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CSR REPORT 2022

ALL THE WAY TOWARDS SUSTAINABLE OBJECTIVES

**YOUR WASTE PARTNER
– ALL THE WAY**

Marius Pedersen



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PREFACE

At Marius Pedersen A/S we see waste as new resources that must stay in a circular loop. We focus on utilisation of the resources represented in waste, and we work continuously on diverting as much waste as possible to reuse, recycling, and recovery.

We advise our customers to choose solutions that optimise the sorting of waste. Recycling of waste and circular economy are prerequisites for obtaining results and supporting sustainable objectives. As a long-term partner we not only participate in the start-up phase.

We are present all the way.

Innovation and entrepreneurship are a large part of our DNA. They date back to our founder Marius Pedersen who highly focused on recycling and minimisation of waste of resources.

At Marius Pedersen A/S we have a clear ambition to be our customers' preferred partner and expert in waste and recycling

– from providing efficient everyday solutions to strategic guidance and development of new solutions, from nudging behavioural changes to final recycling, and from expert consultancy to reporting of waste stream data.

In 2022 environmental legislation on waste were amended with focus on sorting more waste fractions – at home and at work. New concepts and innovative solutions for collection and sorting of waste have been developed to the benefit of our customers.

With our constant work within CSR and our climate strategy we are approaching the climate objectives we have set for 2025 and 2030 - presented in this CSR report for 2022.



1.

INTRODUCTION

The CSR report covers the period from 1 January to 31 December 2022 and the following topics:

- Environment and climate
- Human rights and employee issues
- Health and safety
- Anti-corruption

The CSR report covers the activities in Marius Pedersen A/S within waste management and transport in Denmark. Data for our subsidiary FKSSlamson A/S are not included, as the company was not merged into Marius Pedersen A/S in 2022.

SOCIAL RESPONSIBILITY (CSR)

In our CSR work we focus on those topics and fields that are especially relevant for our sector.

These fields also cover the statutory statement on social responsibility in pursuance of section 99a of the Danish act on annual accounts, and they cover the activities at Marius Pedersen A/S.

To heighten environmental, health and safety awareness, the company motivates the employees to take responsibility for the environment, health and safety through corporate information campaigns and education.

This CSR report reflects how our values transform into activities and results in the areas covered by the report.



2.

MARIUS PEDERSEN A/S

Marius Pedersen A/S is a significant player in the waste and resource industry.

Recycling of waste – as part of a circular economy – is deeply rooted in Marius Pedersen A/S' DNA. Therefore, we continuously invest in sorting and treatment technologies to maximise the share of waste for recycling. In addition, we follow the market for new and alternative propellants for our fleet as well as green power for the operation of our waste treatment facilities.

We are present all the way – from collection of waste to sale of recycled resources – to create added value for our customers and owners.

Marius Pedersen A/S' activities cover:

- Sorting, processing and handling of recyclables at our environmentally approved waste management facilities
- Trading recyclables in the circular economy
- Providing waste management and recycling services, from the customer to final recycling, energy recovery or disposal. These services include consultancy, rent of equipment, collection, transport and sludge removal
- Management reporting, as well as reporting on volumes, CO₂ etc.

Based on the company's business model assessments are regularly made regarding impacts and risks affecting our surroundings and caused by our activities.

In addition, the Marius Pedersen group operates as a contractor company in Denmark and has subsidiaries in the Czech Republic and Slovakia primarily engaged in waste management.

CORE VALUES

Marius Pedersen A/S' corporate core values:

- To create value
- To be responsible
- To be reliable

Creation of value, Responsibility and Reliability are values that are deeply rooted in our company which customers, business partners and employees will experience in their relations with Marius Pedersen A/S.

Marius Pedersen A/S is 100% owned by the foundation Entrepreneur Marius Pedersens Fund through Marius Pedersen Holding A/S.

3.

CSR POLICY

Marius Pedersen A/S complies with the UN Global Compact principles. We want to promote basic human rights, labour rights, anti-corruption and the environment. To this end, Management has prepared a CSR policy that provides the basis for our CSR work.

Human rights

Marius Pedersen A/S supports and respects the protection of internationally proclaimed human rights.

We offer our employees a safe and healthy working environment in accordance with applicable legislation.

Child labour

Marius Pedersen A/S ensures that:

- All employees are at least 13 years of age
- Employees between the ages of 13 and 15 perform light work only and work no more than two hours a day
- Employees under the age of 18 do not perform hazardous work and do not work night shifts

Labour rights

Marius Pedersen A/S respects employees' freedom of association and collective bargaining rights. We do not accept child labour or



discrimination of employees on the basis of their status recognised under international law. Employees are remunerated in accordance with Danish pay and conditions of employment including applicable collective agreements. Marius Pedersen A/S complies with the ILO Conventions as implemented in Danish legislation, including ILO94.

Education and wellbeing

Marius Pedersen A/S offers training programmes to strengthen the professional and social skills of the employees, so as to improve their general job opportunities and strengthen their work profiles at Marius Pedersen A/S.

Marius Pedersen A/S educates trainees and apprentices.

Marius Pedersen A/S emphasises the importance of a positive working environment, both physically and mentally. The work environment is assessed through employee satisfaction surveys, statistics of absenteeism, workplace accidents etc. This is followed up with individual focus on each employee and an offer of health insurance.

