

Sustainability report

2024

DGEGroup

DGE Group AS
www.dge-group.com

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About this report

This report presents environmental, social and governance (ESG) disclosures for DGE Group AS (DGE Group) for the period 1 January until 31 December 2024. The report covers DGE group's operations in Denmark, Finland, Estonia, Latvia, Lithuania, Norway and Sweden. DGE Group is not mandated to comply with the CSRD and the report is based on VSME, the voluntary standards for small- and medium sized enterprises, using the basic and comprehensive modules.

The overall responsibility for this report and its content rests with the DGE Group general management. The general management consists of representatives from the circle of owners and the company's Group Management.

General information

Legal form: Limited company

NACE code Parent company: 64.20

NACE code Group companies: 74.90

Size of the balance: 6 597 255 EUR

Gross profit: 11 980 918 EUR

Country of primary operations and location of significant assets: Denmark

Sustainability and Business highlights of the year

Update of DGE

Group Strategy

DGE Sweden achieves

ISO 45001 certification

+ 200

completed sustainability projects across the Nordic and Baltic region

43 h

on average spent on training and specialisation per employee

Expansion into Norway

DGE Norway joins the Group

CEO review

Dear Stakeholders,

The world around us is evolving rapidly, and so are the needs of our clients and their businesses. Over the years, we have pursued a clear path of purposeful development, always driven by the ambition to stay ahead of change, and to help shape it. This proactive approach has been central to our success, enabling us to create lasting value and sustainable growth for both our clients and ourselves.

Long-term partnerships built on trust, innovation, and continuous improvement provide the foundation for achieving more together. At DGE, sustainability is not an add-on to good governance, it is embedded at the very heart of our philosophy and strategy.

With this ESG report, we uphold one of our core principles: leading by example. We believe the most effective way to guide our clients and partners on their sustainability journey is to demonstrate, through our own actions, what is possible. Encouragingly, we see increasing commitment among our clients to integrate sustainability as a strategic priority, and we are proud to support them in strengthening both resilience and competitiveness.

This year, our initiatives have focused on energy efficiency, optimizing mobility, and advancing circular

use of materials. Since 2024, when DGE Group defined its new Purpose, Vision, and Virtues, ESG goals have been an integral part of our strategic framework:

- Purpose: Build a more resilient world for a sustainable future beyond our own.
- Vision: We are committed to achieving virtuous growth.
- Virtues: Bravery, Integrity, and Empathy.

Our people remain our most valuable asset. We are committed to fostering an inclusive culture where every employee can contribute and thrive. I extend my heartfelt thanks to all our colleagues for their dedication and passion.

Finally, I would like to thank our clients for the trust you place in us. We look forward to continuing our collaboration, and to building a sustainable future, together.

Sincerely,

Poul Erik Jensen

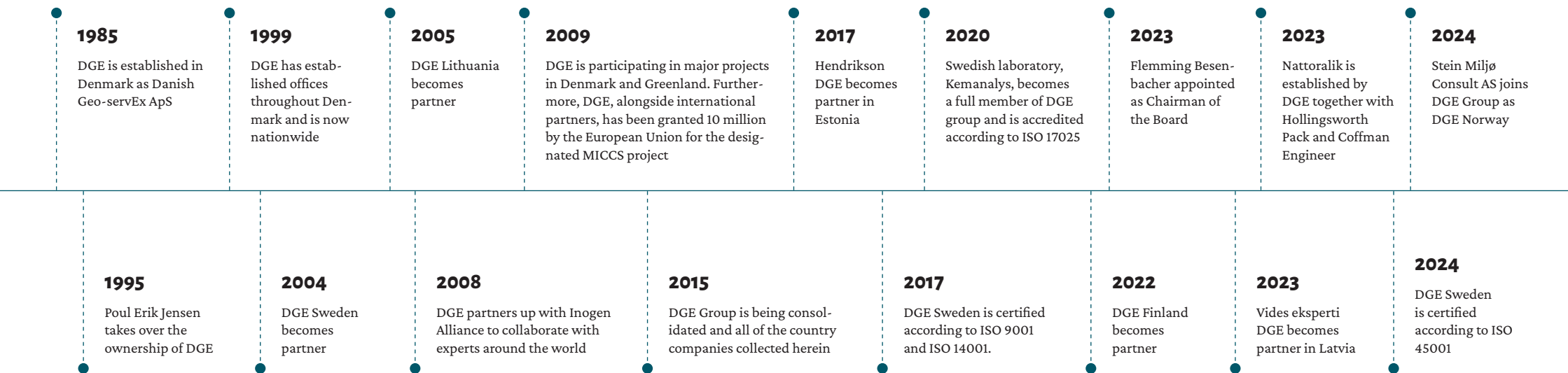
CEO of DGE Group



About DGE Group

DGE Group are environmental and sustainability consultants in Scandinavia and the Baltics. We see our local presence and cultural diversity as an asset, uniting various competencies under the DGE flag. In 2024, we initiated a new strategy process to further strengthen

DGE Group by defining our common purpose, vision, mission, and values. During the spring of 2025 the renewed strategy was approved by the Board of Directors, formalizing our shared values of empathy, integrity and bravery.



Geographical footprint

1. DGE Denmark (Mother)

Main office (56.10388, 10.20464)
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Other offices

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 Vejen (55.46765, 9.14036)
 Skovlunde (55.71915, 12.42042)
 Næstved (55.22821, 11.75607)

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Other offices

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 Malmö (55.60850, 13.01144)
 Uppsala (59.86283, 17.63702)
 Laboratory (57.67897, 11.89929)



Inogen Alliance

DGE Group is part of the Inogen Alliance, a global organization of independent consultancies. All part of a network that covers the globe as it is represented by 200 offices in 150 countries and 6 000 consultants.

The global service delivery model of the Alliance is built on delivering seamless, high quality, consistent and cost effective Environmental, Health, Safety, and Sustainability services. With the diversity of the associate members the Alliance have local expertise in a global environment. The associates understand the cultural nuances, regulations, and language in their own coun-

tries where they operate as independent businesses coming together through the Inogen Alliance to create a global network for clients with world-wide coverage. Every associate member company has signed a contract with the Inogen Alliance, which includes a Policy Statement on Courtesies, Gratuities, Bribery, Anti-Corruption Procedures and Information Security.



Management and strategy

Message from the Chairman of the Board

Dear Stakeholders,

At DGE Group, our purpose is clear: to build a more resilient world for a sustainable future beyond our own.

