CF MØLLER ARCHITECTS**



# Contents

Our Commitment
Our Vision
New Sustainability Demands and Market Opportunities10
Our Value Chain
Impacts, Risks and Opportunities16
Our Sustainability Strategy20
01. Climate22
02. Circularity
03. Biodiversity
04. Users
05. Our Workforce
06. Our Conduct
Contact



#### **AARHUS UNIVERSITY, AARHUS**

A unique university campus from 1931 and onwards, with a timeless, coherent architecture and adaptation to the landscape.



WoodHub is Denmark's largest timber building and a showcase for low-carbon construction, with completion in 2025.

# **Our Commitment**

With 100 years of award-winning architecture inspired by our Nordic values, C.F. Møller Architects place social, economic and environmental sustainability at the heart of our work.

In 2024 C.F. Møller celebrated one hundred years of architectural practice. With this historical and cultural horizon to build upon, we view sustainability as a holistic practice, fully integrated into our Nordic architectural values, from the timeless Aarhus University Campus to the WoodHub office building, a showcase for modern low-carbon construction.

We see architecture as a creative process where

we interpret our clients' aims to create buildings

at the forefront of environmental and social

Our unique cross-disciplinary design approach integrates urban planning, landscape,

architecture, workplace design and industrial design, and this creates societal and economic

value for our clients and for society at large.

reporting requirements of the EU's Corporate Sustainability Reporting Directive (CSRD), with a focus on environment, social and governance

With this ESG Report 2024, C.F. Møller Architects again express their continued support for the UN

This ESG Report 2024 is aligned with the

The Board of Directors of C.F. Møller A/S.

to co-creation in our cities

concerns.

Global Compact.

Duns Tourter Rubs Mi

Klaus Toustrup

Rune Bjerno Nielsen

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and urban environments that work at functional. technical and aesthetical levels, whilst also being 1ml H sustainability, and using democratic approaches

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CF MØLLER ARCHITECTS 5

### Our Vision: Improving Life for People and Planet

We are one of Scandinavia's leading independent architectural firms, with 100 years of award-winning work in the Nordic region and worldwide.

Our vision is to Improve life for people and planet.

Every day we create architectural quality based on innovation, experience and our Nordic values. This aims for sustainable and aesthetic solutions with lasting value for clients, occupants and society.

Our design solutions are methodically and holistically created following a rigorous analysis of the local context. We look to set new global standards by fostering a design approach, which uniquely integrates urban planning, landscape, architecture, workplace design, industrial design and co-creation processes.

We regard environmental concerns, resource consciousness, healthy project finances, social responsibility and good craftsmanship as essential elements of our work.





## New Sustainability Demands and Market Opportunities

Much has changed in the political and societal landscape, with a rapidly growing focus on sustainability.

In 2020 the EU introduced the European Green Deal, a set of policy initiatives with the over arching aim of making the European Union more sustainable.

The framework of the EU Green Deal is dependent on sustainable finance and requires both the public and private sectors to shift financing in a greener direction. This covers three main initiatives:

- Corporate Sustainability Reporting Directive (CSRD)
- EU Taxonomy classification system for economic activities
- Sustainable Finance Disclosure Regulation (SFDR).

In 2023, the EU's Corporate Sustainability Reporting Directive (CSRD) entered into force. It modernises and strengthens the rules concerning the social and environmental information that European companies have to report, adding a greater level of transparency, which has sometimes been missed. A broad set of large companies, as well as listed SME's, are now be required to report on sustainability.

The new rules ensure that investors and other stakeholders have access to the information they need to assess the impact of companies on people and the environment, and for investors to assess financial risks and opportunities arising from climate change and other sustainability issues.

C.F. Møller is not covered by these rules at present, because of our size and financial metrics. However, we have chosen to align our reporting with the CSRD, so that we can meet the necessary requirements, and can supply compliance documentation and consultancy services to our clients that are covered by the CSRD or the SFDR, or are working with Taxonomy Compliance.



# **Our Value Chain**

As consulting architects, C.F. Møller's business model is closely linked to the extended value chain of the construction sector.

Understanding our value chain helps us understand our environmental and social impact, and allows us to assess where we can offer our clients new sustainability related services. As consulting architects, our business model is closely linked to the extended value chain of the construction sector.

C.F. Møller is a large architectural consultancy. We therefore use a generalised value chain, so that all our business segments and markets can be understood in this context.

As architects, we play a central role in creating societal and economic value for our clients and for society at large. We interpret our client's aims, and create architectural solutions with lasting functional, technical and aesthetic qualities that meet today's needs, whilst also contributing to the long term cultural quality of the built environment.

A central aspect of our work as architects relates to fact that the buildings and landscapes we design now will have long lasting impacts in the future because of their long lifespan:

- Environmentally, where buildings are responsible for the consumption of large amounts of resources and energy throughout their lifespan.
- Socially, as people spend up to 90% of their time indoors, and buildings' functional, experiential and wellbeing qualities are important.
- Culturally, where buildings become part of the built environment's cultural quality and begin to take on a larger societal value over time.
- Economically, where the high costs of construction need to be held up against how future running costs can be minimised.









### OBELHUS, AALBORG

The transformation of ObelHus, a former tobacco factory from 1936 in Aalborg, converted the industrial building into modern homes that are certified with the Nordic Swan Ecolabel.

# Impacts, Risks and Opportunities

We have mapped our environmental, social and governance impacts to understand the risks and opportunities to C.F. Møller's business model and value chain.