Discrimination

Marius Pedersen A/S ensures that no person is discriminated on grounds of gender, race, colour, religion or belief, political opinion, sexual orientation, national origin, social origin, age or disability. This includes discrimination in connection with recruitment, dismissal, transfer, promotion, fixing of salary or wages, determination of employment terms or skills development. All decisions concerning employment, promotion, dismissal, salary and other employment terms are based on relevant and objective criteria.

Marius Pedersen A/S respects the prohibition of discrimination in the ILO Conventions, UN Conventions and EU Directives as implemented in Danish legislation.

Anti-corruption

Marius Pedersen A/S neither offers, accepts, requests or approves corruption in any form, nor accept any complicity in extortion or bribery for the purpose of improperly influencing public officials, judges or business partners.

Environment and climate

The activities of Marius Pedersen A/S within waste collection, transport, sorting, pre-processing and trading are certified according to ISO 14001 standard. Thus the company's environmental policy and goals ensure compliance with applicable legislation, prevention and mitigation of negative environmental impacts.

This includes measures to minimise our energy consumption and greenhouse gas emissions and to reduce the consumption of fuel and other resources.

The business operations of Marius Pedersen A/S take special responsibility for recycling and utilisation of the resources in waste.

We develop, market and operate waste management concepts for all customers to help them optimise their waste handling and create value by recycling waste in the context of the circular economy.

ENVIRONMENTAL POLICY

For Marius Pedersen A/S consideration of the environment is a fundamental and integral part of our business and is incorporated in every aspect of our operations. Thus management has prepared this environmental policy.

Marius Pedersen A/S commits to:

- Ongoing assessment of the company's activities for the purpose of reducing their environmental impact
- Strengthen general environmental consciousness by training the employees and raising their awareness, so that employees of Marius Pedersen A/S take responsibility for the company's environmental impact and the prevention thereof in their daily work
- Encourage customers and business relations to choose waste management systems that ensure maximum recycling and save natural resources. We create awareness of our customer's waste production and support optimal recycling in the services we provide
- Continually assess the environmental impacts of the company's operations and, based on this, select and set relevant environmental targets. We use our environmental management system to register and document the meeting of targets and annually evaluate the achievement
- Work to protect the environment from adverse impacts of the company's operations and provide the necessary set-up to prevent unintended incidents
- Comply with environmental legislation and applicable regulatory requirements and any other obligations in connection with our operations
- Conduct energy audits in accordance with applicable regulatory requirements
- Engage in open dialogue with our local communities regarding the company's environmental issues and drawing public attention to our environmental policy



5.

ENVIRONMENT AND CLIMATE

Marius Pedersen A/S is a market leader in the waste and resource industry in Denmark, and we work in compliance with a circular business model.

Our activities cover the collection, trading and utilisation of waste and recyclables. We consider waste as a resource and always strive to maximise waste for recycling and minimise waste for incineration and landfilling.

We evaluate our overall operations seeking to reduce their environmental impact. We also encourage our business relations and partners to choose systems or products that maximise recycling or minimise the use of natural resources.

In accordance to Marius Pedersen A/S' climate strategy (see page 18) we have identified fuel Scope 1 and electricity Scope 2 as being the most significant CO₂ emitting factors of our business.

In accordance with our environmental goals, we monitor the fuel and electricity consumption and take steps to reduce the impact of our operations on the environment.

5.1 ACTIVITIES AND TARGET FOLLOW-UP

Fuel and sustainable fuel

Diesel consumption is the largest contributor to Marius Pedersen A/S' environmental impact. 90% of our total diesel consumption originates from transport activities. The remaining 10% comes from activities at our waste management facilities, where waste is sorted, compressed or otherwise processed.

Figure 1 shows the distribution of our diesel consumption by activity.

We measure diesel consumption per kilometre driven. Figure 2 shows the indexed development in diesel consumption per kilometre.

The development in the reduction of the diesel consumption per kilometre driven continued in 2022. This means that we have reached a reduction of 7% compared with 2019, and thereby we

are on track according to our climate objective in Scope 1; 10% CO₂ reduction per kilometre driven in 2025.

The reduction has been attained through a combination of optimised driving behaviour and route optimisation in Marius Pedersen A/S' local operating divisions and investments in new electrical and more efficient (litres per kilometre) vehicles.

As the use of electric vehicles becomes more widespread, we expect to see a continued decrease. However, the investment will depend on the expansion of infrastructure such as access to recharging points.

In addition to the electrification of our fleet we also use alternative and sustainable types of fuel, introducing vehicles e.g. powered by biogas, HVO and biodiesel.

Figure 1.
Diesel consumption by activities

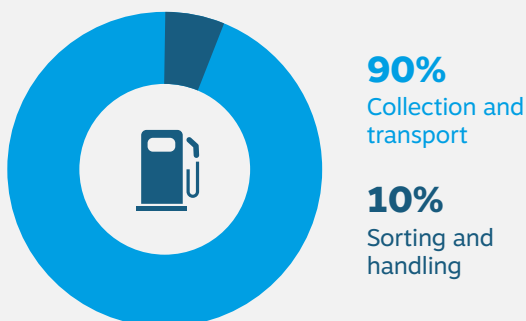
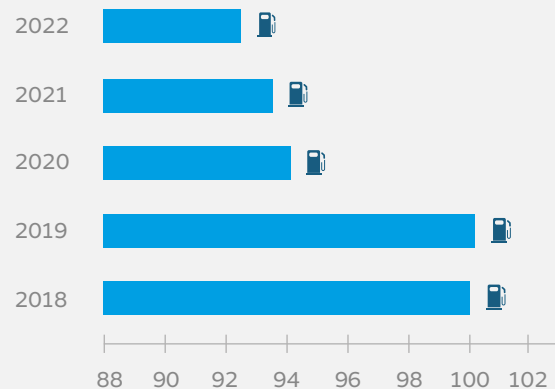


