

ESG Report 2025

Improving Life for People and Planet

CF	MØLLER
ARCHITECTS	



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Our Vision: Improving Life for People and Planet

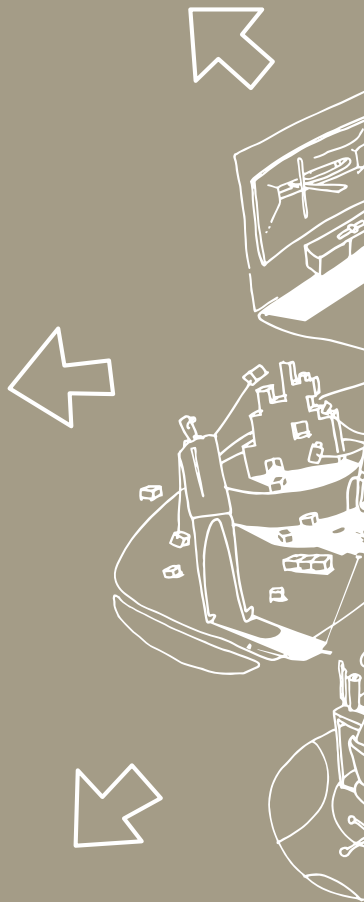
We are one of Scandinavia's leading independent architectural firms, with 100 years of award-winning work in the Nordic region and worldwide.

Our vision is to Improve life for people and planet.

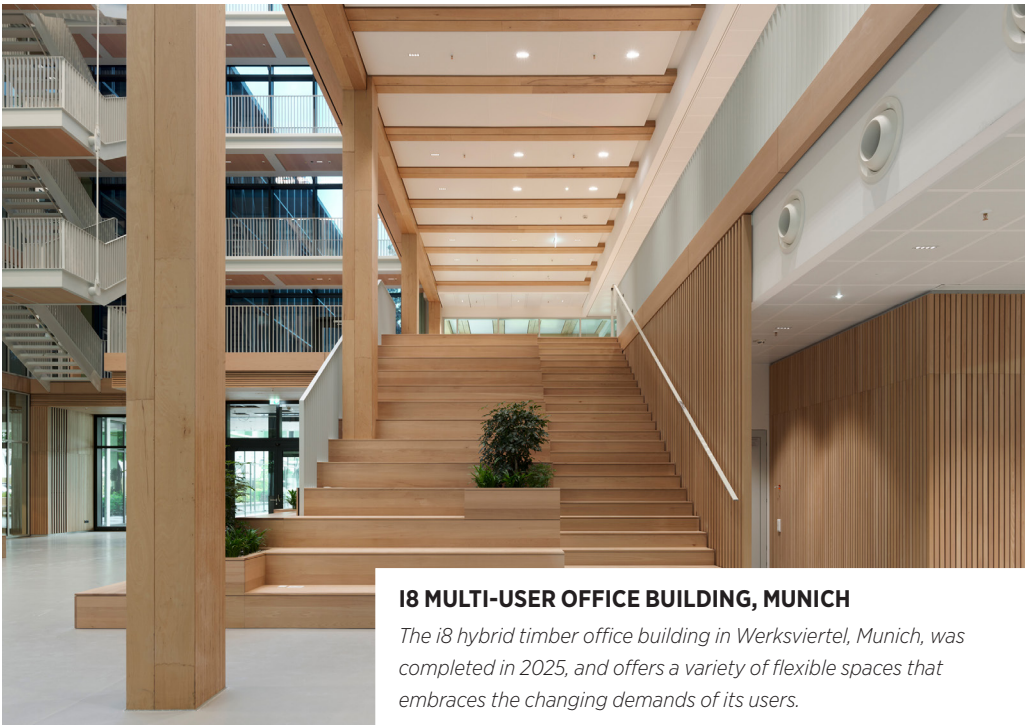
Every day we create architectural quality based on innovation, experience and our Nordic values. This aims for sustainable and aesthetic solutions with lasting value for clients, occupants and society.

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.







i8 MULTI-USER OFFICE BUILDING, MUNICH

The i8 hybrid timber office building in Werksviertel, Munich, was completed in 2025, and offers a variety of flexible spaces that embraces the changing demands of its users.

Our Commitment

With over 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.

With over one hundred years of architectural practice and cultural horizon to build upon, we view sustainability as a holistic practice, fully integrated into our Nordic architectural values.



Klaus Toustrup



Rune Bjerno Nielsen

We see architecture as a creative process where we interpret our clients' aims to create buildings and urban environments that work at functional, technical and aesthetic levels, whilst also being at the forefront of environmental and social sustainability, and using democratic approaches to co-creation in our cities.



Lone Bendorff



Jonas Toft Lehmann

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.



Mads Mandrup

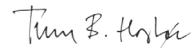


Franz Ødum

This ESG Report 2025 is aligned with the reporting requirements of the EU's Corporate Sustainability Reporting Directive (CSRD), with a focus on environment, social and governance concerns.