Publishing this ESG Report is therefore more than a reporting milestone, it is an invitation to join us on the journey of virtuous growth, where we scale solutions that are simultaneously good for nature, meaningful to society, and sound for business.

As environmental sustainability consultants, we understand that the integration of Environmental, Social, and Governance principles is at the heart of responsible business strategy and ethical conduct. We actively advise our clients on embedding ESG considerations into their operations and strategic planning, recognizing that sustainability is not only beneficial for society and the planet but also essential for long-term business resilience.

The context we confront

Today, we are confronted with three unprecedented planetary crises: climate change, pollution, and biodiversity loss. Current trends are alarming; greenhouse gas emissions are reaching record levels, with a projected rise of three degrees Celsius, posing a grave threat to our planet. The latest UN reports indicate that air pollution, driven by traffic, heavy indus-

try, and wildfires, is a leading cause of disease and premature death globally. Water bodies and soil are becoming increasingly contaminated due to industrial activities, landfilling, and other human interventions. The biodiversity crisis is accelerating, risking the extinction of many species and destabilizing ecosystems. Additionally, resource exploitation continues at an unsustainable pace, with Earth Overshoot Day falling on August 1, a stark reminder that we are consuming more than the planet can regenerate within a year.

Since the adoption of the UN's 17 Sustainable Development Goals (SDGs) in 2015, only about 15% of these targets are currently on track, with many regressing. This underscores an urgent need for concerted efforts and innovative solutions to address these global challenges.

Our impact in 2024

At DGE Group, our consulting services, ranging from soil and groundwater remediation to sustainable strategy and planning, air pollution control, and circular economy initiatives, are more vital than ever. We recognize our responsibility to promote environmental stewardship, foster social equity, and uphold high governance standards within our operations and across our stakeholder networks.

Our ESG initiatives are deeply embedded in our corporate strategy. Over the past year, we have:

- Made meaningful reductions in our carbon footprint through concrete, integrity-led initiatives across energy, travel, and procurement.
- Expanded community partnerships that placed empathy at the center of soil- and groundwater-remediation projects.
- Enhanced Governance practices to ensure transparency and accountability.

"We recognize our responsibility to promote environmental stewardship, foster social equality, and uphold high governance standards within our operations and across our stakeholder networks."

Purpose-driven Strategy

Parallel to our ESG report, we have launched a new Purpose-driven strategy for DGE Group. We recognize the complex relationship between nature and society, a connection often perceived as conflicting, where the advancement of one comes at the expense of the other. We believe in a different approach. We bridge the gap between environmental responsibility and business success, by translating science and scientific results to society for the benefit of the environment. Our innovative solutions prove that what is good for nature is also good for business. We aim to create a lasting, positive impact, fostering a future where businesses and nature prosper together. Our purpose is to build a more resilient world for a sustainable future beyond our own and our vision is to achieve virtuous growth. Our growth is not an end in itself: it enables us to invest, innovate, and contribute to building a more resilient world. In all aspects of our operations, both internally and externally, we want to be known by the way we act and behave. Demonstrating our virtues by serving our clients and partners with bravery, integrity, and empathy.

A collective call

Looking ahead, we remain steadfast in our mission to lead by example, advocating responsible business practices and sustainable development. We are committed to ensuring that DGE Group and our clients contribute positively to society and the environment,

driving innovation and value creation in harmony with the planet's limits.

Thank you for your continued support and trust. Together, we can work towards a more sustainable and resilient future.

Sincerely,

Professor Flemming Besenbacher

Chairman, DGE Group



Operational governance

Board and General management

The DGE Group is managed by the Board overseeing the company’s overall direction. They make critical decisions related to strategic direction, corporate social responsibility, policy development, financial stability, and risk management.

The DGE Group General Management’s role is essential in managing our company, advising the Board on strategic issues. What makes our structure unique is that each General management member also serves as the Managing Director of their respective country. This dual responsibility brings added value to our organization, as it ensures active involvement in both strategic decision-making and local operations. Simultaneously overseeing the company and leading country-specific efforts creates a dynamic and well-rounded governance structure. DGE’s decentralized management structure grants each subsidiary the independence to establish targets, policies, and actions aligned with their unique operations and services. We place great value on shared learning and collaboration among our subsidiaries. By facilitating the exchange of best practices, we strive to enhance our environmental and social performance collectively.

The Board and General Management convenes regularly to discuss key matters. These meetings provide a

platform for sharing updates, addressing challenges, and aligning on strategic goals.

Group strategy update

During early 2024 we initiated the update of DGE Group’s strategy and in the spring of 2025 this process was finalized. Our purpose and strategy were defined through a structure process with interviews, insights reports, strategy camps and shared development. Our purpose is to create lasting, positive impact, fostering a future and businesses and nature can prosper together. We are committed to achieving virtuous growth, where growth is not an end in itself, but something that enables us to invest, innovate and contribute to building a more resilient world. In all our operations we want to be known by the way we act and behave, our virtues of empathy, integrity and bravery.

Sustainability governance

The Board, supported by General Management, oversees the Group’s sustainability matters. They ensure that our environmental, social, and governance (ESG) initiatives align with our long-term vision. The Board stays informed through regular updates and discussions. The frequency depends on emerging issues, but at minimum, ESG matters are addressed quarterly. The Board also approves our annual sustainability report.



Poul Erik Jensen
Chief Executive Officer,
Member of the Board, Owner



Flemming Besenbacher
Chairman of the Board



Gediminas Čyžius
Director Lithuania



Christer Gustafsson
Director Sweden
Member of the Board



Heikki Kalle
Director Estonia
Member of the Board



Stein Lorentzen
Director Norway



Ivars Pavasars
Co-Director Latvia
Member of the Board



Ilze Puķīte
Co-Director Latvia



Janne Posti
Director Finland



Poul Erik Jensen
Chief Executive Officer
Owner



Steen Andersen
Chief Financial Officer



Heikki Kalle
Chief Officer of Operations

Group Executive Team

The Board of Directors appoints the Group Executive Team, which operates at an international level and holds responsibilities across the entire organization. The Group's management structure combines both centralized and decentralized elements.

The international Executive Team oversees strategic decisions and major initiatives that impact the entire Group. They collaborate on high-level matters such as global strategy, financial planning, and organizational alignment. The Executive Team also collectively works towards common objectives, ensuring consistency and alignment across different business units and regions.