Figure 2.
Indexed development in diesel consumption per kilometre



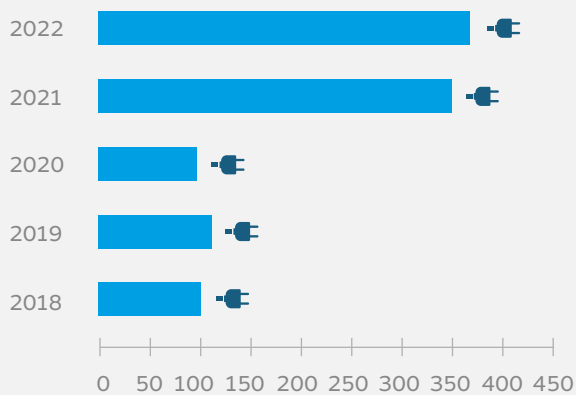
Data are indexed with 2018 as index 100.

Figure 3 shows indexed consumption of electricity used as sustainable fuel.

The figure clearly shows that after a number of years with a stable consumption, the development has now accelerated, with a significant increase in the replacement of diesel units with electric units in 2021 and 2022. At the end of 2022 the number of vehicles in our fleet powered by alternative and sustainable types of fuel reached 47.

Referring to Marius Pedersen A/S' climate targets Scope 1 (see page 19) of 30% reduction in CO₂ emissions by 2030, and our action plan for continuous replacement of fossil-driven vehicles by sustainable fuel, 2022 has shown that we follow the action plan, and the transformation of our vehicle fleet continues.

Figure 3.
Indexed consumption of electricity used as sustainable fuel



Data are indexed with 2018 as index 100.



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ELECTRICITY

We monitor and optimise the electricity consumption in order to minimise the environmental impact from activities at our waste management facilities.

The electricity consumption of Marius Pedersen A/S is divided on the following categories:

- Electricity for sorting and waste management activities at our facilities (production)
- Electricity for office and staff facility operations (administration)

Figure 4 shows the distribution between the two categories.

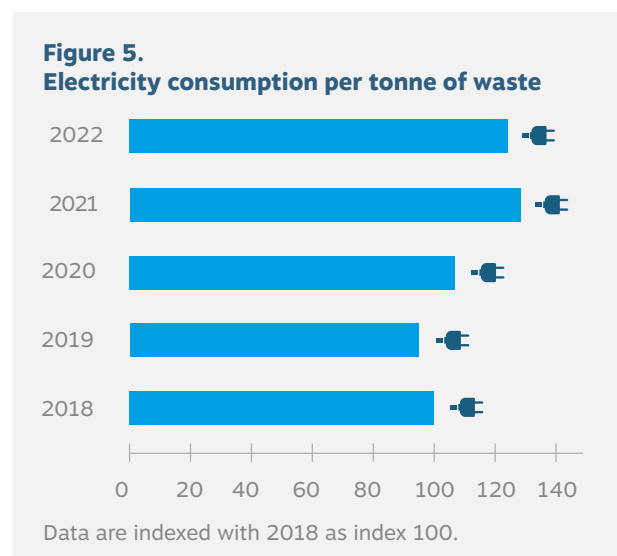
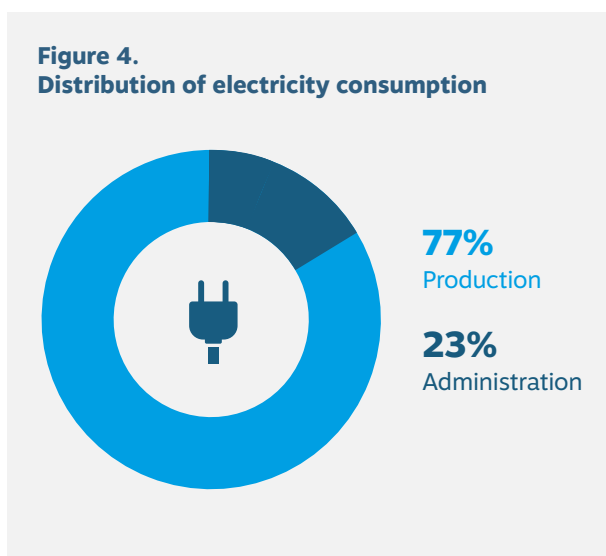
Figure 5 shows that the electricity consumption per tonne of treated waste has decreased by 2% points from 2021 to 2022. This decrease in electricity consumption is primarily due to the use of more energy efficient electric machinery in our production and replacement

of light sources and heating to more environment-friendly alternatives.

It is important to optimise the energy consumption and we expect an increase in the electricity consumption as we are upgrading our fleet from diesel powered units to electric units now and over the next few years.

Concurrently with the transition from fossil fuel to electricity, we aim to increase the share of green power.