Julian Weyer



Thue Borgen Hasløv

With this ESG Report 2025, C.F. Møller Architects again express their continued support for the UN Global Compact.



Michael Kruse



Ola Jonsson

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



Mårten Leringe



Maibritt Dammann



WOODHUB OFFICE BUILDING, ODENSE

WoodHub, Denmark's largest timber building, was completed in 2025, and is a showcase for low-carbon construction. In 2025, WoodHub won the Danish Building of the Year Award and the Low Emission Timber Building of the Year Award.





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 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, 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.

See the appendices on pages 56-61 for our value chain analysis and the double materiality analysis of our ESG impacts, risks and opportunities, which forms the basis for our sustainability strategy.



DATA



CAPITAL

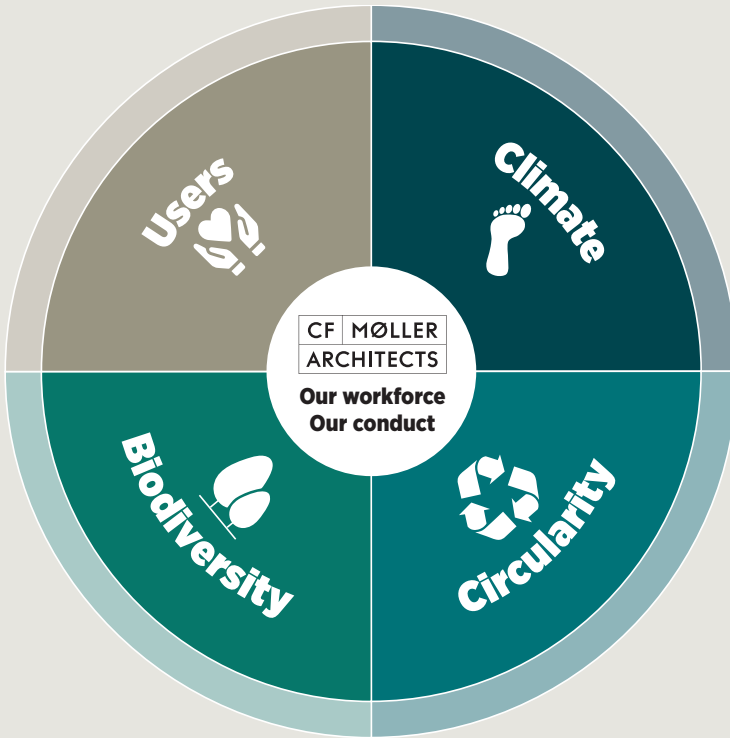
EU GREEN DEAL



CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD)



Our Sustainability Strategy



Our sustainability strategy allows us to cultivate new market opportunities, deliver new sustainability services and fulfil our clients' sustainability compliance demands, covering the following six topics:

- Climate
- Biodiversity
- Circularity
- Users
- Our workforce
- 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.



Climate

Environmental Impact of Buildings
Climate Adaptation
C.F. Møller's Climate Impact



Circularity

Urban Transformation
Circular Design



Biodiversity

On-site Biodiversity
Biodiversity Offsetting
Off-site Biodiversity



Users

Social Value
User Involvement
Comfort and Well-being



Our workforce

Our Employees
Equality and Diversity



Our conduct

Anti-corruption
Human Rights



BØGEHØJEN TRAINING CENTRE, EBELTOFT

The Bøgehøjen Training Centre, for the Salling Group, has a large focus on sustainability, with a mass timber loadbearing structure.



CLIMATE

Climate mitigation and adaptation

Environmental Impact of Buildings

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

ISSUES, RISKS AND OPPORTUNITIES

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 implemented Life Cycle Analysis (LCA) demands in their building regulations to limit' greenhouse gas emissions.

In Denmark an updated Limit Value was introduced into the Building Regulations in 2025, and will be further tightened in 2027 and 2029. Similar limits values are also expected to be introduced in Sweden in 2027.

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 specifying materials.
- At the same time, there are major opportunities for C.F. Møller as consulting architects to provide relevant and well qualified 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 work for ambitious low carbon impact targets on all projects, which are better than national requirements.
- C.F. Møller will work with ambitious design, optimization and tendering strategies to minimise the carbon impact.
- C.F. Møller will work for being responsible for the LCA services on all projects.



Results for 2025

- We completed the WoodHub office building in Odense for the Danish Property Agency. WoodHub is the largest mass timber building in Denmark, won the Danish Building of the Year Award and the Low Emission Timber Building of the Year Award.
- We completed the i8 multi-user office building in Munich, which uses a hybrid timber construction.
- We completed the Bøgehøjen Training Centre in Ebeltoft for The Salling Group, which has a mass timber loadbearing construction.
- We have carried out in-house training courses for our three Danish studios regarding the updated climate regulations in Denmark.