At the national level, each country has its own executive group. These national teams tailor their strategies to local contexts, considering market dynamics, regulatory requirements, and cultural nuances. Each country sets specific targets and action plans based on its unique circumstances. These localized goals are managed by the national team of executives. Decentralization allows for agility and responsiveness to local challenges and opportunities.

Sustainability governance

The Managing Directors in each country bear the day-to-day responsibility for local sustainability matters. They implement sustainability initiatives, engage with stakeholders, and address local environmental and social issues.

Sustainability reporting

A cross-functional working group, comprising representatives from each operating country, collects sustainability data. This collaborative effort ensures consistent data collection practices. All sustainability calculations are performed by the same individuals across countries. This approach maintains data consistency and accuracy. In summary, the Group Executive Team balances centralization and decentralization, fostering a cohesive global vision while respecting local nuances. Sustainability efforts are guided by both overarching strategies and localized actions, ensuring agile function across the organization.

Our stakeholders

Understanding our stakeholders’ expectations of the business is key in achieving our goals and creating long-term value. The main groups of stakeholders identified include customers, employees, owners, business partners, and society. Dialogues with stakeholder groups take place in various forums, as shown in the table below. Dialogues with customers occur both regularly and in connection with the annual customer feedback mechanisms in place within many of our operating countries.

Key stakeholders	Important questions for stakeholders	Engagement
Customers	<ul style="list-style-type: none"> • High quality and safe services • Flexibility • Daring to change 	<ul style="list-style-type: none"> • Customer satisfaction surveys and follow up conversations • Ongoing contacts between customers and employees
Employees	<ul style="list-style-type: none"> • Working Conditions, including physical and mental work environment • Diversity, equality, and equal opportunities • Secure employment and development opportunities within the company • Market-competitive reimbursement • Feedback • Suitable equipment 	<ul style="list-style-type: none"> • Employee satisfaction surveys • Performance review and development review • Review meetings
Owners	<ul style="list-style-type: none"> • Financial stability and development. • Effective risk Management • Business ethics and prevention of corruption and bribery both internally and externally • Customer satisfaction and continued high rates of reoccurring costumers • Compliance with international requirements in the business 	<ul style="list-style-type: none"> • Owners are all operational and have ongoing engagement • Reports and shared practises • Management and board meetings
Partners	<ul style="list-style-type: none"> • Professional and responsible business relations and ethical conduct • Regulatory compliance, qualitative internal control mechanisms and business ethics • Fair competition in procurement and sourcing • Good working conditions and fundamental labour rights • Participation 	<ul style="list-style-type: none"> • Follow-up and development meetings
Society	<ul style="list-style-type: none"> • Long-term and sustainable development of environmental compliance for our customers • Reduced harmful impacts • Transparency and reporting of accountability 	<ul style="list-style-type: none"> • Website, social media and reports

Sustainability in DGE

As an environmental consultancy, sustainability is central to our business model. As such, we need to carefully consider the impacts of our services to see that we provide net positive value not only to our clients, but also the environment and society. We act with the utmost respect to EU and national regulation: it is highly important to us that we follow not only the letter, but also the spirit of regulations and guidance documents. As such, we do our best to encourage our clients to be pre-emptive in their operations and pioneer environmentally friendly practices. Our advisory teams offer a wide range of environmental, health & safety and sustainability services. To deliver consistent results and offer the best value add to our clients, we collaborate across Group companies and generations.

We coordinate internal and external sustainability issues through the Group's Centre of Competence (CoC) for Sustainability. The CoC has employee representatives from each operational country, and its task is to start initiatives focused on cooperative research and development, discuss challenges, coordinate the annual collection of sustainability data for reporting and cooperate on new service areas and large tenders. This structure allows the Group's employees to have a say in the development of the Group's sustainability strategy together with General Management and the Board.

While significant improvements have been made in strategical cooperation, we are not complacent. With the updated general strategy for the Group, we need to work on defining concrete KPIs that reach the operational level. This requires the formalization of policies and practices within all the Group countries and follow-ups on the implementation of these KPIs. Our sustainability strategy shall be updated and formalised in the years to come with the following steps:

1. Definition of priority items and areas by the Board, General Management and the Sustainability CoC
2. Gap analysis on procedures and practices in place lead by the CoC
3. Development of operational and concrete KPIs by the CoC, General Management and the Board
4. Creation of implementation guidance by the CoC for the country level management and sustainability coordinators
5. Implementation of KPI's by the management in operational countries
6. Follow-ups and updates to the strategy and KPIs, at minimum on an annual basis



Our services

Building contamination

- Building survey
- Building materials reuse management

Due Diligence

- ESG Due Diligence
- Environmental Due Diligence

Health and safety

- EHS management
- EHS audits

Strategy and planning

- Comprehensive planning
- Site selection for business
- SEA - Strategic environmental assessment
- EIA - Environmental Impact Assessment

Renewables

- Regulatory compliance
- Spatial planning of wind parks
- Environmental surveys, impact assessment and permitting
- Permitting of energy infrastructure
- Permitting of green transition industries (carbon capture)

Circular economy

- Raw materials (re)use management
- Construction materials (re)use management
- Green procurement

Industrial compliance

- Impact Assessment
- Management systems
- Safety of Chemical Substance management
- Environmental permitting
- Risk management
- Air pollution control, modelling, solutions design and monitoring
- Noise control, modelling, solutions design and monitoring
- Laboratory

Soil and water investigation and remediation

- Site investigations
- Geological and geotechnical surveys
- Surface and groundwater control, solution design, supervision and monitoring
- Soil remediation solution design, supervision and monitoring

Corporate sustainability

- Life cycle analysis
- Environmental product declaration
- Carbon footprint
- Climate proofing
- Sustainability strategy and communication
- Sustainability reporting

Case study on group collaboration

Competence centres

In a company spanning multiple countries, collaboration across borders is not just a logistical necessity, but a source of strength. One example of this is our dedicated LCA Expert team, a group of specialists working daily with climate-related assessments such as Life Cycle Analyses (LCA), Environmental Product Declarations (EPD), greenhouse gas (GHG) calculations, and climate proofing.

This group was formed not out of hierarchy, but out of a shared need: to improve the quality and consistency of our work through peer-to-peer knowledge exchange. Without any formal leadership roles in the meetings, the format fosters open, practical, and experience-based discussions. It's a true "working meeting", where members bring forward real-life challenges, explore the implications of new regulations and standards, and share tools, insights, and methodologies.