In 2022 we purchased 150,000 kWh of certified green power and thereby 72% of our total electricity consumption was green. We thus find that the target of 85% carbon-neutral electricity by 2025 is obtainable in accordance with Scope 2 (see page 19).



CO₂ EMISSIONS

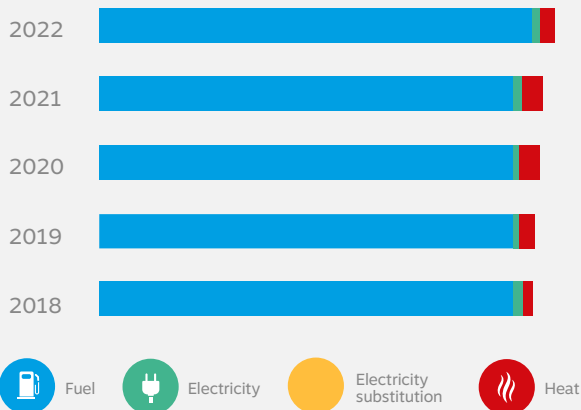
Marius Pedersen A/S consumption of fuel and electricity is associated with emission of CO₂, CO, NO_x and SO₂, which have a negative impact on the climate. We focus on reducing the CO₂ emissions, and thereby reduce other types of emissions.

Figure 6 shows the development in CO₂ emissions over the past five years.

We see an increasing trend in CO₂ emissions from 2021 to 2022 due to increased activities and thereby more kilometres driven. If instead we look at total diesel consumption per kilometre driven, which is a more true and fair expression of CO₂ emissions (cf. figure 2), we see a constant decrease in diesel consumption per kilometre driven in the period from 2020 to 2022. This decrease reflects that part of our vehicle fleet was replaced by electric powered vehicles as well as focus on optimisation in driving patterns cf. our climate target Scope 1 (see page 19).

Our fuel consumption represents about 93% of our total CO₂ emissions. Fuel is therefore the area for future reduction cf. our climate target Scope 1 (see page 19) and our investment and improvement plans.

Figure 6.
Total development in CO₂ emissions





5.2 RISKS RELATED TO CLIMATE AND ENVIRONMENT

At Marius Pedersen A/S, we focus on reducing our environmental impact. The main risk factor is fuel consumption for transport.

Fuel has a negative impact on the environment due to CO₂ emissions, and it is therefore our objective to reduce these impacts. We manage this risk by monitoring consumption data and driving patterns. If we record an adverse development, we analyse the cause and implement corrective measures.

As previously described these measures cover:

- Investing in new and energy-efficient machinery
- Introducing electricity, biogas, biodiesel or other sustainable types of fuel to replace conventional fuel
- Route optimisation, including digitalisation processes and use of visual tools to monitor driving patterns
- Training of drivers in fuel-saving driving



5.3 ACTIVITIES AND RESULTS IN 2022

In 2022 we have completed a number of initiatives following the action plans emerging from our climate objectives towards 2030.

Climate strategy Scope 1 – achievements 2022

- 214,000 litres of fossil diesel substituted by HVO-diesel in 2022
- Investment in electric powered trucks
- By the end of 2022, the share of the vehicle fleet using sustainable types of fuel has increased to 8%
- Substitution of conventional forklift trucks by electric trucks. The share of electric forklift trucks has attained 51% by the end of 2022
- Continued focus on replacing diesel/petrol-powered company cars with electric or hybrid equivalents
- Establishment of recharging points at our premises for guests and employees and for electric powered trucks. By the end of 2022, the number of recharging points for cars has attained 41 and for trucks and compactor units 25

In 2022, our diesel consumption per kilometre driven followed the decreasing trend. We have obtained a reduction of 7% compared with 2019, and we are complying with the target of a 10% CO₂ reduction per kilometre driven in 2025.

Climate strategy Scope 2 – achievements 2022

- The target of 85% green power by 2025 is still considered realistic and will be attained as we substitute fossil fuel with electricity and green power
- Purchase of 150,000 kWh certified green power

Climate strategy Scope 3 – achievements 2022

- At two of our locations, we have converted to green fields focusing on increased biodiversity
- In accordance with the new guidelines in the Waste Management Act, we have implemented more single stream waste sorting at our premises

We consider the activities and results achieved in 2022 satisfactorily in relation to obtaining the objectives in our climate strategy and reducing our total environmental impacts.

We consider this as a good starting point for our future work with our climate and environmental targets towards 2025.



MARIUS PEDERSEN A/S CLIMATE STRATEGY

Collecting, transporting and sorting waste for recycling requires energy, consequently entailing a risk of CO₂ emission. We therefore make a continuous effort to minimise the CO₂ emissions from our operations and processes.

Trucks account for most of our CO₂ emissions. Supported by efficient route planning and optimised driving patterns, we are already achieving CO₂ reductions from our transport activities. We will not achieve any major reductions until we have replaced fossil fuels (diesel/petrol) with carbon neutral fuels such as electricity, biogas, biodiesel and hydrogen. We have therefore initiated an ongoing substitution for carbon neutral vehicles, which will bring us closer to an overall CO₂ reduction per kilometre driven of 30% by 2030 (baseline: 2019).

We have introduced electrically powered trucks and are open to other technologies, such as hydrogen, as our vehicles perform a range of different tasks, with different requirements to performance and range.