ENKÖPING MUNICIPALITY OFFICE, ENKÖPING

The new office building for Enköping municipality will be completed in 2026 and has a hybrid timber loadbearing construction.

-----> **Activities for 2026**

- We will continue our work with low carbon solutions, and will work to expand our portfolio of low carbon and 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.
- We will carry out in-house training courses regarding lifecycle assessment and low carbon solutions.

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, 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.

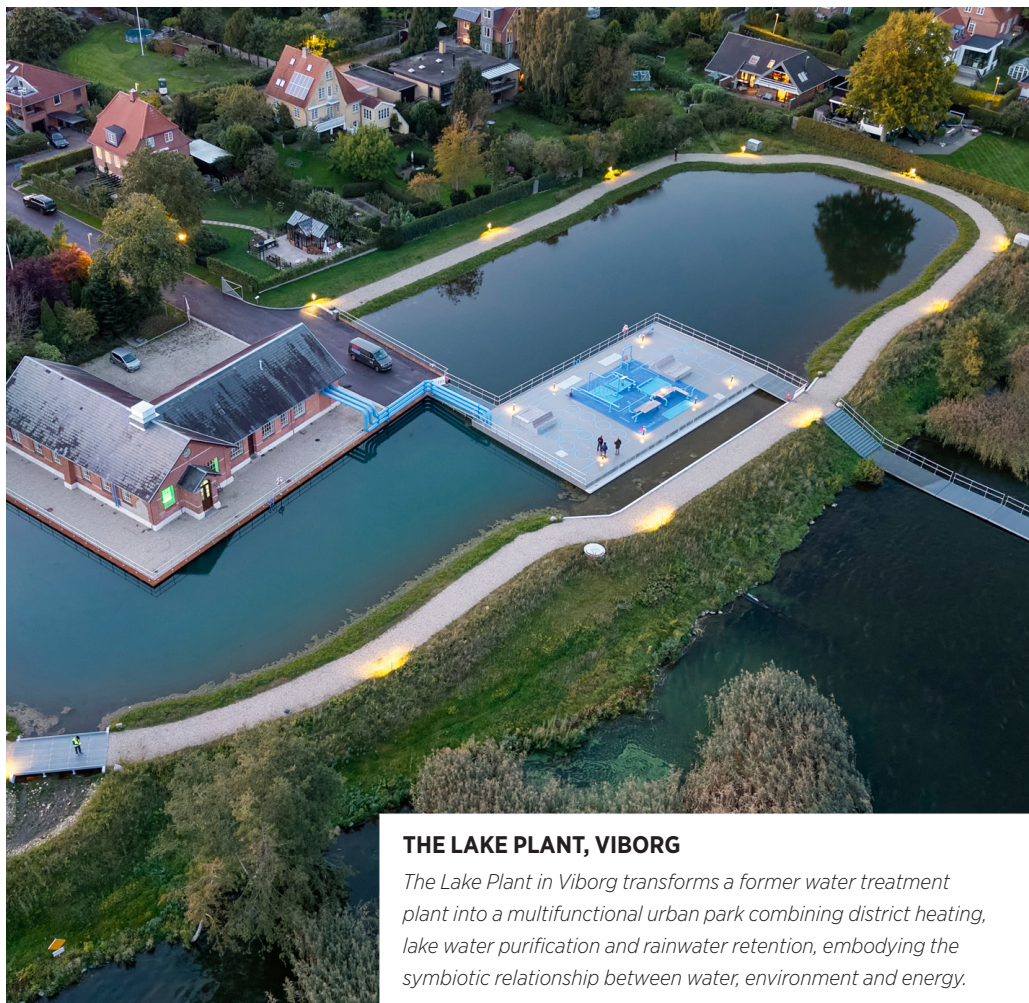
POLICIES

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



Results for 2025

- We completed The Lake Plant in Viborg, converting a former water treatment plant into a multifunctional urban park combining district heating, lake water purification and rainwater retention, embodying the symbiotic relationship between water, environment and energy.
- The climate adaptation project Stork Meadows, in Randers, won DANVA's Climate Award 2025 for the integration of climate resilience strategies that bring the unique natural delta closer to the centre of Randers and its residents.
- At Ry School we have worked with climate adaptation through natural water ways as well as detention and evaporation of rainwater.
- At Stigsborg Brygge, we have developed rainwater detention and evaporation solutions that also function as recreational spaces.



THE LAKE PLANT, VIBORG

The Lake Plant in Viborg transforms a former water treatment plant into a multifunctional urban park combining district heating, lake water purification and rainwater retention, embodying the symbiotic relationship between water, environment and energy.

Activities for 2026

- We will work with developing sustainable urban environments that can deal with future climate change.
- We will continue to use and further develop 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, 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, Sweden, Norway and Germany.

This creates a baseline by which we can benchmark our activities in the future, and gives us an deeper insight into how climate impact strategies can be initiated and optimised.