With a rapidly changing sustainability agenda, it is necessary to understand the impacts, risks and opportunities to C.F. Møller's business model and value chain. We have therefore carried out a "Double Materialty" assessment.

The Double Materiality assessment has to be carried out for the 10 topics relating to Environment, Social and Governance, that are covered by the CSRD, and must address the associated impacts, risks and opportunities. The Double Materiality assessment has a focus on:

- Financial Materiality: This "outside in" view focuses on how sustainability may pose either a prospective material risk or opportunity that could affect a company's financial performance and position over the short, medium and long term.
- Impact Materiality: This "inside out" view focuses on the actual or potential short, medium and long-term impacts on people or the environment that are directly linked to a company's operations and its value chain. These impacts can be both positive and negative.

For each of the 10 topics, the Financial and Impact Materiality can be assessed as either Significant or Not significant. The topic is judged to be material to C.F. Møller if either the Impact Materiality or Financial Materiality is assessed to be Significant.

We have concluded that the following areas shown on the next page are material to C.F. Møller, and must be addressed in our ESG Report. A summary of the detailed assessment is summarized on the following pages.





### **IMPACT MATERIALITY**

How we affect people and the environment

Impacts, Risks and Opportunities



#### ✓ E1 Climate change

- Impacts: Downstream, the buildings and landscapes we design have large greenhouse gas emissions during production. Upstream, we have a large electricity consumption related to our servers and cloud services.
- Risks: With changing regulative frameworks, there is a financial risk if we
  do not keep at the forefront of market developments. The buildings and
  landscapes we design must withstand and adapt to a changing climate.
- Opportunities: There are market opportunities for designing low emission buildings and landscapes that adapt to climate change.

#### **E2** Pollution

- Impacts: The products we design can potentially contain dangerous substances, but we have limited possibilities to control the situation.
- Risks: Our actions do not have a direct impact, so no significant financial or impact risk has been identified.
- Opportunities: No significant market opportunities have been identified.

#### E3 Water and marine resources

- Impacts: Our activities do not have material impacts on marine resources.
- Risks: No significant financial risk has been identified.
- Opportunities: No significant market opportunities have been identified.

#### **E4** Biodiversity and ecosystems

- Impacts: The buildings and landscapes we design can have large impacts on on-site and off-site biodiversity.
- Risks: With rapidly changing regulative frameworks, there is a clear financial risk if we do not keep at the forefront of market developments.
- Opportunities: There are market opportunities for designing landscapes that promote biodiversity and ecosystems.

#### E5 Resource use and circular economy

- Impacts: The products, buildings and landscapes we design result in the extraction of critical resources and the production of waste materials.
  - Risks: With rapidly changing regulative frameworks, there is a financial risk if we do not keep at the forefront of market developments.
  - Opportunities: There are market opportunities for designing products, buildings and landscapes with a focus on resource use and circular solutions.

#### S1 Own workforce

Social

- Impacts: We have a very large responsibility to ensure good working conditions for our employees, since poor working conditions result in serious human costs.
- Risks: Poor working conditions can have large financial and reputational risks.
- Opportunities: Employee training and development programs and an inclusive work environment improve employee retention.

#### S2 Workers in the value chain

- Impacts: There can be problems for workers further down the sector's value chain, but we have limited possibilities to control the situation.
- Risks: Our actions do not have a direct impact, so no significant financial or impact risk has been identified.
- Opportunities: No significant market opportunities have been identified.

#### **S3** Affected communities

- Impacts: There can be problems for indigenous populations further down the sector's value chain, but we have limited possibilities to control the situation.
- Risks: Our actions do not have a direct impact, so no significant financial or impact risk has been identified.
- Opportunities: No significant market opportunities have been identified.

#### **✓** S4 Consumers and end-users

- Impacts: The products, buildings and landscapes we design can have positive and negative impacts on end-users.
- Risks: Our actions have considerable impacts, and that creates financial and reputational risk.
- Opportunities: There are market opportunities for design and consultancy services related to our endusers.



#### **✓** G1 Business conduct

- Impacts: A good business culture and ethical business practices are essential to the long-term success of C.F. Møller.
- Risks: There can be considerable problems with corruption in the construction sector, which can be a reputational risk.
- Opportunities: There are market and reputational opportunities for promoting anti-corruption practices.



## Our Sustainability Strategy

Our sustainability strategy allows us to cultivate new market opportunities, deliver new sustainability services and fulfil our clients' sustainability compliance demands. Our ESG Report deals with six topics:

- 01. Climate
- 02. Biodiversity
- 03. Circularity
- 04. Users
- 05. Our workforce
- 06. Our conduct

The first four topics relate mainly to our work with the design of products, buildings and landscapes. We use these four topics to define the sustainability focus of

our individual business segments and develop new market opportunities with sustainability services aimed at new and existing clients in both the public and private sectors.

The two topics *Our workforce* and *Our conduct* relate to our internal governance processes, and underpin our values across our business segments that are active across several markets in Europe and the Nordic region.

All six topics can be used to provide data and documentation to our clients, so that they can meet their CSRD compliance demands. The new sustainability strategy is also used to drive and structure our externally and internally facing development activities.









The new headquarters for Dilling has a large focus on sustainability, which reflects the company's sustainable profile and products. The building's structure consists primarily of loadbearing timber.

# **Environmental Impact** of Buildings

The carbon impact of buildings is of growing importance, and the Nordic countries now legally regulate the environmental impact of buildings.