Our goal is to achieve overall CO₂ reductions of 30% by 2030 (scope 1). We are also looking at other measures to achieve major carbon footprint improvements, including first and foremost the energy consumption at our waste

management facilities, other buildings/facilities (scope 2) and purchase of containers and other equipment (scope 3).

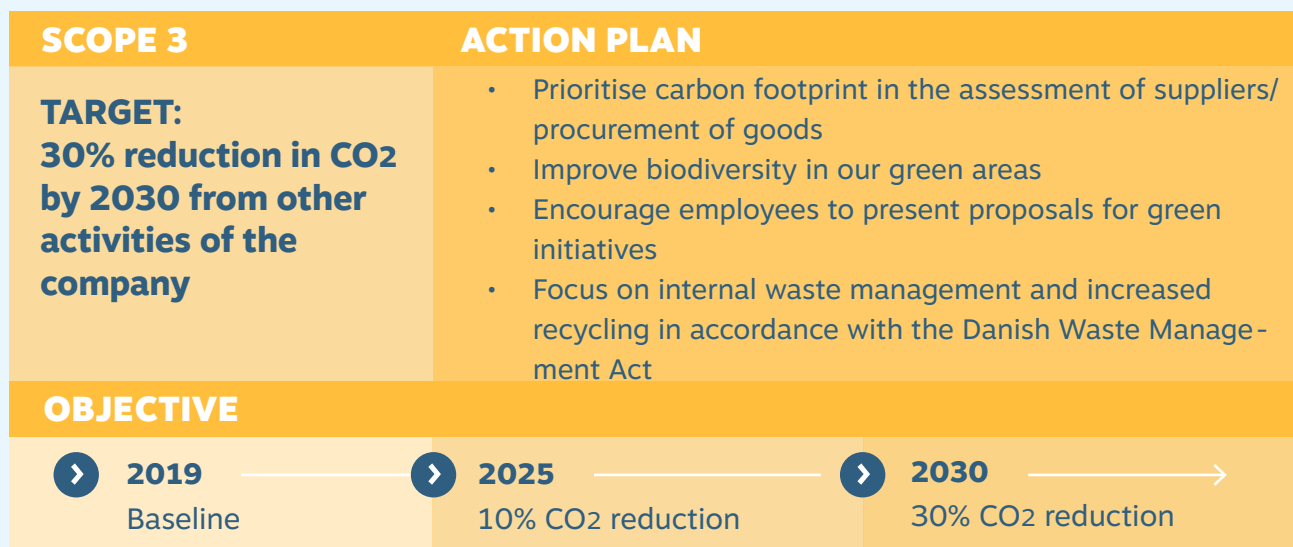
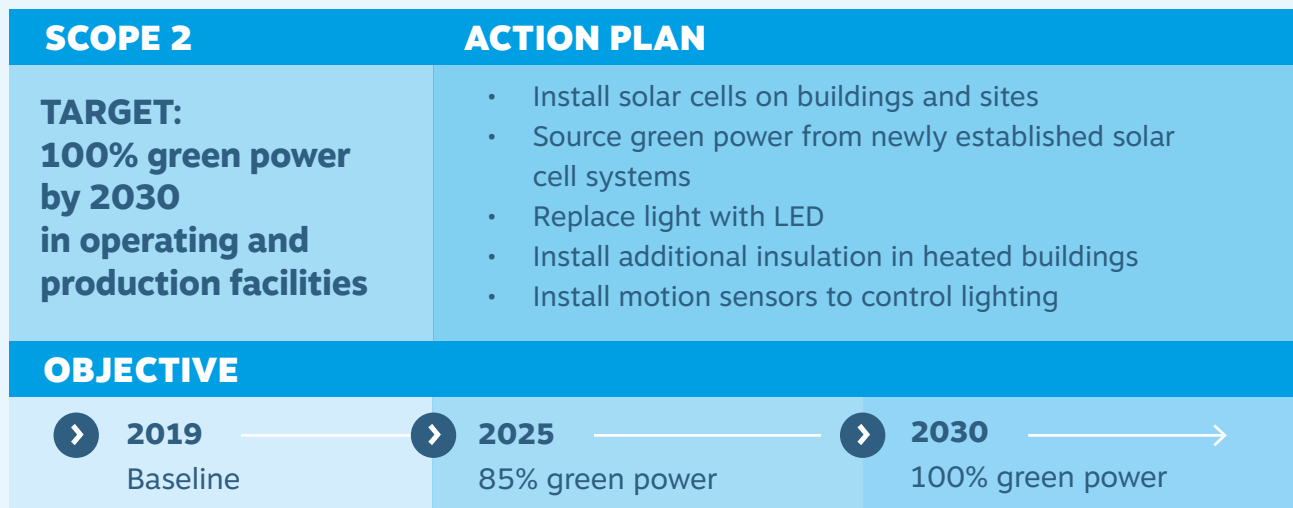
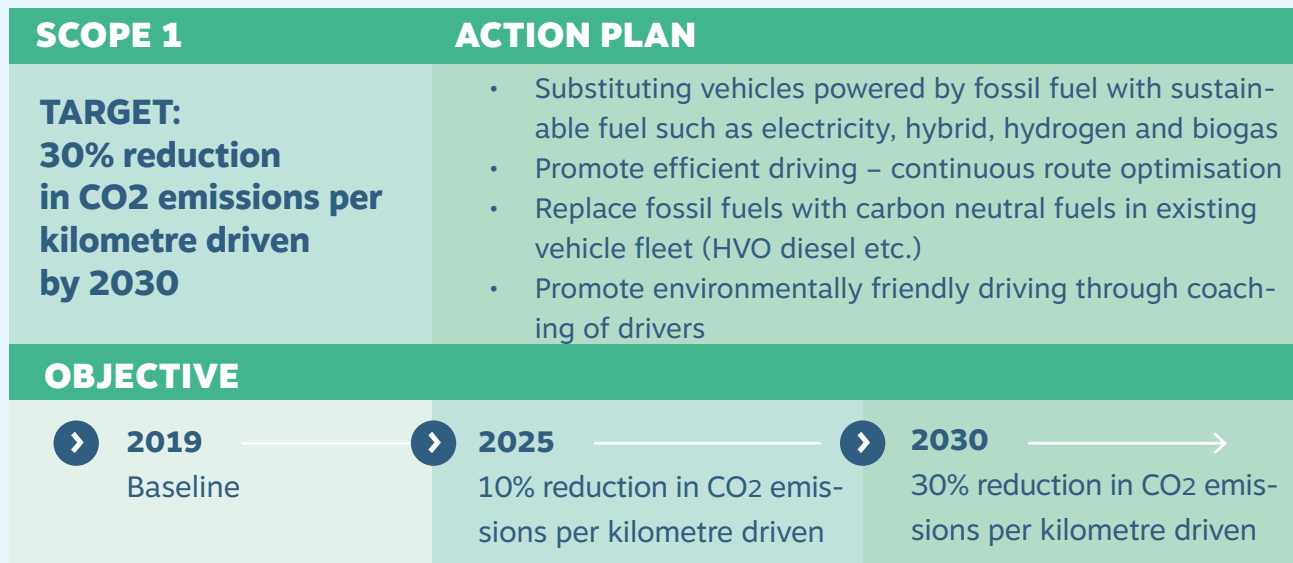
In 2025, we have a target of 85% of our electricity consumption being green – which means being sourced from renewable energy – and 100% in 2030.