POLICIES

- C.F. Møller will work to reduce our climate impact in relation to the GHG Protocol.
- C.F. Møller 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.



SCOPE 1

Direct greenhouse gas emissions from sources we own



SCOPE 2

Indirect greenhouse gas emissions from purchased district heating and electricity



SCOPE 3

Indirect greenhouse gas emissions from activities we do not own or control

GREENHOUSE GAS EMISSIONS FOR 2025	TON CO₂E TOTAL	TON CO₂E PER EMPLOYEE	PERCENTAGE %	COMMENTS
SCOPE 1 Direct emissions from sources we own	2.42	0.01	0.3 %	Company car
SCOPE 2 Indirect emissions from purchased district heating and electricity	22.43	0.07	3.3 %	All studios (except for Oslo) with the most recent data used, sometimes not following the 2025 calendar 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	587.91	1.80	81.9 %	IT services, software and subscriptions, Professional consultancy services, Courses and training, Hotel and restaurant, etc.
CATEGORY 3 Fuel and energy-related activities	10.06	0.03	1.4 %	Fuel and energy-related activities not included in Scope 1 or Scope 2.
CATEGORY 6 Business travel	93.81	0.29	13.1 %	Business travel by bus, train, car, ferry and plane.
CATEGORY 7 Employee commuting	0.33	0.001	0.05 %	Based on anonymous, GDPR compliant questionnaire with 68% response rate.
SCOPE 3 TOTAL	692.10	2.20	96.4 %	-
TOTAL SCOPE 1, 2 AND 3	717.95	2.20	100.0 %	-

70%
of our employees
commute to work
by walking
or cycling

100%
certified renewable
electricity powers our
Berlin studio

96%
of our total
greenhouse gas
emissions are
under Scope 3



UNIVERSITY CITY, AARHUS UNIVERSITY, AARHUS

C.F. Møller's transformation of the old Municipal Hospital, originally designed by C.F. Møller in the 1950s, reinterprets functionalism to create modern research facilities for Aarhus University.



CIRCULARITY

Resource use and circular economy

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 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 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 with our clients.
- C.F. Møller will focus on working with urban densification and brownfield development.
- C.F. Møller will work to improve the regulatory framework, so that we can reuse, utilise and optimise existing buildings better.



Results for 2025

- We completed the comprehensive transformation of the iconic Avicii Arena (Stockholm Globe Arena) in Stockholm, unveiling a state-of-the-art retractable acoustic panel system, modernised facilities, and upgraded event spaces.
- We completed The Lake Plant in Viborg, the former water treatment plant, which has been transformed as a combined city park, heating plant and rainwater basin.
- We won the Danish Building of the Year 2025 Award for the ObelHus, the transformation of an original tobacco factory in Aalborg into new housing that respects the cultural heritage.



OBELHUS, AALBORG

The transformation of ObelHus, a former tobacco factory from 1936 in Aalborg, converted the industrial building into modern homes.

-----> **Activities for 2026**

- 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 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 opportunities for new design solutions.

ISSUES, RISKS AND OPPORTUNITIES

Upcycled construction materials and products designed with recycled materials are becoming increasingly popular as a solution to conserve resources, reduce carbon emissions and reduce waste.

By repurposing waste products and materials that would otherwise end up in landfills or incineration, and using them to produce new and upcycled construction products, this helps minimize environmental impact and promote a more circular economy.

With a greater focus on the carbon impact of construction processes, there is also a need to

reduce waste on construction sites. This can be achieved through a focus on modularised design approach that reduces cut-offs and waste.

There are considerable opportunities for C.F. Møller as product designers to work with circular design solutions, cooperating with manufacturers in bringing new recycled products to market. There are also considerable opportunities for C.F. Møller as architects to integrate circular solutions such as upcycled and recycled materials into our projects.

POLICIES

- C.F. Møller will promote circularity by working with manufacturers in designing new recycled and upcycled construction products.
- C.F. Møller will promote integrating recycled and upcycled construction materials into our projects from the earliest design stages.
- C.F. Møller will work to reduce the carbon impact of construction processes through the use of modular designs to reduce construction waste.



Results for 2025

- C.F. Møller and Egernsund Wienerberger have together developed the MIX series of bricks, Møn, Råbjerg and Fur, which unite architectural and circular innovation by using 30% recycled resources in production and reducing carbon emissions by 20%.
- We have completed the first section of the Sjælsø Nursing Home in Birkerød, where there has been a large focus on the use of recycled construction materials to floors and wall coverings, which contribute to the DGNB Gold certification of the project.



MIX BRICKS, EGERNSUND WIENERBERGER

C.F. Møller and Egersund Wienerberger have together developed the MIX series of bricks, Møn, Råbjerg and Fur, which unite architectural and circular innovation by using 30% recycled resources in production to reduce carbon emissions.