#### **ISSUES, RISKS AND OPPORTUNITIES**

With many years of energy savings in new buildings, the environmental and carbon impact from construction materials over the complete life cycle of the building is now larger than that from the operational energy. For this reason, the Nordic countries have now implemented Life Cycle Analysis (LCA) demands in their building regulations to limit new buildings' greenhouse gas emissions.

In Denmark a Limit Value of 12,0 kg CO<sub>2</sub>/m<sup>2</sup>/ year was introduced in the Building Regulations in 2023. This regulation is being tightened to 7,5 kg CO<sub>2</sub>/m<sup>2</sup>/year in 2025, and will be further tightened in 2027 and 2029. Similar limits values are also expected to be introduced in Sweden.

These types of regulation provide major challenges for the construction sector, and are already affecting the way clients, consultants, contractors and materials suppliers work:

- There is a risk that other consultant groups will use these changes to take control of LCA services, thus weakening the architects' traditional role in choosing and specifying materials.
- · At the same time, there are major opportunities for C.F. Møller as consulting architects to provide relevant and well gualified consultancy services about low carbon solutions from the earliest procurement phases.

#### POLICIES

With increasing demands to the environmental impact of buildings in the markets we operate in, C.F. Møller must respond proactively.

C.F. Møller will actively work to reduce the environmental impact from the materials used in the buildings and products we design, offering services throughout the procurement process.



### SKELLEFTEÅ TRAVEL CENTRE, SKELLEFTEÅ

The new travel centre connects the train and bus stations, mobility hub and several public spaces. The light wooden structure stands on a solid stone base, reflecting a delicate pine forest on heavy rocks.

### **Results for 2024**

- We completed the Dilling headquarters building in Herning, where the loadbearing structure consists primarily of loadbearing timber.
- We won the competition for a new travel centre in Skellefteå, Sweden. The building's light wooden construction stands on a solid base of stone.
- We won the competition for the new Fælledby School in Copenhagen. The school has a major focus on reducing the climate impact of the materials.
- We have further developed our LCA tools to offer solutions for clients at the early procurement stage and support compliance with the EU taxonomy.
- We have developed LCA:DOK, a tool for automating LCA work during the detailed design and building code compliance stages.

- We will continue our work with low carbon solutions, and will work to expand our portfolio of timber buildings across Europe.
- We will further develop our digitally integrated LCA tools and working processes, so that we can offer solutions for the whole procurement process, including the detailed design and building code compliance stages.
- We will carry out in-house training courses regarding lifecycle assessment and low carbon solutions with timber.

## **Climate Adaptation**

As climate challenges intensify, it is crucial that we integrate climate adaptation into our design solutions, benefitting both people and nature.

#### **ISSUES, RISKS AND OPPORTUNITIES**

With climatic conditions already changing and intensifying, it is crucial that we, as consulting architects, can integrate climate adaptation solutions into our projects and workflows at all levels.

Our strategy focuses on developing resilient and sustainable solutions that address extreme weather events, enhance biodiversity, and create recreational, climate-adapted urban spaces.

Through a holistic approach, we work with rainwater management on site, stormwater management, natural waterways, permeable surfaces, and vegetation that supports local microclimates. At the same time, we emphasize cross-disciplinary collaboration, innovation, and the use of new technology to create solutions that both protect and enrich our environment.

With this strategy, we at C.F. Møller aim to take responsibility for the landscapes and buildings of the future, and actively contribute to a more climate-adapted and resilient development.

There are major opportunities for C.F. Møller as consulting architects to develop and refine climate adaptation solutions for public and private sector clients, as well as developing rainwater management strategies in the early planning stages and in the development of local plans.

#### POLICIES

C.F. Møller will integrate climate adaptation into our projects, focusing on sustainable solutions for rainwater management, stormwater systems, and resilient vegetation. Through our strategy, we create spaces that not only adapt to climate change, but also contribute to the overall health and well-being of both people and nature.



The climate adaptation project Stork Meadows has been opened to the city's residents, integrating climate resilience strategies into the nature park that is close to the city centre.

### Results for 2024

- The climate adaptation project Stork Meadows, in Randers, has been fully
  opened to the city's residents. With the integration of climate resilience
  strategies, the nature park brings the unique natural delta closer to the centre
  of Randers and its residents.
- Our ongoing work on the climate adaptation and development of the Vestby area by the Limfjord in Aalborg will protect against flooding and create an attractive fjord and park area connecting the water with the city, while also supporting the area's identity.
- We transformed a former water treatment plant into a combined urban park, heating plant and rainwater basin, promoting the symbiotic relationship between water, the environment and energy.

- We will work with developing sustainable urban environments that can deal with future climate change.
- We will work in developing early stage design tools that can demonstrate that our buildings and landscapes are able to adapt to future to climate change.
- We will develop rainwater management strategies in connection with our local planning projects.
- We will work with rainwater management by respecting natural waterways by implementing Sustainable Urban Drainage Systems, such as rain gardens, permeable surfaces, and retention basins.

# **C.F. Møller's Climate Impact**

C.F. Møller's activities as a consulting architect also have an climate impact, so we have worked on documenting our emissions.

#### **ISSUES, RISKS AND OPPORTUNITIES**

It is now a requirement through the CSRD and SFDR that a broad set of large companies and financial organisations are required to report on sustainability.

C.F. Møller is not covered by these rules at present, because of our size and financial metrics. However, we have chosen to align our reporting with the CSRD, so that we can meet the necessary requirements and supply compliance documentation to our clients, that are covered by the CSRD or the SFDR, or are working with Taxonomy Compliance.

We are therefore starting to report on our carbon footprint in accordance with the methodology outlined by the Greenhouse Gas Protocol (GHG Protocol) for our Scope 1, 2 and 3 activities in Denmark.