Beyond its technical purpose, the group has become a key unifying force across our offices. It has helped break down geographical and organizational barriers, creating a stronger sense of being one company, regardless of national borders. What started as a platform for discussion has evolved into a space for collaboration, where colleagues now join forces on projects. When projects have required different types of climate

expertise, we've been able to build cross-country teams that combine our strengths, leading to more complete and consistent outcomes for clients.

This initiative exemplifies how sustainability work benefits not only from technical rigor and continuous

learning, but also from trust, openness, and teamwork across borders. As we continue to develop our climate-related services, the group stands as a model for how collaboration can drive both quality and cohesion within our organization.



Materiality assessment process

We completed a double materiality assessment in 2023, utilizing stakeholder engagement, previous materiality assessments, value chain analysis, and guidance from the CSRD. While the materiality assessment is not required for VSME compliance, we use it to guide our sustainability efforts and focus across the Group. The assessment considered both the impacts of our consulting on society and the environment (impact materiality) and how sustainability topics affect DGE Group in terms of business risks and opportunities (financial materiality). Materiality is identified across the following ESRS topics: Climate change (E1), Own workforce (S1) and Business conduct (G1).

This year, we reviewed previous results and found that our material topics remain unchanged. The material sustainability topics were summarized and presented to the management team for evaluation and final decision. The results of the double materiality analysis are still very much relevant to the Group and we are currently integrating these results into DGE’s management systems.

Going forward we are working on further aligning our data collection and DGE Group will keep updating the materiality assessment annually to ensure it remains current with regulatory changes, trends, and market shifts. The assessment process will also be reviewed regularly to maintain its relevance.

Impact materiality

Climate change mitigation (E)

Dual materiality

Well-being of own workforce (S)

Health and safety for own workforce (S)

Business conduct (C)

Positive environmental impact from our services (E, S)

Non-material

Workers in the value chain

Affected communities

Consumer and end-users

Financial materiality

● Environmental ● Social ● Governance

Material impacts, risks and opportunities

The table below outlines the sustainability-related impacts, risks, and opportunities identified as material through our double materiality assessment process. In the following chapters we detail our approach to each material aspect and provide relevant data.

	Effect/ Impact	Value chain location		Time Horizon		
		Own operations	Client's operations	Short-term	Medium-term	Long-term
Environmental						
GHG emissions from own operations						
DGE Group contributes to environmental impact through the emission of greenhouse gases. These emissions originate from our business activities, including business travel and office operations. The use of fossil fuels in these operations leads to emissions that have an actual negative impact on the environment.	Actual negative impact	●		●	●	●
Supporting clients in reducing their environmental impact						
DGE Group provides services that tackle environmental issues such as climate change, resource utilization, pollution prevention, and circular economy. These efforts are aimed at enhancing the overall environmental performance of our clients, resulting in reduced negative impact within their operations.	Actual positive impact		●	●	●	●
Increase revenue from environmental services						
European Union regulations within sustainability are increasing rapidly. DGE Group offers services within many of the areas that are included and keep evolving our services after our client's needs. This provides us with significant financial opportunity.	Financial opportunity	●		●	●	●
Social						
Employee well-being and health & safety						
We recognize that our employees are our most valuable asset, and their well-being and safety is a material matter because it directly impacts productivity, engagement, and employee retention. Adherence to safety regulations and the overall working environment significantly influence the safety and well-being of our employees, either positively or negatively.	Actual positive or negative impact	●		●	●	
Supporting clients in improving their social sustainability						
DGE Group offers services that address social issues within our clients' operations and value chains. By focusing on matters such as working conditions, human rights, and labour practices, we can significantly improve our clients' overall sustainability performance and generate an actual positive impact.	Actual positive impact		●	●	●	●
Business conduct						
Reputational risk related to ethical business						
Our success relies on the trust of our clients, and involvement in any unethical business, for example green-washing or corruption, would pose a significant financial risk to our company.	Financial risk	●		●	●	●

A photograph of two individuals walking away from the camera on a dirt path through a dense forest. They are wearing high-visibility yellow jackets with the letters 'DGE' printed in red on the back. The person on the left is carrying a black bag, and the person on the right is holding a silver helmet. The forest is lush with green trees and undergrowth, and the scene is brightly lit by sunlight.

Environmental information

GHG emissions from own operations

While sustainability is integrated into all aspects of DGE Group's operations and services, we acknowledge the need to reduce our environmental footprint. GHG emissions are generated from every aspect of our operations, primarily business travels, office operations and IT infrastructure, making it essential for us to continuously address this issue.

DGE Group has made some progress in reducing its overall greenhouse gas emissions between 2023 and 2024. The total Scope 1 emissions decreased from 44 t CO₂e to 37,1 t CO₂e, and Scope 2 emissions saw a significant reduction from 58 t CO₂e to 42,4 t CO₂e. However, Scope 3 emissions related to business travel increased notably, rising from 71 t CO₂e in 2023 to 92,2 t CO₂e in 2024, mainly due to the rise of data collection reach and quality.

Most of our footprint is related to the travelling we do, using our owned or controlled vehicles as well as public transport and other vehicles. Transportation emissions from Scopes 1, 2 and 3 total 129,4 t CO₂e which make up 75,3% of the Groups whole emissions. Therefore, the most important actions for us are to transition to sustainable transportation, through

a fossil-free car fleet, enhancing remote working and meeting capabilities and sustainable travelling policies. Most of our offices are located near public transport hubs, which is a way for us to promote less carbon-intensive commuting options. Closeness to public transport is one of the criteria we use when selecting office sites.

Energy

DGE is committed to reduce our GHG emissions in accordance with the Paris Agreement. Our energy consumption primarily comes from the use of vehicles, electricity, and district heating in our offices. We strive to decrease our dependence on non-renewable energy sources and incorporate renewable energy options whenever possible. However, this is challenging because many of our offices are in co-working and rented spaces where we cannot control the choice of energy sources. During this reporting period, we faced difficulties in obtaining the necessary data and documentation to verify the exact consumption of energy and the origin of energy used, leaving us uncertain about the proportion of renewable energy in our overall consumption.