In 2022, 72% of our electricity consumption was green power, and we are considering establishing solar cells on those of our buildings where the location is suitable and we have a large electricity consumption.

Price, quality, and CO₂ footprint are all part of our procurement procedures. We have focus on the most CO₂ emitting products, and this means that we give priority to products with a lower resource consumption and a lower CO₂ footprint. It is our hope that this approach will inspire our suppliers to focus on sustainability too.

In addition, we plan to launch other sustainability initiatives, including measures to improve biodiversity in our green areas and measures to encourage our employees to present proposals for green initiatives, with the aim of reducing the total carbon footprint of Marius Pedersen A/S.

CLIMATE OBJECTIVES



6.

HUMAN RIGHTS, HUMAN RESOURCES AND ANTI-CORRUPTION

6.1 RISKS RELATED TO HUMAN RIGHTS AND HUMAN RESOURCES

Marius Pedersen A/S has identified recruitment and retention of employees as risk factors in terms of human rights and human resources. We do not consider these risk factors to be significant in scope nor probability.

We mitigate the risk of child labour and the risk of non-compliance with legislation and collective agreements by ensuring:

- Transparency at all management levels
- Review of employment contracts
- Centralisation of HR management

Marius Pedersen A/S supports and respects universal human rights and labour rights. The company's CSR policy specifically covers human resources, health and safety.

It is important that Marius Pedersen A/S is able to recruit and retain the right employees through training programmes and collaboration with educational institutions.

Marius Pedersen A/S recognises our employees' right to collective bargaining and freedom of

association. Child labour and discrimination of employees are not accepted. All employees are paid in accordance with Danish salary and employment conditions. The HR department is responsible for ensuring that the company complies with all agreements and current legislation. In addition, the company complies with the ILO conventions as implemented in Danish law, including ILO94.

In 2022, there were no incidents of violation of human rights in Marius Pedersen A/S.

6.2 ANTI-CORRUPTION

The company has a policy of not offering, receiving nor accepting corruption nor bribery in any form. Marius Pedersen A/S has prepared a gift and procurement policy and set up an invoice approval hierarchy and requires dual approval of payments. In addition, the company has implemented controls in its regular accounting procedures to ensure compliance with the policy.

These controls have not led to any concerns in 2022, and no incidents have been identified in 2022.



The risk of corruption is deemed to be low, as our activities are carried out in Denmark, ranking as one of the world's least corrupt nations according to Transparency International Corruption Perceptions Index.

In connection with the monthly accounting procedures, we perform controls to ensure that no incidents have occurred.

In addition, external audits are conducted every year.

Risks and risk management related to employees receiving gifts are addressed in the company's gift and procurement policy.





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6.3 OUR EMPLOYEES – OUR MOST IMPORTANT RESOURCE

We consider our employees to be our most valuable resource, thus employee welfare is a key priority to us.

New employees receive a welcome package consisting of a company manual, company policies and a health and safety handbook. In addition all new employees receive a thorough introduction to their job and participate in an onboarding programme.

Drivers are provided with a personal driver's guide.

Our policies on non-abusive behaviour, non-consumption of alcohol and euphoricants, recruitment and retention as well as job satisfaction and absenteeism interviews contribute to ensuring workplace behaviour that benefits employees, customers, business partners and suppliers alike.