This creates a baseline by which we can benchmark our activities in the future and across comparable branches. It also gives us an deeper insight into how data collection can be optimised and extended to include our studios in Sweden. Norway and Germany.

#### POLICIES

C.F. Møller will work to improve our work with our climate impact in relation to the GHG Protocol. We will work to streamline and widen our data collection across our organisation, so that we have a baseline to benchmark and improve our activities in the future.

GREENHOUSE GAS EMISSIONS	TON CO2E TOTAL	TON CO <sub>2</sub> E PER EMPLOYEE	PERCENTAGE %	COMMENTS
SCOPE 1 Direct emissions from sources we own	3.62	0.02	0.5 %	Company car
SCOPE 2 Indirect emissions from purchased district heating and electricity	12.41	0.06	1.6 %	Studios in Aarhus, Copenhagn and Aalborg most recent data used, sometimes not following the 2024 calender year.
SCOPE 3 Indirect emissions from activities we do not own or control				NB: Categories 2, 4, 5 and 8-15 are not relevant for C.F. Møller and deemed immaterial for our GHG accounting.
CATEGORY 1 Purchased goods and services	693.31	3.32	87.4 %	IT services, software and subscriptions, Professional consultancy services, Courses and training, Hotel and restaurant, etc.
CATEGORY 3 Fuel and energy-related activities	7.25	0.03	0.9 %	Fuel and energy-related activities not included in Scope 1 or Scope 2.
CATEGORY 6 Business travel	76.19	0.36	9.6 %	Business travel by bus, train, car, ferry and plane.
CATEGORY 7 Employee commuting	0.22	0.001	0.03 %	Based on anonymous, GDPR compliant questionnaire with 68% response rate.
SCOPE 3 TOTAL	776.97	3.72	97.9 %	-
TOTAL SCOPE 1, 2 AND 3	793.00	3.79	100.0 %	-

**SCOPE 3** Indirect greenhouse gas emissions we do not own or TP/ **SCOPE 2** Indirect greenhouse gas emissions from purchased district heating and electricity



SCOPE 1 Direct greenhouse gas emissions from sources we own



### BELLERIVESTRASSE 36, ZÜRICH

Circularity has been a central goal in this large-scale transformation, converting an obsolete 1970's building with PV panels protecting the interior from direct sunlight as an energy producing statement.





#### 30 CF MØLLER ARCHITECTS

# **Urban Transformation**

Renovation, transformation and restoration reduces the carbon impact of buildings and contributes to the cultural and historical quality of our cities.

#### **ISSUES, RISKS AND OPPORTUNITIES**

The existing building mass contains large amounts of embodied carbon, reflecting the production of building materials in past decades and centuries. At the same time, urban environments are imbued with cultural and historical values, that link our past with the present and future.

The renovation, transformation and restoration of the existing building mass are ways that can reduce the carbon impact of the construction sector, since it ensures the emissions from new materials production are greatly reduced. At the same time, older urban environments can be given a new lease of life, and contribute to the cultural and historical qualities of our cities. Urban transformation also creates a series of challenges, as the Building Regulations, often based on designing new buildings, can sometimes get in the way of creating the best possible solutions, and can hinder the use of the existing building well enough. These challenges are faced by architects, engineers and developers on a daily basis, and can make it tempting to demolish rather than renovate.

This creates major opportunities for C.F. Møller as consulting architects, where these challenges require innovative solutions and, not least, a close dialogue with clients and authorities to find the right balance between sustainability and functionality.

#### POLICIES

C.F. Møller will work with promoting renovation, transformation and restoration. We believe that we can reuse, utilise and optimise existing square metres better than we do today, and thus contribute to a more circular future, whilst also improving the cultural and historical quality of our urban areas.



The AG Gruppen's new HQ retains the industrial architecture of the iconic shed roof, creating a structural and sculptural high-ceilinged space, beautifully lit by large continuous skylight windows.

### Results for 2024

- We completed the transformation of ObelHus, a former tobacco factory from 1936 in Aalborg, converting the industrial building into modern homes. The transformation is certified with the Nordic Swan Ecolabel.
- We completed the transformation of Bellerivestrasse 36, in Zurich, turning an obsolete 1970's office building into a modern energy producing urban statement. The building is certified to LEED Platinum Core and Shell.
- We won the competition for the transformation of the 1970's social housing project, Gellerupparken in Aarhus, creating 750 new homes.
- We won the competition for the urban transformation and development of the Luna Quarter in Södertälje. The project combines gentle demolition and transformation with low-impact construction.

- We will work to extend our portfolio of transformation and renovation projects to promote the circular economy.
- We will work to ensure the effective mapping of existing buildings at the start of new projects, and to integrate the use of up- and recycled materials where it gives meaning.
- We will work to establish transformation as a permanent part of GROW,
   C.F. Møller's in-house professional development courses, allowing employees across disciplines to gain the necessary knowledge and tools.
- We will work to upskill and enhance employee competencies through participation in courses, conferences, and other educational activities, strengthening our ability to deliver high-quality transformation solutions.

### **Circular Design**

The transition to the circular economy reduces waste and conserves new resources, creating many opportunities for new design solutions.

#### **ISSUES, RISKS AND OPPORTUNITIES**

Products designed with recycled materials are becoming increasingly popular as a solution to reduce waste and conserve resources. These products of many kinds, including furniture, are typically made using materials such as recycled plastic, glass, metal, concrete, fabric and more.