Table 1. Greenhouse Gas (GHG) emissions¹⁾

	2024			2023		
	Gross Scope 1 ²⁾ emissions	Gross Scope 2 ³⁾ emissions	Gross Scope 3 emissions, Cat. 6 Business travels	Gross Scope 1 emissions	Gross Scope 2 emissions	Gross Scope 3 emissions, Cat. 6 Business travels
Denmark (tCO ₂ e)	15	17	40	15	20	39
Finland (tCO ₂ e)	0	Not declared	7	0	1	Not declared
Estonia (tCO ₂ e)	1	21	14	2	24	10
Latvia (tCO ₂ e)	2	2	2	3	2	1
Lithuania (tCO ₂ e)	11	1	1	14	8	1
Sweden (tCO ₂ e)	8	2	28	10	3	21
Total DGE Group (tCO₂e)	37	43	92	44	58	72*

1) The Greenhouse Gas (GHG) Protocol has been used as the basis for calculating DGE Group's total GHG emissions. The report includes emissions from Scope 1, Scope 2, and Category 6 (business travels) of Scope 3.

2) The direct emissions (Scope 1) stem from the use of vehicles owned or controlled by our subsidiaries (operational control approach).

3) Scope 2 covers the indirect emissions from purchased electricity and heating, including the electricity consumption and heating of all facilities operated by the subsidiaries, as well as the use of electric vehicles except Finland where data was unavailable. In accordance to the voluntary ESRS standards, the calculations of Scope 2 emissions rely on a location-based approach.

* Number have been reviewed and updated from last years report.

Table 2. Total energy and electricity consumption in DGE Group in MWh

	2024 ³⁾	2023
Energy consumption (MWh) ¹⁾	392	433
Electricity consumption (MWh) ²⁾	168	195

1) Includes indirect emissions from purchased electricity and heating, including the electricity consumption and heating of all facilities operated by the subsidiaries, as well as the use of electric vehicles.

2) Includes indirect emissions from purchased electricity of all facilities operated by the subsidiaries, as well as the use of electric vehicles.

3) Data for 2024 doesn't include energy and electricity consumption of the Finland subsidiary.

Interview with Marlene Thorman, Market director, DGE Denmark

Case – Advancing sustainability through solar energy

At DGE, we recognize that our environmental impact mostly comes from travel, but we're continuously looking for ways to reduce our carbon footprint across all areas of our operations. One of our latest and most promising initiatives comes from DGE Denmark, where we've taken a significant step toward renewable energy by installing solar panels on the roof of one of our office buildings.

When did you start working on solar energy solutions?

We've been exploring renewable energy options for our facilities for several years, and this marks the second roof where we've installed solar panels. We have already implemented energy saving measures indoors and identified a major opportunity to generate clean energy ourselves.

We installed 46 solar panels on one of our buildings in Denmark. The total installed capacity amounts to 25 550 kWh, which is expected to generate a significant amount of renewable energy and reduce the building's reliance on traditional energy sources. This installation helps reduce energy consumption and lowers carbon emissions.

By generating electricity on-site, we reduce our dependence on external power sources, leading to lower energy costs and a more stable energy supply.

What's the plan moving forward?

Now that the solar panels are in place, we're monitoring their performance and energy output. Our goal is to cover our electricity needs with solar power

as much as possible, reducing our reliance on fossil-based energy. This project is a part of our broader commitment to sustainability and environmental responsibility.



Resource use and circular economy

Our role as consultants may not involve resource-heavy operations, but we recognize that every organization, regardless of size or sector, has a responsibility to minimize its environmental footprint. In 2024, our commitment to sustainability remains a central part of how we work, guiding the way we manage our own operations and how we support our clients in doing the same.

Water Use

Although our offices do not consume large volumes of water, we are conscious about how it is being used. Water is primarily used for hygiene, drinking, and

kitchen activities. None of our locations are currently situated in areas of high-water stress. There is no reduction targets set due to the low intensity.

Waste and Resource Management

Managing waste effectively remains a key priority. Across all our locations, we promote source reduction, separation of waste streams, and recycling. These efforts are integrated into daily operations, whether at our offices or in the field. All subsidiaries follow national and local waste regulations, and we encourage continual improvement through internal awareness and cross-location knowledge sharing.

Environmental Field Services and Hazardous Waste Handling

Our longstanding work in environmental field services, including site assessments, contaminated land investigations, and remediation supervision, continues to grow in importance. These activities directly contribute to environmental protection by addressing legacy pollution and supporting sustainable land use. As part of this work, our teams regularly handle potentially hazardous materials. All collected samples are transferred to accredited laboratories for analysis, with strict adherence to national legislation. After testing, remaining materials are collected by licensed waste handlers to ensure compliant and environmentally sound disposal or storage.

Table 2. Resource use¹⁾

	2024	2023
Total water withdrawal²⁾ (m³)	1 295	874
Water withdrawal at sites located in areas of high-water stress (m ³)	0	0
Total generation of waste (tonnes)	17	20
Non-hazardous waste (tonnes)	13	20
Hazardous waste (tonnes)	4	0
Waste diverted to recycling or reuse (tonnes)	4	4

¹⁾ Our companies in Finland and Norway which employes four people in total could not produce accurate water and waste data this reporting period.

²⁾ Many subsidiaries are renting offices or parts of offices, and hence, the exact water consumption cannot be accurately monitored. To obtain a reasonably accurate estimation of total water withdrawal, data from offices where information is available has been used to calculate an average water consumption per employee. This average is then scaled up based on the total number of employees in each subsidiary.

A conversation with Stein Lorentzen, landfill and contaminated land expert, Manager of DGE Norway

Case – Where others see waste, we see possibilities

Most days won't find Stein Lorentzen dialing into corporate strategy meetings. Instead, he's somewhere in the north of Norway, probably on a muddy site or standing on top of a closed landfill, trying to figure out what lies beneath. "People tend to see landfills as the end of the line," Stein says. "But for me, they're often the start of something. A problem to solve, a site to understand, a chance to do something better." Stein Miljø Consult AS – DGE was founded in 2024, when Stein Lorentzen decided to join DGE Group. Stein runs the Norwegian branch of DGE as a one-person consultancy, but his reach is much broader than it sounds. With over 25 years of experience in environmental work, including time in global companies, his own firm, and now with DGE, he's seen just about every kind of site you can imagine. And he brings that full range of experience to every project he takes on.