-----> **Activities for 2026**

- We will promote circularity by working with manufacturers in designing new recycled and upcycled construction products.
- We will promote integrating recycled and upcycled construction materials into our projects from the earliest design stages.
- We will work to reduce the carbon impact of construction processes through the use of modular designs to reduce construction waste.



HØRKÆR HAVE, HERLEV

The biodiversity strategy for Hørkær Have aimed at increasing the area's biofactor using the DGNB method for measuring biodiversity.



BIODIVERSITY

Green and blue ecosystems

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 strive to be at the forefront of advancements in on-site biodiversity development.
- C.F. Møller will work with on-site biodiversity in our projects, ensuring that our practice supports rich and diverse ecosystems.
- C.F. Møller will work to implement green and blue solutions that enhance habitats and create value for people, flora and fauna.



Results for 2025

- C.F. Møller completed the biodiversity strategy for Hørkær Have in Herlev, increasing the area's biofactor using the DGNB method for measuring biodiversity.
- We carried out the biodiversity strategy for The Station, a hotel and commercial development in Banebyen, Odense.
- C.F. Møller carried out the biodiversity strategy for the headquarters for a major Danish retail chain, including a 100.000 m² landscape project.
- We completed the proposal for the 400 kV AC GIS Station Lindehøj, with a surrounding landscape and biodiversity park, as part of the expansion of the Danish energy grid and the integration of a growing share of offshore wind power.



Promoting biodiversity can also support the quality of life and education for residents in urban areas.

Activities for 2026

- We will continue 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 continue to upskill and strengthen employee competencies through participation in courses, conferences, and other educational activities, enhancing our ability to deliver high-quality biodiversity solutions.
- We will establish methods for monitoring and documenting biodiversity impacts in our projects, including developing measurable indicators and follow-up practices to evaluate long-term ecological outcomes.

Biodiversity Offsetting

With declining habitat loss, biodiversity offsetting enables nature restoration through land partnerships, investments, and ecological initiatives

ISSUES, RISKS AND OPPORTUNITIES

Not only are we dealing with a climate crisis, but also an ecological crisis. Biodiversity is under pressure at both global, national, and local levels.

Urbanization, infrastructure development, and intensive land use have led to a significant reduction in natural habitats, threatening many species and the functioning of ecosystems. At the same time, development projects are increasingly required to balance growth with environmental considerations.

While on-site biodiversity measures, such as green roofs, rain gardens, and planting of open spaces, play an important role, they are often limited in scope and rarely fully compensate for habitat loss.

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

A strong biodiversity offsetting 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 integrate off-site biodiversity strategies into our projects by designing ecological corridors, advising on habitat restoration, and collaborating with stakeholders.
- We will focus on promoting biodiversity conservation through planning, design, and collaboration, ensuring long term ecological resilience and environmental sustainability.



Results for 2025

- We have enhanced our knowledge and expertise in biodiversity off-setting, enabling us to better integrate it into our future projects.
- We have used early stage design tools to estimate the need and demands for biodiversity off-setting.
- We have established a working group to develop a strategy for how we can contribute to, and work strategically with, the Green Tripartite Agreement.
- We have held the first meetings on potential collaborations regarding the Green Tripartite Agreement.



DILLING NATURE PARK, HERNING

A varied nature park of just over 5 hectares, with wet depressions, small lakes, and dry hills.

-----> **Activities for 2026**

- We will work with Biodiversity Monitoring & Reporting in the early and late stages of our projects.
- We will collaborate with relevant NGOs to support large-scale conservation projects such as reforestation, wetland restoration, or habitat corridors.
- We will Promote biodiversity-positive certifications.
- We will collaborate with local governments, municipalities, and communities to develop green infrastructure solutions that help to improve habitat connectivity.
- We will promote the use of ecological planning principles to integrate wildlife corridors in urban planning and infrastructure development.

Off-Site Biodiversity

The loss of biodiversity off-site in the production of raw materials needs to be quantified at the design stage and addressed 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 arising from resource consumption, especially in connection with the extraction of raw materials, such as the excavation of gravel and clay, the logging of wood, the extraction of iron ore, and the subsequent transport of 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 knowledge and experience with methodologies and tools for off-site biodiversity.
- C.F. Møller will work to develop and offer relevant off-site biodiversity tools and solutions for our clients at a variety of scales.



Results for 2025

- C.F. Møller won the commission for the Nakskov 2030 landscape project, where we have proposed carrying out off-site biodiversity analyses as part of the design process.
- C.F. Møller has worked as client consultant for DTU, The Technical University of Denmark, where requirements for off-site biodiversity analysis has been integrated into the tender documents and contract for a new office building.
- We have started a cooperation with a Masters Student from The University of Chalmers, Göteborg, to further develop the BBV off-site biodiversity tool, so that it can be used as an early stage architectural design tool.



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.