By repurposing materials that would otherwise end up in landfills or incineration, and using them to produce new furniture and fittings, these products help minimize environmental impact and promote a more circular economy.

At the same time, there is a greater focus on how to promote greater levels of recycling for waste products and materials at the societal level. Increased recycling rates are best achieved by sorting waste into many fractions at source. This can create challenges for municipalities in relation to integrating effective waste recycling solutions into the urban fabric of our cities.

There are considerable opportunities for C.F. Møller as industrial designers to work with circular design, cooperating with manufacturers on new design solutions using recycled materials, and working with municipalities and manufacturers on developing waste sorting solutions.

#### POLICIES

C.F. Møller will work with promoting circular design in relation to new product design solutions and waste recycling. We believe this can reduce waste and conserve resources in the transition to a circular economy.

We will work to ensure that new products are designed for disassembly and produced with less environmental impact, and will strive to create usable and original design solutions of long-term sustainable quality.





In 2024, our RUM chair, which is made of recycled plastic, won the Architizer A+ Products Award, whilst our waste sorting points for the City of Copenhagen have been rolled out across the city.

### Results for 2024

- The prize winning RUM chair (ReUsed Materials), designed by C.F. Møller, and made from recycled plastics collected from the oceans, from e-waste and from pharma resources, won the Architizer A+ Products Award. The A+Product Awards are designed to celebrate products at the top of their technical or typological class.
- The City of Copenhagen began to roll out the waste sorting points for separation of household waste designed by C.F. Møller and shortlisted as finalist for the Danish Design Award. These urban waste sorting points help achieve the City's 2024 recycling targets.

- We will continue to work with clients in exploring the possibilities of designing and manufacturing furniture solutions with recycled, renewable or local materials.
- We will continue to work with municipalities and manufacturers in the design of effective waste recycling solutions, so that greater levels of recycling in many fractions can be achieved at source.
- We will continue to build up and develop our knowledge and expertise with circular design solutions.







The climate adaptation project Stork Meadows integrates increased biodiversity with climate resilience strategies for the residents of Randers, close to the city centre.

36 CF MØLLER ARCHITECTS

# **On-Site Biodiversity**

On-site biodiversity has become an important focus, with greater demands to implement solutions that enhance nature and ecosystems.

#### **ISSUES, RISKS AND OPPORTUNITIES**

On-site biodiversity is becoming an increasingly important focus area in the construction and infrastructure sector, driven by the EU Taxonomy, DGNB certifications, and municipal requirements such as the City of Copenhagen's biodiversity strategy. These regulations and standards impose stricter requirements for documentation and the implementation of solutions that enhance nature and ecosystems.

For consulting architects, a lack of expertise and references in biodiversity can pose a risk, as it may lead to greater reliance on external specialists and potential loss of tenders. Therefore, it is crucial to build the necessary knowledge internally to deliver strong solutions in this field. At the same time, biodiversity presents significant business opportunities for consulting architects. By integrating biodiversity-enhancing measures into projects, we can create better solutions that not only meet legal requirements, but also provide real value for our clients, project users, and the environment as a whole.

A strong on-site biodiversity profile can strengthen C.F. Møller's competitive advantage and open doors to new opportunities, including client advisory services, early-stage urban development projects and strategic planning of green solutions.

#### POLICIES

C.F. Møller will work with on-site biodiversity in our projects, ensuring that our practice supports rich and diverse ecosystems.

We strive to be at the forefront of advancements in biodiversity development, implementing green and blue solutions that enhance habitats and create value for people, flora and fauna.



The new nature park at the Dilling HQ consists of wetlands, small lakes and a hilly landscape, and is to be managed as a pasture with sheep farming, to increase biodiversity in the area.

### Results for 2024

- We completed the biodiversity strategy for Hørkær Have, a residential development in Herlev. The goal was to increase in the area's biofactor, the DGNB method for measuring biodiversity.
- We completed the biodiversity strategy for the Energinet Headquarters in Erritsø, creating a diverse landscape with a focus on local wildlife species.
- We completed the biodiversity strategy for Landskabsbyen, a new residential area in Egedal connected with existing high-biodiversity natural areas.
- We have developed internal processes and standardized methods for developing strategies based on scientific articles and best practices from the industry.

- We will work to implement and integrate the UrbanBioScore Method into our projects. This includes investigating its applicability in early planning, design, execution, and long-term management, to ensure a structured approach to biodiversity and adapting to project-specific conditions.
- We will work to upskill and enhance employee competencies through participation in courses, conferences, and other educational activities, strengthening our ability to deliver high-quality biodiversity solutions.
- We will work to establish biodiversity as a permanent part of GROW,
   C.F. Møller's in-house professional development courses, allowing employees across disciplines to gain the necessary biodiversity knowledge and tools.

# **Off-Site Biodiversity**

The loss of biodiversity off-site in the production of raw materials needs to be quantified at the design stage and taken account of by the construction sector.

#### **ISSUES, RISKS AND OPPORTUNITIES**

Off-site biodiversity covers the impact that construction projects have on ecosystems outside the construction site itself.

The term 'off-site' relates to the impact of resource consumption, especially in connection with the extraction of raw materials, such as the excavation of sand, gravel, lime and clay, the logging of wood, the extraction of iron ore, and the subsequent transport of materials and raw materials.

These activities have significant consequences for biodiversity on a global scale, and it is particularly in this part of the construction value chain that biodiversity suffers major losses. Therefore, the construction industry needs specific measurement methods that can help key players take responsibility and reduce not only their own impact, but also that of their suppliers and partners.