From the ground up

Stein's background combines local knowledge with international experience as he worked on major environmental projects across Europe, Africa, and the Middle East, including assignments in countries like Chad and Iraq, often under the banner of development or UN-led initiatives. These roles brought their own challenges like language barriers, high-risk environments, and the complex realities of working in post-conflict or rapidly changing regions. "When you're working in places like that, you learn to think on your feet. You have to understand the people, the

place, and the history." Eventually, he chose to step away from large international programs and focus more on practical, long-term projects at home in Norway, working directly with municipalities, landfill operators, and private companies. The work may be closer to home, but the complexity and stakes remain just as high. His day-to-day projects are highly technical covering areas such as soil chemistry, landfill gas, leachate risks, but they also carry social impact. Many have sites decades of history and strong opinions from local communities are common. Stein's ability to listen, explain, and problem-solve has made him a trusted name in the field. "There's the science, but there's also the story," he says. "Why a site ended up the way it did, who was responsible, what people are hoping to do with it next. You have to listen to all of that."

Working alone, never in isolation

Stein collaborates regularly with colleagues across Sweden, Denmark, and beyond, teaming up for projects, exchanging knowledge, or just having someone to bounce ideas off. When a larger job comes in, he can pull others in. When another country needs help understanding Norwegian regulations or landfill practices, he's there. "What I like about DGE is that I can still work in my own way, but I know there are people I can lean on. People who've got my back." That mix of independence and collaboration has made Stein's work more effective, and more rewarding.

Making the Circular Economy Real

Stein's work isn't flashy: there are no tech gadgets or marketing campaigns, but it gets to the heart of circularity. He's helped reopen closed landfills to extract valuable metals, supported the reuse of stabilized waste materials, and advised on how to safely seal and monitor sites to prevent future contamination. These kinds of efforts matter for clients aiming to meet sustainability goals, avoid long-term liability, and make better use of existing resources. While others may talk about circular economy as an idea, Stein works on the parts of it that are usually hidden beneath the surface. "You're not going to fix a site like this with a slogan," he says. "You fix it by understanding it, step by step."

A long view

At this point in his career, Stein could slow down. But he's not interested in that just yet. He's still travelling, still in the field, and still supporting colleagues across the region. The way he sees it, part of sustainability is not just doing the work. It's passing on the knowledge that comes with it. "There's value in having seen things go wrong," he says with a smile. "It helps you know how to make them go right. When I look back at my own work from the 90s, I sometimes feel a bit embarrassed. But what this shows to me is how much waste management practices and procedures have developed, and how I've developed together with them."

Supporting clients in reducing environmental impact

As a consulting company specializing in wide range of environmental services, we help to drive meaningful changes by helping our clients reduce their environmental impact. By remaining proactive and well-informed, we not only respond to increasing societal and regulatory pressure, but also help our clients unlock potential related business opportunities.

We work closely with each client to understand their specific environmental and related social contexts, ensuring our solutions are both practical and impactful. Through services such as carbon calculations, environmental measurements, controls, audits, and permitting, we help address key issues like climate change, resource efficiency, pollution prevention, and

circular economy. These efforts support improvements across both direct and indirect environmental footprints. Our expertise enables us to identify improvement opportunities, define concrete action plans, and develop strategies that contribute to global sustainability goals while strengthening our clients' long-term competitiveness.

In addition to supporting established businesses in reducing environmental impact, we also help bring new sustainable ideas to life. We work with early-stage initiatives, offering services like carbon calculations, climate change-related risk assessments, environmental impact assessments, to name a few, which are often essential either for securing investment or for moving

projects forward. With integrity and purpose, we align visionary concepts with technical and regulatory realities, contributing to innovative, sustainability-driven ventures that show how business success and environmental responsibility can go hand in hand.

We approach our work with empathy, by truly listening and understanding the unique needs of our clients and the natural systems they affect. Guided by trust, collaboration, and the courage to question conventional approaches, we strive to make a lasting, positive impact, helping to build a more resilient world for a sustainable future beyond our own where people, nature, and business thrive together.

Guided by what we know, we aim to create lasting, positive impact, fostering a future where businesses and nature prosper together

A case story by Kristiina Šišeglova and Anette Suigusaar; sustainability specialists at DGE Estonia

Case – Supporting companies in chemical risk management

We support our clients in reducing environmental impact in many ways. This includes active involvement in EU-funded initiatives such as the LIFE Fit for REACH project and its ongoing successor, the project “Chemicals Risk Management and Assessment of Alternatives: Tools and best practices to support circularity, create more sustainable products and avoid regrettable substitution, LIFE FitforREACH-2”. Originally implemented in Estonia, Latvia, Lithuania and Poland, now starting in Hungary, the project supports small and medium-sized enterprises in addressing the complex and often underestimated challenge of chemical safety through effective Chemical Risk Management.

Chemical pollution is one of the major global environmental crises, closely linked to biodiversity loss and climate change. People are still exposed to hazardous substances at levels that may affect their health, this highlights the urgent need to reduce harmful emissions. Many companies, especially SMEs, face challenges in meeting EU chemical safety requirements due to limited resources or competence to implement them. Chemical safety is often not seen as offering a competitive advantage, it tends to be overlooked, yet simple and effective chemical risk management systems are vital for regulatory compliance, health protection, and sustainable business transformation.

Addressing chemical risks in business operations

Throughout the project, we support companies at multiple levels to strengthen their approach to chemical safety. At the core of all activities is a thorough chemical risk assessment, which determines whether risks from hazardous substances are present and to which extent. Based on this assessment, we support companies implement more effective chemical risk management systems tailored to their operations. To control the identified risks, we guide companies in applying the STOP hierarchy starting with Substitution, followed by Technical controls, Organisational measures, and finally Personal protective equipment. In cooperation with the waste management sector, we support the companies to assess how hazardous substances in waste can be identified and how to implement more efficient and safer waste management and recycling and through this promotes a circular economy, ultimately contributing to higher quality secondary materials.

In some substitution cases, we conduct life cycle assessments (LCA) to evaluate the broader consequences of these decisions. The LCA methodology considers both upstream and downstream effects to help avoid shifting environmental or health burdens from one impact category to another, from one life cycle stage to another, or from one region to another. LCA allows

us to assess not only their environmental footprint but also resource use, energy demand, and end-of-life implications. The insights gained from LCA guide companies in making more informed, balanced, and sustainable decision making. Throughout the project, we provide companies with practical guidance, customized tools, and hands-on consultations to support the integration of Chemical Risk Management into their daily operations. Equally importantly, we continue to invest in raising chemical safety awareness by developing training materials and delivering educational activities aimed at both companies and academic institutions, ensuring long-term impact across the entire value chain.





Social information

Employee well-being and health & safety

Creating a safe and supportive workplace is fundamental to our success. When employees feel secure, valued, and able to maintain a healthy work-life balance, they are more engaged, productive, and committed. We understand that well-being isn't just a benefit, it's a strategic priority. By fostering a positive work environment, we not only enhance overall job satisfaction but also reduce the risk of accidents, minimize absenteeism, and keep a high employee retention.