Through collective agreements both blue-collar and white-collar employees have the opportunity to sign up to a senior employee scheme. In addition to the options available in collective agreements, we have launched initiatives for employees who want to work fewer hours, including part-time employment, scale-down employment with a weekly day off etc.

We want to help our employees if the need for psychological counselling occurs – either for personal or professional reasons. We therefore offer all employees psychological counselling free of charge.

6.4 SICKNESS ABSENCE

We take social responsibility for our employees. By pursuing a pro-active absenteeism and job satisfaction policy, we strive to create a workplace which needs to run efficiently, while considering the employees and all other parties in our organisation.

The purpose of the corporate policies on absenteeism and job satisfaction are:

- Create security and job satisfaction for each individual employee
- Focus on and record absenteeism
- Encourage the company and the individual employee to reduce absenteeism
- Conduct interviews in order to identify initiatives to reduce absence
- Ensure a speedy return to the same job or, alternatively, ensure that the employee returns to the labour market
- Prevent sickness absence

Absenteeism interviews are conducted in the event of:

- Three or more absence periods within six months
- Two weeks unbroken absence
- Long-term absence

Interviews in connection with long-term absence are mandatory.

The company has chosen to conduct other interviews in order to benefit the employee and the company.

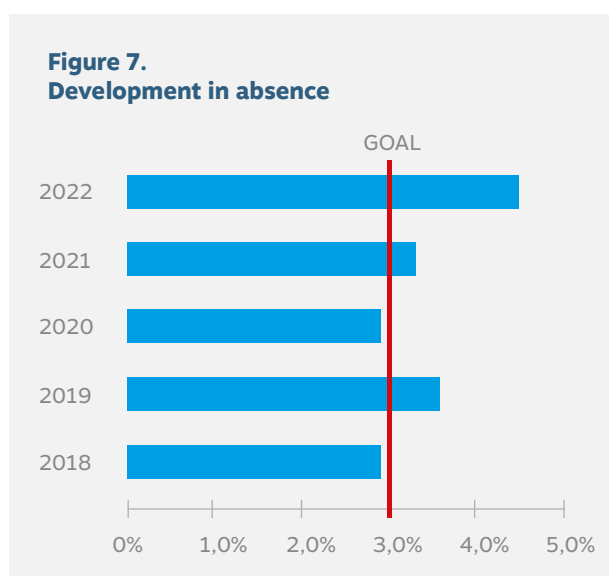
According to the corporate policies of absenteeism and job satisfaction, the goal for absence is maximum 3%.

In 2022, the total absence rate reached 4.55%; this was among others due to sickness absence in connection with Covid-19 and work related absence.

Figure 7 shows the development in absence.

6.5 ACTIVITIES AND RESULTS IN 2022

Marius Pedersen A/S wants to retain committed employees and it is important to us that our employees thrive. We ensure that Marius Pedersen A/S is an attractive workplace



by developing and thus complying with both statutory and professional requirements and providing relevant training suited to the individual employee. We encourage our employees to take responsibility for their own skills development.

100 blue collar workers completed the statutory qualifying training programme for truck drivers in 2022.

In 2022, 24 white collar workers started Marius Pedersen A/S' management training programme. The aim is that this training – in addition to enhancing the professional qualification of the participants – will ensure higher commitment and cooperation across the organisation. The participants are specialists, middle-managers, and executives from different departments in the organisation. The programme will be completed in 2023.

A total of 17,985.68 training hours, corresponding to 2,430 training days were registered in 2022.

Trainees and apprentices

We ensure to have skilled workers in our industry. We therefore regularly employ trainees and apprentices in all of our departments.

In 2022, we had 27 apprentices and 11 trainees in the company.



An inclusive workplace

We have a constant focus on non-discrimination when recruiting employees. We have an inclusive workplace, and we therefore have employees in subsidised jobs and employees employed on so-called section 56 contract (long-term illness).

In 2022, we had 30 employees employed under various flexible job schemes.

Whistleblower reporting system

In order to ensure that employees can respond anonymously if they suspect that an offence has been committed by the company, or by the company's employees, we introduced a whistleblower policy and a whistleblower digital reporting system in 2021.

No reports were registered in 2022.

Onboarding of new employees

It is essential to us that all employees are familiar with the company's corporate activities, values and goals. Therefore, new employees receive an introduction, ensuring that they feel well-informed about our company.

Research shows that visual presentations give a better understanding of safety procedure in your work. Therefore two of our work descriptions were filmed in 2022.

We will evaluate the effect in 2023.





Employee training

The needs of training are defined jointly by the employee and his or her immediate superior. For white-collar employees, this takes place as part of an annual interview, and is supported by ongoing dialogue.

6.6

GENDER EQUALITY AND DIVERSITY

In 2022, the total number of employees was 1,269 male and 177 female. In particular among our blue-collar workers, the male gender is overrepresented (1,124 male and 41 female).

In our Board of Directors, we have 3 women and 6 men, corresponding to 33% women and 67% men.

The registered Executive management consists of 1 woman and 2 men, corresponding to 33% women and 67% men.

The management team consists of 2 women and 16 men, corresponding to 11% women and 89% men.

In the coming years our objective is to attain a gender distribution of 25% women and 75% men in the company's management.

This target was not achieved in 2022, and therefore it is still pursued through various efforts such as executive training programmes for talents of both genders.

7.