By supporting and developing natural areas outside of project boundaries such as reforestation, wetland restoration, and Biodiversity-rich landscapes, we can enhance ecological networks that support wildlife and contribute to broader environmental goals.

This is a new field of research, and it is imperative for consulting architects to keep abreast of the many new developments in this area. A strong off-site biodiversity profile can strengthen C.F. Møller's competitive advantage and open new opportunities.

#### POLICIES

C.F. Møller will work to increase our experience with methodologies and tools for off-site biodiversity, so that we can offer relvant solutions for our clients at a variety of scales.



The construction sector has significant consequences for off-site biodiversity on a global scale, and it is particularly in this part of the construction value chain that biodiversity suffers major losses.

### Results for 2024

- C.F. Møller is represented on The Danish Green Building Council's Technical Committee, which during 2024 has had the overall responsibility for developing the new Danish DGNB 2025 Certification scheme, including dealing with off-site biodiverity.
- We have enhanced our knowledge and expertise in off-site biodiversity, enabling us to better start a dialogue with clients and integrate it into our future projects.

- We will work to enhance our knowledge on off-site biodiversity methods and tools, so tht they can be integrated into our projects.
- We will work to promote off-site biodiversity initiatives within the DGNB building certification scheme.







The New Islands Brygge School's central focus is to enable pupils to relate theoretical teaching with physical, sensory and experiencebased learning.

## **Social Value**

There is a need to focus on the relationship between people and the built environment, and how buildings and urban spaces affect individuals and society.

#### **ISSUES, RISKS AND OPPORTUNITIES**

As we shape the built environment, the relationships we create between people and their surroundings have a lasting impact on social well-being.

If critical issues such as community, inclusivity, diversity, safety, and health are overlooked, we risk developing spaces that are disconnected, exclusionary, or unsustainable. This can lead to social fragmentation, reduced quality of life, and environments that fail to adapt to evolving societal needs.

However, there is also a growing opportunity to integrate social value into the way we design, transform, and manage buildings, infrastructure, and urban spaces. By prioritizing human-centered approaches, we can create environments that foster strong communities, enhance social resilience, and support long-term sustainability.

Recognizing these challenges and actively addressing them will be key to building a future where our physical surroundings contribute positively to people's lives.

#### POLICIES

C.F. Møller will actively work to create spaces that foster social value to users, stakeholders and society. Through methods of analysis, strategy and involvement we will transform knowledge about the relation between people and architecture into applicable actions in our projects.

Our approach ensures functionality, social sustainability, and measurable impact, turning risks into opportunities for resilient and inclusive environments.



We won the competition to transform and modernise the Gellerupparken social housing project, with the aim of enhancing the well-being, diversity, and safety of residents and visitors.

### Results for 2024

- We won the competition to modernise Gellerupparken through extensive renovations and reconstructions. The goal is to enhance the well-being, diversity, and safety of residents and visitors in the area.
- We conducted a social sustainability strategy for the new NRK headquarters.
- We won the competition for Luna District, a development plan that transforms a neighborhood in the city centre of Södertälje with a strong focus on social value and community identity.
- We completed a socio-cultural analysis of an urban square in Aarhus as a part of a transformation process.
- We took part in several public debates and discussions about social value in the built environment.

- We will work to expand our portfolio of social sustainability and social value implementations.
- We will continue to develop our methods and tools for analysis and impact assessment.
- We will conduct research studies with Aalborg University regarding the relation between architecture, body and brain.
- We will carry out in-house training courses regarding social sustainability.
- We will continue to participate in the public debate about social value in the built environment.

### **User Involvement**

User involvement creates spaces that are inclusive, adaptable, and socially sustainable, turning risks into opportunities for stronger communities and better usability.

#### **ISSUES, RISKS AND OPPORTUNITIES**

Involving users in the design and development of buildings and spaces is key to creating environments that truly work for the people who use them. When users are left out of the process, there's a risk of designing spaces that don't meet their needs, lack a sense of ownership, or don't support diverse ways of living and working. This can lead to places that are under used, inefficient, or even actively excluding certain groups.

Involving users in the development process presents a significant opportunity to create places that reflect the needs, aspirations, and daily experiences of those who will inhabit them. Thoughtful and structured engagement strengthens social cohesion, enhances usability, and ensures that buildings and spaces remain relevant and adaptable over time.

By recognizing both the risks of exclusion and the potential of meaningful participation, we can create environments that foster long-term well-being and social value, securing long lasting architecture in the built environment

#### POLICIES

C.F. Møller will actively work to make user involvement a key part of our design process. Through open dialogue, involvement, and strategic engagement, we will turn user insights into practical design solutions. This ensures that our projects are not only functional and visually appealing, but also deeply connected to the people who use them.

By making participation a priority, we will transform potential risks into opportunities creating places that are inclusive, adaptable, and socially sustainable.



We completed several user involvement processes to create spaces that are inclusive, adaptable, and socially sustainable, turning risks into opportunities for stronger communities and better usability.

### Results for 2024

- We completed an extensive user involvement process with employees and management in the programming phase of a new headquarters for NRK in Norway.
- We completed a user involvement process with employees and management at Muskelsvindsfonden in the transformation of their existing workplace facilities.
- We completed a user involvement process with students and teachers at Tørring Gymnasium as a part of the development plan for their outdoor areas
- We worked on the development of our AI tool for citizen involvement

- We will further develop methods and tools that creates meaningful stakeholder engagement.
- We will continue to work to make user involvement a key part of our design process.
- We will work to expand our portfolio of facilitating strategic engagement, user involvement and citizen participation.