Our workforce

In our six subsidiaries combined DGE Group employs almost 200 individuals. Within our workforce distribution, about 40% of employees are based in Denmark, 25% in Sweden, and 20% in Estonia. Additionally, we have a small number of employees in Finland, Latvia, and Lithuania. We are proud that 99% of our team has permanent jobs as we want to provide stability and security.

Empowering employees

Employees in Sweden and Finland are covered by collective bargaining agreements, reflecting our commitment to fair and equitable working condi-

tions. These agreements help ensure fair wages, safe workplaces, and comprehensive benefits for all staff. While employees in our other subsidiaries are not currently covered by such agreements, we are actively exploring ways to enhance their working conditions. For instance, in Estonia, we introduced a new benefits package last year, which includes several initiatives aimed at improving employee well-being.

Talent development is a continuous process, especially in consulting roles where much of the learning happens through hands-on project work. While this type of development is difficult to quantify, we also offer structured training programs that cover a broad range of skills. From technical expertise to leadership development, ensuring our teams stay competitive and forward-thinking. Most subsidiaries track training hours, and we are working to align definitions and processes across the group to improve consistency.

Performance evaluations are another key part of our development strategy. In Sweden, we aim for every employee to receive a formal performance and development review, along with peer feedback, each year.



All our subsidiaries support regular assessments and are committed to fostering growth and development for every team member.

Creating safe and inclusive workplaces

A safe working environment is built on several key elements: thoughtful workspace design, adherence to safety regulations, access to protective equipment, and regular safety evaluations.

All our employees are covered by health insurance, and each of our subsidiaries has developed its own policies and initiatives to support well-being, health, safety, and accident prevention.

In Finland, comprehensive policies address Environment, Health, and Safety (EHS) as well as employee well-being. Recent efforts have placed a special focus on psychological health, including regular well-being check-ins. In Sweden, health and safety have long been integrated into the management system, which is certified to international standards. We are now expanding this commitment by aligning with additional standards focused on occupational health and safety. This includes a structured approach to identifying and managing risks, providing employee training, and maintaining rigorous safety protocols. These efforts help foster a culture where safety and well-being are deeply embedded in daily operations. All subsidiaries conduct annual assessments of the work environment and office conditions to identify potential risks and ensure a safe workplace for everyone.

We strive towards a high gender diversity across our organization, and have a balanced representation of women and men in most subsidiaries. This reflects our ongoing commitment to building an inclusive and equitable workplace. While gender distribution varies slightly between countries, we continue to promote diversity at all levels. We are also actively addressing gender pay equity. The pay gap between male and female employees is small, a result of long-term, focused efforts. Still, we recognize that disparities can persist, and we remain committed to continuous improvement in this area.

Equal access to training and development opportunities is a cornerstone of our approach. Regardless of gender, role, or location, every employee is encouraged and supported in their professional growth. While we are proud of the progress made, we know there is always more to do. That's why we regularly review and refine our policies, to better support our people and ensure a workplace where everyone can thrive.

Table 3. Own workforce

	2024	2023
Number of employees (headcount)	185	173
Number of employees (FTE)	157	156
Permanent employees (headcount)	181	168
Temporary employees (headcount)	1	5

Table 4. Health and Safety

	2024	2023
Work-related accident	3	2
Number of fatalities as a result of work-related injuries and work-related ill health	0	0

Table 5. Diversity and talent development

	2024	2023
Gender diversity		
Women (%)	49	53
Men (%)	51	47
Pay gap		
The average pay gap between male and female employees (%)	0,9	0,8
Collective bargaining		
Employees covered by collective bargaining (%)	26	28
Annual training hours per person		
Female (h)	51	32
Male (h)	36	27

Interview with Christer Gustafsson, Director DGE Sweden

Case – Commitment to workplace health & safety

DGE Sweden has taken a significant step in 2024 to strengthen our commitment to occupational health and safety by achieving certification under ISO 45001, the international standard for occupational health and safety management systems. This milestone highlights the company's dedication to providing a safe and sustainable work environment for our employees. It's important that employees are aware of potential risks in their work.

What is ISO 45001?

ISO 45001 is a globally recognized standard designed to help organizations prevent work-related injuries and illnesses while fostering a safe and productive workplace. It is based on a systematic approach to identifying, managing, and continuously improving health and safety risks.

A natural step in the company's growth

"We've always prioritized the well-being of our employees, but ISO 45001 provides us with a structured framework that enhances our efforts," says Director Christer Gustafsson. "It's not just about regulatory compliance, it's about cultivating a culture where safety and health are embedded in our daily operations."

The certification journey

The road to certification began many years ago, when we integrated health and safety into our already

existing management system. Since implementing management systems is one of our services, and also Swedish legislation is quite strong in health and safety, our ways of working already were pretty much up to speed. We have policies and procedures in place to assess workplace risks, both in the office and in the field, we train our staff and supply the necessary protective equipment and also promote and evaluate employee well-being. But it's always good to evaluate and improve one's operations - so we decided to get our system certified to ISO 45001 as well. Several clients have expressed appreciation for DGE Sweden's proactive approach and that we lead by example. "It reinforces our credibility as both an employer and a trusted partner," Christer adds.

Looking ahead

DGE Sweden has integrated ISO 45001 to existing management systems, certified to ISO 9001 (quality) and ISO 14001 (environment) which means we are now certified in all three areas. "We see it as a holistic approach – a sustainable workplace is the foundation for sustainable results," Christer concludes. Going forward, our work will be regularly reviewed by an external auditor to ensure continued compliance, identify opportunities for improvement, and maintain the high standards we have committed to.



Supporting clients in improving their social sustainability

As providers of sustainability services, we play a meaningful role in enhancing the social sustainability performance of our clients. Through our work, we can positively influence not only our clients' operations but also the well-being of people throughout their supply chains. Our business model is built around

delivering tailored sustainability solutions. Social sustainability topics such as working conditions, occupational health and safety, and human rights are integral to many of our projects. We address these issues both strategically and through practical tools like EHS (Environment, Health, and Safety) audits and

follow-ups. We work closely with clients to understand their specific challenges and ambitions. Our team of experts conducts in-depth assessments to identify opportunities for improvement and supports the development of actionable strategies and implementation plans that drive lasting impact.