HEALTH, SAFETY AND ENVIRONMENT

Marius Pedersen A/S considers health and safety to be an integral part of operating a professional business. A healthy working environment and a very high degree of safety for all employees are in line with our core business and forms an integral part of our business strategy.

Thereby we can ensure that we always act proactively to establish a good working environment as part of the foundation and enabling our employees to provide the very best service for our customers. Accordingly, our business strategy contributes to ensure that safety, job satisfaction and commitment are the key elements of our health and safety efforts.

Marius Pedersen A/S must always be a safe place to work. This applies to all employees as well as to any visitors to our facilities and any of our business partners.

Decisions and goals for health and safety are specified in our policies, which are part of the management systems, instructions and action plans for how we work on an everyday basis. The top management of the company focuses constantly on evaluating our targets and action plans, so perfective measures within health and safety can be adjusted continuously to the desired performance.

Targets and action plans are laid out in an inteaction with all employees of the company that are represented by our comprehensive internal health organisation. Today, this organisation consists of





a total of 27 decentralised health groups and a national health committee.

The company's activities are carried out in accordance with the Danish Working Environment Act and the company's health and safety policy.

In order to obtain a strong health and safety corporate culture, with a high level of employee welfare and to ensure that operations are carried out safely, we continue to promote our health and safety policy.

When onboarding new employees a formalised and detailed introduction programme is conducted i.e.:

- A systematic instruction of work
- An instruction to our business strategy
- Descriptions of work
- Safety instructions
- Personal safety equipment is handed out in accordance with regulative requirements

7.1

RISKS RELATED TO HEALTH AND SAFETY

The highest risk related to health and safety is the risk of work-related accidents. Work-related accidents is a permanent focus area in our health and safety organisation and for our Executive Management.

At Marius Pedersen A/S we focus on improving and standardising our procedures and ensuring that work-related accidents are recorded. The risk of work-related accidents is considered to be significant for the individual employee, but not for the company's activities in general. We will continue to work proactively to improve health and safety throughout our organisation.

7.2

ACTIVITIES AND RESULTS IN 2022

Part of the company's health and safety work is to ensure that all work-related accidents are systematically recorded and a source cause analysis is conducted. This was also the case in 2022. In spite of our health and safety efforts and a number of preventive measures, we unfortunately experienced a relatively large increase in the number of accidents. Due to this increase, we are back to the level reported for 2019.

Figure 8 shows developments in incidence rate over the last five years.

This development does unfortunately not align with our goals, action plans nor priorities in the health and safety area for 2022.

In the period from late 2019 to early 2020 a massive communication on health and safety was made involving all employees. It is our opinion that the enhanced focus on safety and health had a positive effect on reducing our incidence rate. Thus it is not satisfactory not to

be able to maintain and continue that development in 2021 to 2022.

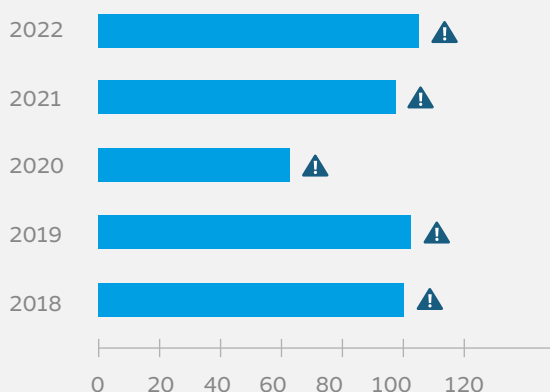
The cause of the increasing incidence rate is presumably a combination of external and internal matters. We acknowledge that our plans and actions have not resulted in the desired proactive efforts. Furthermore we intensify and rethink our prioritisation of the efforts in health and safety with special focus on accident-preventing initiatives.

We maintain and expand the instruction and training in safety procedures as well as possible risks to all employees. Each year we prepare a health and safety skills development plan.

Focus areas in 2022 were among others:

- We focus our efforts towards the decentralised health groups that cover our broad geographical commitment in health and safety procedures all over Denmark.
- We evaluate and have a constant focus on our internal procedures for introduction and instruction of all staff members in view of securing the desired safety culture in the company. This includes an ongoing work on converting written materials to film in order to enhance and ease the understanding.
- We conduct thorough analysis of accidents, and every single accident is evaluated by a health and safety committee. The purpose is to challenge our local health and safety groups on the quality on their source cause analysis to ensure that appropriate and necessary measures are taken to prevent similar

Figure 8.
Development in incidence rate



Data are indexed with 2018 as index 100.

accidents in the future.

- Specific high-risk activities have been identified, and we have prepared additional safety instructions to address these challenges.
- We use our incidence statistics to focus on the employee groups and job functions that are overrepresented. Corrective and preventive measures will be implemented as a result of this, and we see a positive effect of this work.
- The concept and ideas behind Vision Zero will be further implemented in the management's health and safety plan for all regions.

8.

ACTIVITIES AND PLANS FOR 2023

In the CSR report for 2022, Marius Pedersen A/S' objectives, action plans, and results in 2022 are presented for the following areas:

- Environment and climate
- Human rights and human resources
- Health and safety
- Anti-corruption

For each area Marius Pedersen A/S has formalised policies and objectives.

Our plans and expectations for the work in 2023 within environment and climate, human rights, and anti-corruption as well as health and safety are to continue the ongoing work and pursue the objectives set up for 2023, including the specific climate objectives that have been decided towards 2025 and 2030.

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