# **Comfort and Well-being**

People spend 90% of their time in the built environment, so we must ensure healthy environments, and take account of perceived comfort.

#### **ISSUES, RISKS AND OPPORTUNITIES**

The built environment plays a critical role in the unfolding of people's daily lives in modern society. With people spending the majority of their time within the built environment, poorly designed buildings and spaces can have longterm negative impacts.

With the long lifespan of the built environment, the decisions we make as architects during the design process are of great importance, where inspiring architecture can create a sense of delight and sensory well-being for users. At the same time, poorly designed buildings can have negative health effects on users' comfort.

Sensory indoor comfort issues can be seen of great importance, with a need to map

existing indoor environments and develop new environments for users.

With increasing demands to comfort and wellbeing, there is a reputational risk for consulting architects if these demands are not properly integrated into projects and buildings with indoor comfort problems are built.

Comfort issues in the urban environment, including the role of green and blue landscape elements tempering climatic summer extremes, is also of great importance, as this can play a role in promoting liveable urban spaces.

These factors create an opportunity for C.F. Møller as consulting architects to provide relevant consultancy services and work with comfort related issues from the early design stages.

#### POLICIES

C.F. Møller will work to create architectural and urban solutions where healthy and comfortable environments give a sense of well-being for users, both now and in the future.







#### MEDIZINISCHEN HOCHSCHULE HOSPITAL, HANNOVER

For the University Hospital in Hannover a focus on green corridors played an important role in minimising the effect of the urban heat island and creating comfortable urban spaces.

### Results for 2024

- We have developed a design tool to evaluate the Urban Heat Island Effect at the urban scale, which can be used to estimate the extent of overheating in the urban environment, and which can give an indication of the usability of outdoor urban spaces.
- We won the competition for the Medizinischen Hochschule University Hospital in Hannover, where a focus on green corridors and outdoor comfort played an important role in minimising the effect of the urban heat island and creating comfortable urban spaces.
- We have initiated research activities on the effect of the sensory indoor comfort in workplaces.

- We will work with developing tools and architectural solutions that create healthy indoor environments and urban spaces during the early design stages.
- We will work with methods to map the sensory environment in existing buildings, and to develop new environments for users.
- We will work in developing early stage design tools that can demonstrate that our buildings and landscapes are comfortable, and are able to adapt to future climate change.







### C.F. MØLLER'S CENTENARY CELEBRATION

In 2024 C.F. Møller celebrated the centenary for the founding of the business. All employees were invited to Aarhus University for the celebration, to reflect on our heritage, look forward to the future, and to plant a centenary oak tree in the University Park.

# 05 OUR WORKFORCE /Our employees, equality and diversity



### **Our Employees**

### C.F. Møller is a knowledgebased organisation, and our employees' creativity and knowledge is central to our focus on architectural quality.

#### **ISSUES, RISKS AND OPPORTUNITIES**

In the Nordic region, employee rights extend well beyond the ILO Declaration on Fundamental Principles and Rights at Work. All employees have rights to join employee organisations, partake in collective pay negotiations, and have paid holidays, sick leave and parental leave.

In knowledge-based organisations, such as consulting architects, the employees are the primary production asset. This means that knowledge-based organisations may experience challenges in accessing and retaining a highly qualified workforce if the working conditions on offer are not attractive to current and potential employees', and do not meet their demands. In knowledge-based organisations, it is also common for employees to have a high degree of ownership and responsibility for the work they produce. This high level of personal responsibility can often lead to stress related problems, when there is a mismatch between employee, employer and client expectations in relation to the amount and quality of work.

With a 100 year record of architectural quality, C.F. Møller has the opportunity and track record to attract and retain a highly qualified and dedicated workforce. Our relative size also means that our HR organisation is able to initiate processes and programs to attract and retain highly qualified employees, and manage the work/life balance.

#### POLICIES

C.F. Møller will work to attract highly qualified candidates, and will continue to create an attractive workplace for our employees. We will offer attractive employment packages, and will not use unpaid internships.



We have continued our GROW platform for in-house professional development courses, with the aim of connecting people and competencies across all of C.F. Møller's studios.

#### Results for 2024

- We have held workshops at universities and schools of architecture to tell students how we work with sustainability, as a way of attracting talented future employees.
- We completed the third year of the GROW platform for in-house professional development courses in Denmark, with the aim of connecting people and competencies across C.F. Møller's studios.
- We have introduced GROW training activities in our Swedish, German and Norwegian studios.
- We have carried out a series of activities across the organisation to make employees aware of stress related situations, and learn how to manage them

- We will work on attracting the best new employees by proactively engaging with relevant educational institutions, and seeing how we can give back to the educational institutions, which have created the base that we build upon.
- We will continue to develop the GROW platform tailored to our studios in all countries, with in-house professional development courses to increase employee competencies.
- We will continue to work with approaches to reduce stress related situations at our studios.
- We will continue to offer attractive employment packages, and will not use unpaid internships.

# **Equality and Diversity**

### At C.F. Møller, with seven studios in four North European countries, we aim for equality and diversity integrated into an inclusive and creative workplace.

#### **ISSUES, RISKS AND OPPORTUNITIES**

In knowledge-based organisations, such as consulting architects, the employees are the primary resource, and are often the outwardfacing and visible front of the organisation.

With poor levels of diversity and equality, there may be a economic risk in not fully understanding market demands, and a reputational risk in not being able to fully reflect what clients expect from their consultants, and how the wider conditions that may exist in society are changing.