Our approach centers on seamlessly integrating environmental responsibility and health and safety into company operations, strategy, and culture. This holistic integration not only supports sustainability goals but also leads to increased employee satisfaction.

A discussion with DGE Group's EHS consultants Mats Sigfridsson, Dorte Schmiege Toft and Lauri Niemelä

Case – A nordic approach to audits

Since 2022, DGE employees from Finland, Denmark and Sweden have worked in cooperation to conduct EHS & Social Audits for an European renewable energy developer in Sweden and Finland. With more than 20 separate site visits under their belt, members from DGE Group's Center of Competence for auditing have gathered a wide and unique experience from the practices, approaches and cultures of different EPC contractors.

The scope of these audits has included both very concrete health & safety auditing as well as analysis of information flow and communication within a site. While operational health & safety is absolutely essential for keeping any site running and for keeping people alive and safe, it is not the only aspect affecting the wellbeing of employees and communities alike. Therefore, significant amount of attention has been paid to social and labour compliance, as the organization of labour and issues related to contractor's liability are typically the critical areas in which the biggest risks and most material non-compliances are identified within the construction sector.

"In our experience, the vast majority of contractors act responsibly and keep proper checks and balances to control, that both health & safety as well as social issues are addressed properly and that proper due

diligence mechanisms are in place. We are not on the site to look for problems and quite often we make suggestions to improve an already working site further" says Senior QEHS consultant Mats Sigfridsson from Sweden.

"Often site personnel can be quite scared of us in the beginning of an audit, but when they see that we approach them in a human and respectful way, they tend to relax and share essential information with us, which helps us to improve the overall environmental, safety and social management of the sites. During the first few hours, we try to get to know both the people and the site." adds Danish Senior EHS Consultant Dorte.

After the audits, both the management of the auditing company and site personnel have noted certain similarities in DGE's auditing style. The trademark of DGE is a Nordic approach to social issues and communication. Compliance is not just an item in a checklist. Rather, the most important thing is how the practical management of EHS & Social issues works on any given site and the attitude that these issues are approached with.

"We take labour legislation and safety very seriously, and when necessary we can be also very strict and

direct. However, we always strive to be respectful and treat the personnel as human beings" adds Lauri Niemelä.

The shared practices initiated the creation of a shared DGE EHS & Social auditing standard in the spring of 2025. The standards will keep our approach consistent and ensure that every audit reflects our core values, respect, transparency, and a deep understanding of local realities.





Business conduct

Reputational risk related to ethical business

Our success relies fundamentally on the trust of our clients and stakeholders. Involvement in unethical business practices such as corruption, greenwashing, or violations of laws, would not only pose significant financial risks but could also damage our reputation and erode company culture. To mitigate these risks, we are committed to upholding high standards of responsible business conduct aligned with international requirements. Establishing a strong corporate culture rooted in sound values and ethical behaviour is our primary means of promoting integrity and accountability across all operations.

Code of conduct

On group level we have during the reporting year started writing our first joint Code of Conduct. It hasn't been finalised yet but handles the topics of commitment to environmental stewardship, ethical practices, and professional integrity. The purpose of the Code of Conduct for DGE Group is to set forth the principles and standards that guide the actions of all employees, consultants, and stakeholders. Additionally, each subsidiary has its own value statements or code of conduct. Which the management of each subsidiary is responsible for ensuring that all employees are not

only aware of these principles but also understand how to apply them in their daily work. Our business ethics should be a natural part of the company culture, and each employee is responsible for adhering to the code of conduct.

Quality control

At DGE, quality control and risk management are at the heart of our commitment to delivering excellence. We understand that consistently providing high-quality services is essential not only for meeting our clients' expectations but also for upholding the trust and reputation we've built over time. Our approach to quality is anchored in standardized methodologies and peer reviews. We follow structured, well-defined processes across all consulting engagements. These standardized methods ensure our work is consistent, accurate, and dependable regardless of project size or complexity. Every project undergoes a peer review process. Our consultants work together to validate findings, refine methodologies, and strengthen the quality of our recommendations. This collaborative approach fosters continuous improvement and shared accountability.

Through these practices, we aim to not only meet but exceed the expectations of our clients', delivering insights and solutions they can rely on. The Swedish subsidiary has a management system that is certified to ISO 9001 the international standard for quality management systems, and the laboratory is also certified to SS-EN 17025.

Incident management

Incidents and accidents related to ethical behaviour differs for the subsidiaries and is connected to our code of conduct. While we are not currently subject to legal requirements of a formal whistleblowing mechanism, internal discussions are ongoing to evaluate the potential benefits of implementing such a system. No incidents of unethical behaviour were reported during 2024 and no convictions or fines for violation of anticorruption or anti-bribery laws. There were also no incidents of human rights violation in our own workforce and non that we are aware of in the value chain. The Group and its subsidiaries have not been the subject of any legal actions relating to corruption or bribery since the group was founded.

Interview with Helena Lindh, project manager and expert in carbon footprinting and life cycle assessment, DGE Sweden

Greenwashing vs. Greenhushing

We are always careful to avoid contributing to greenwashing, but we are equally aware of the less-discussed risk of greenhushing. Both can undermine meaningful climate action, and striking the right balance is an important part of our work with carbon calculations.

Can you explain what greenhushing means, and why it's a problem?

Most people are familiar with greenwashing, overstating or misrepresenting environmental performance. Greenhushing is the opposite: companies choose not to communicate their environmental strengths out of fear of being criticised or misunderstood.

This can be just as problematic. If companies don't feel confident talking about environmental actions and products with a lower impact, then how will one know what options to choose? Being silent about real improvements can prevent informed, sustainable choices. In addition, today we desperately need to see others taking action for a more sustainable future. It's a way of giving hope and inspire others, we can do this!

How do you make sure your work avoids contributing to either greenwashing or greenhushing?

No one can be 100% sure to avoid either, that's in the nature of being human, and in the end up to the interpreter. However, we can minimize the risks by the way we approach a project.

Firstly, we always begin by making sure we understand the context of the project. What decisions will this analysis support? Who is the audience? What kind of change could it drive if communicated in the right way? These questions help us guide both the technical approach of the analysis and the communication of the results.

By defining early on what the results should contribute to, we can decide where to focus and how to ensure the data is transparent, useful, and appropriately presented. Whether it's setting boundaries, clarifying assumptions, or supporting clients in how to talk about the results - we aim to avoid both overstatement and understatement. Our role is to provide a solid, credible foundation that enables clients to communicate responsibly and with confidence.





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