-----> **Activities for 2025**

- We will work to enhance our knowledge on off-site biodiversity methods and tools, so that they can be integrated into our projects.
- We will work to promote off-site biodiversity initiatives on the projects we work with.



VIA UNIVERSITY, CAMPUS HORSENS

C.F. Møller has carried out an analysis on communities, identity and social cohesion at Campus Horsens for Via University.



USERS

Social sustainability

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-centred approaches, we can create environments that foster strong communities, enhance social resilience, and support long-term sustainability for citizens and society.

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.
- C.F. Møller's will work to ensure functionality, social sustainability, and measurable impact, turn risks into opportunities for resilient and inclusive environments.



Results for 2025

- We have developed a social sustainability strategy for Aarhus-Hallen, a new multi-purpose indoor arena with a strong focus on social value, meeting places and universal design.
- We have developed a social sustainability strategy for the future Varde Town Hall, with a particular focus on employee well-being, health, and collaboration, as well as ensuring an inclusive interaction with citizens.
- We have published a research article in collaboration with Aalborg University, based on a study of cognitive navigation.
- We have been part of establishing a new interdisciplinary network of architecture studios and researchers, strengthening knowledge exchange on human behaviour and the built environment.



AARHUS-HALLEN, AARHUS

Aarhus Hallen is a multi-purpose indoor arena in Aarhus, designed with a strong focus on social value, universal design, and a welcoming environment

-----> **Activities for 2026**

- 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.
- We will, through open dialogue, involvement, and strategic engagement, turn user insights into practical design solutions.
- C.F. Møller will ensure that our projects are not only functional and visually appealing, but also deeply connected to the people who use them.
- We will, by making participation a priority, transform potential risks into opportunities, thus creating places that are inclusive, adaptable, and socially sustainable.



Results for 2025

- We carried out an extensive engagement process with future users during the programming phase of Aarhus-Hallen, a new multi-purpose indoor arena in Aarhus.
- We facilitated a user engagement process with employees as part of the co-location of municipal facilities, with a particular focus on shared use.
- We carried out an engagement and dialogue process with management, staff, and students at the University of Copenhagen in the transformation of Søndre Campus.
- We worked on the development of our AI tool for citizen involvement.



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.

-----> Activities for 2026

- 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 long-term 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.

With increasing demands to comfort and well-being, 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.