Poor levels of organisational diversity and equality can also give problems in attracting and

retaining the best employees, and in creating a well-balanced workplace.

Architectural consultancies typically have a wide diversity and equality in their employees, reflecting wider changes in the educational system and the global nature of knowledgebased design organisations.

With our 100 year record of architectural quality, C.F. Møller has the opportunity and track record to attract and retain a highly qualified and workforce with a high level of equality and diversity. Our relative size also means that our HR organisation is able to initiate processes and programs to address these issues.

#### POLICIES

C.F. Møller will continue working to increase equality and diversity throughout the organisation.



Diversity of our employees across our seven studios



#### Results for 2024 -

- C.F. Møller has 295 employees, with 46 % being female and 54 % male, across our seven studios.
- We have employees of 26 nationalities, and have a well-balanced workforce in relation to age.
- Our Management Team consists of 23 people, with 10 being female and 13 being male. There is gender equality in the Management Team, with 44 % being female.
- The Senior Equity Partners consist of 11 people, where one is female

- We will continue a dialogue regarding how we can create an attractive workplace for ambitious female employees.
- We will seek to have at least one female candidate among the final three candidates for any management position.







# **Anti-Corruption**

At C.F. Møller, we have a zero tolerance policy with regards to corruption and fraud in all of its forms, and we have the highest standards of corporate ethics and total integrity in our transactions.

#### **ISSUES, RISKS AND OPPORTUNITIES**

Corruption is a global problem, and in an international perspective, the construction sector, with its extensive value chain, is seen as one of the areas where corruption can be most widespread. This can create an economic and reputational risk for consulting architects.

Corruption can have negative consequences for society, businesses and individuals. Although the Nordic countries are amongst the world's least corrupt, there can be situations where our decisions, both up and down the value chain, can unknowingly support corruption.

#### POLICIES

C.F. Møller has a zero tolerance policy to corruption and fraud, and we will actively contribute to combating corruption and fraud in all of its forms. We are genuinely committed to perform and provide our services accordingly. No offer, payment, consideration or benefit of any kind, which constitutes fraud, illegal or corrupt practices, shall be made, neither directly nor indirectly as an inducement or reward in relation to tendering, award of contract or execution of contract.

This means that C.F. Møller does not accept any of its employees or individuals/firms with whom C.F. Møller has a formal or informal engagement, to offer or accept remuneration of any kind which in perception or effect:

- Seeks to facilitate or influence the process of selection or project implementation
- Seeks to compensate third parties either illegally or in a nontransparent manner, for faults or mistakes
- Seeks to influence the impartial judgement of a client, a client representative or another third party.

C.F. Møller will not endorse compensation or contribution arrangements destined to influence or secure consultancy work, nor seek commissions from suppliers of equipment, materials or services recommended to the client as part of C.F. Møller's consulting services.

C.F. Møller only solicits design and consulting work and participates in private or public competitive bidding under the highest standards of corporate ethics, and with total integrity in its transactions.

- Results for 2024 -
- We have a whistleblower system to ensure a high level of protection for persons reporting unethical behaviour and serious matters. The whistleblower system has not been contacted during 2024.
- We have not experienced cases of corruption on our projects during 2024.

- We will continue to have a very high focus on matters of anti-corruption in our dealings up and down the value chain.
- We will hold internal training courses, so that our employees can become more aware of anti-corruption issues in the construction sector.

# **Human Rights**

C.F. Møller strives to avoid problems with employee conditions in the construction sector's extended global value chain.

#### **ISSUES, RISKS AND OPPORTUNITIES**

Materials production and construction activity are parts of global production chains. It can be difficult for consulting architects to have precise knowledge on where and how materials are produced, especially when the production chain is international.

It can also be difficult for consulting architects to have knowledge about whom is involved during the construction process, or whether subcontractors are meeting legally binding national employment rights.

There can therefore a high reputational risk for consulting architects, if there is found to be problems with human rights on the construction projects they have designed. Opportunities to improve human rights in the supply chain and on construction sites can best be achieved through cross-disciplinary initiatives involving clients, contractors, suppliers and consultants on each and every project. The new Danish DGNB 2025 Certification scheme and the EU Taxonomy both work in this way:

- DGNB 2025 has a focus on the Social Construction Site in relation to employee conditions, social partnerships and conditions in the wider supply chain of subcontractors and suppliers.
- The EU Taxonomy has a focus on Minimum Guarantees based on OECD, UN and ILO Guidelines and Principles in relation to the wider supply chain.

#### POLICIES

C.F. Møller's work with human rights is defined in relation to the UN Declaration of Human Rights from 1948.

C.F. Møller will work to improve human rights in relation to materials production and building construction through promoting the use of DGNB and the EU Taxonomy.



Norwegian research shows that timber construction sites have better health and safety conditions and fewer days of illness for the employees, compared to traditional construction sites.

### Results for 2024

- C.F. Møller is represented on The Danish Green Building Council's Technical Committee, which during 2024 has had the overall responsibility for developing the new Danish DGNB 2025 Certification scheme. This includes a series of initiatives to promote human rights in the supply chain and on construction sites.
- We have started our first EU Taxonomy verification projects, with one of Denmark's largest pension associations as the investor. We have been carrying out the verification work in relation to the Minimum Guarantees in the wider supply chain.

- We will hold internal courses, so that our employees can become more aware
  of human rights issues relating to employment conditions in the supply chain
  and on construction sites.
- We will work to promote the uptake of the Danish DGNB 2025 Certification scheme and the EU Taxonomy on relevant projects to improve human rights in the supply chain and on construction sites.

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