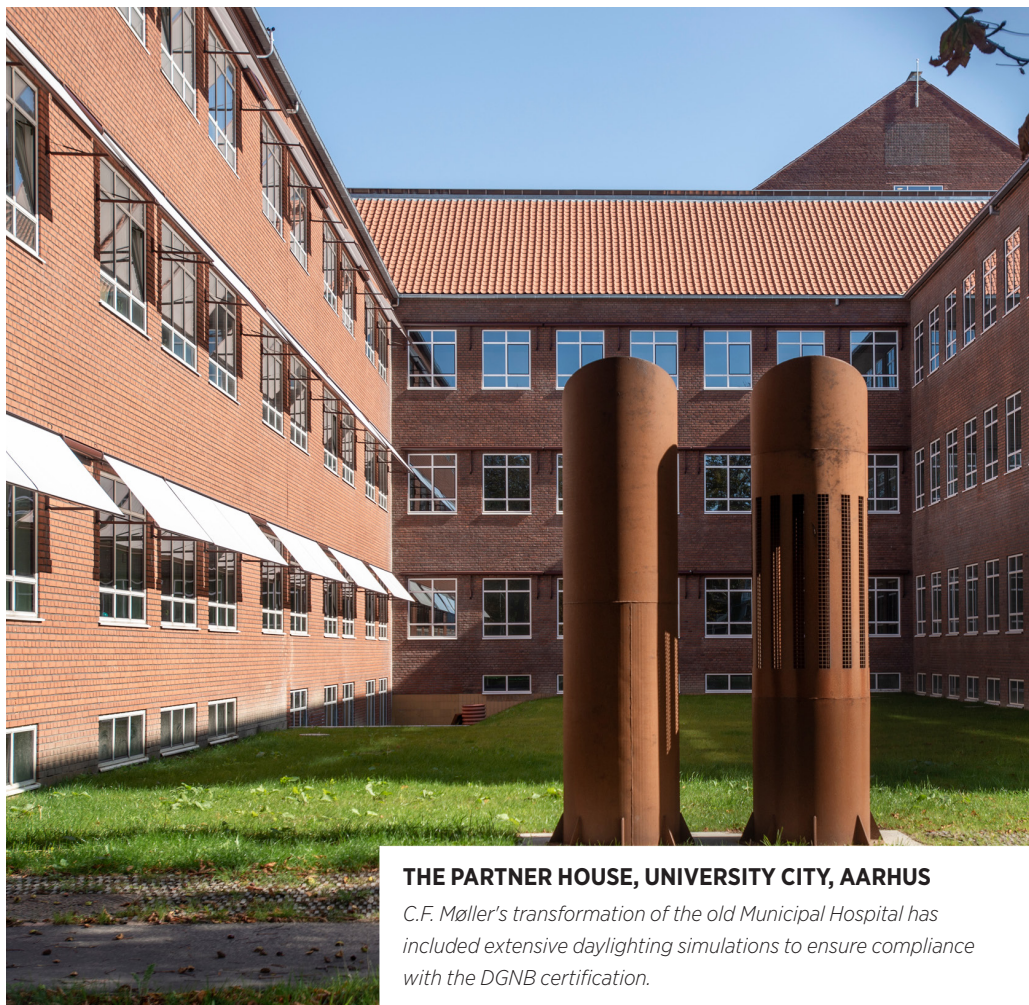
POLICIES

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



Results for 2025

- C.F. Møller has worked as client consultant for DTU, The Technical University of Denmark, where we have carried out extensive microclimate simulations for the sketch proposals used for the tender documents and contract for a new office building.
- We have carried out extensive daylighting simulations with the 300 lux method, including for C.F. Møller's transformation of the old Municipal Hospital into The Partner House for Aarhus University, to ensure compliance with the DGNB certification.



THE PARTNER HOUSE, UNIVERSITY CITY, AARHUS

C.F. Møller's transformation of the old Municipal Hospital has included extensive daylighting simulations to ensure compliance with the DGNB certification.

-----> **Activities for 2026**

- 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 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.



GROW SUSTAINABILITY TRAINING ACTIVITIES

In 2025 C.F. Møller carried out in-house training courses for our Danish studios on the updated climate regulations in Denmark.



OUR WORKFORCE

Our employees, equality and diversity

Our Employees

C.F. Møller is a knowledge-based 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 there may be 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 track record to attract and retain a highly qualified and dedicated workforce. Our 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.

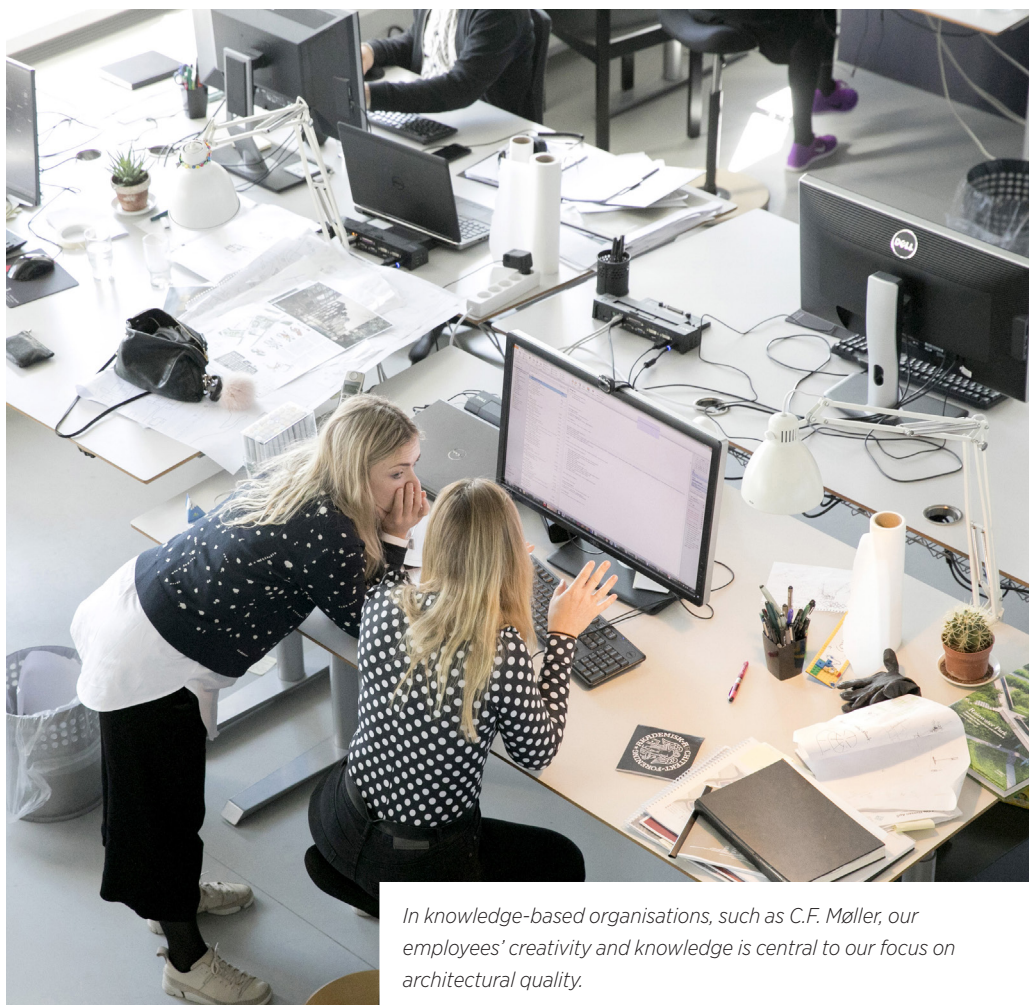
POLICIES

- C.F. Møller will work to attract highly qualified candidates, and will not use unpaid internships.
- We will continue to create an attractive workplace for our employees, including offering GROW in-house training courses.
- C.F. Møller will work to continually improve the workplace environment, including stress-related issues.



Results for 2025

- 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 fourth year of the GROW platform for in-house professional development courses in Denmark.
- 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.



In knowledge-based organisations, such as C.F. Møller, our employees' creativity and knowledge is central to our focus on architectural quality.

-----> Activities for 2026

- 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.

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 outward-facing and visible front of the organisation.

With poor levels of diversity and equality, there may be an 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 knowledge-based 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

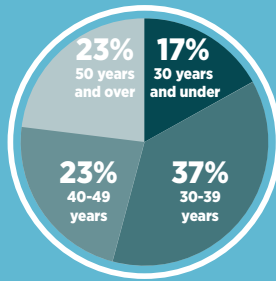
- C.F. Møller will continue working to increase equality and diversity throughout the organisation.
- C.F. Møller will seek to have at least one female candidate among the final three candidates for any management position.



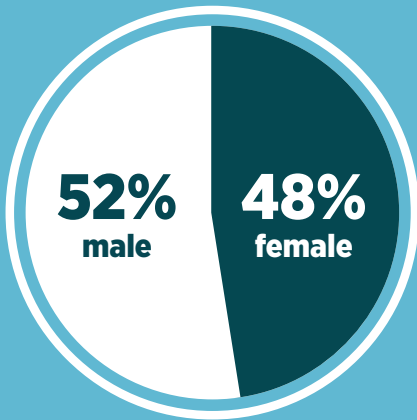
Results for 2025

- C.F. Møller has 326 employees, with 48 % being female and 52 % male, across our seven studios.
- We have employees of 30 nationalities, and have a well-balanced workforce in relation to age.
- Our Management Team consists of 19 people, with 8 being female and 11 being male. There is gender equality in the Management Team, with over 42 % being female.
- The Senior Equity Partners consist of 12 people, where two are female.

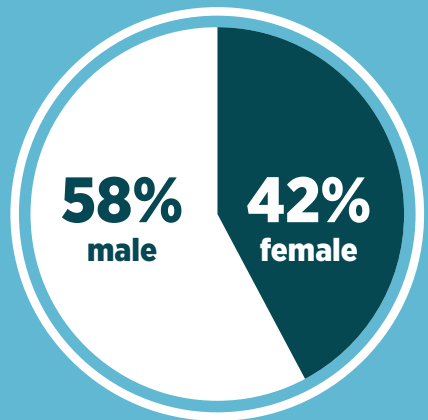
Diversity of our employees across our seven studios



Gender equality of our employees



Management team gender equality



Activities for 2026

- 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.



C.F. Møller has not experienced cases of corruption on our projects during 2025.



OUR CONDUCT

Ethics, anti-corruption and human rights

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.



Results for 2025

- 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 2025.
- We have not experienced cases of corruption on our projects during 2025.

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 non-transparent 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.

-----> **Activities for 2026**

- 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 be 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.



Results for 2025

- C.F. Møller is represented on The Danish Green Building Council's Technical Committee, which during 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.



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.

-----> **Activities for 2026**

- 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.

Appendix

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.

SOCIETY



ECONOMIC, SOCIETAL, AND POLITICAL DRIVERS

Our business model as part of the value chain

C.F. MØLLER ARCHITECTS

We focus on value creation with our design and consultancy work

We focus on the production and transformation of our designs

We focus on users and their experience of our designs

We focus on what happens at the end of the lifespan

Primary drivers and activities in our value creation

CUSTOMERS

PRODUCTION TRANSFORMATION

USAGE

END OF LIFE

Major actors and resources in our value creation process



COLLABORATORS



RESOURCES



PEOPLE



RESOURCES



PEOPLE



RESOURCES

Appendix

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 Materiality" 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.

Environment

- ✓ E1 Climate change
- E2 Pollution
- E3 Water and ecosystems
- ✓ E4 Biodiversity and ecosystems
- ✓ E5 Resource use and circular economy

Social

- ✓ S1 Own workforce
- S2 Workers in the value chain
- S3 Affected communities
- ✓ S4 Consumers and end users

Governance

- ✓ G1 Business conduct

FINANCIAL MATERIALITY

How sustainability efforts affect our ability to create value



IMPACT MATERIALITY

How we affect people and the environment

Appendix

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.



Social

✓ S1 Own workforce

- 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 end-users.



Governance

✓ 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.

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