

A photograph of a modern, multi-story brick building with large windows and a glass skybridge connecting two sections. In the center, a wide staircase leads up between the buildings. The scene is set in a courtyard with young trees and a clear blue sky. A dark blue and white rectangular graphic is in the top left corner.

# Sustainability in Danica 2025

Danica

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## Foreword

# Security and balance in a changing world

It is about taking responsibility. At Danica, we do this by working to ensure that our customers achieve financial security in retirement and by helping customers and their families to live healthy, balanced lives. We also act responsibly through the investments we make that deliver attractive long-term returns and that also have a positive societal impact. We seek to create lasting value for society and for our customers throughout every stage of life - including in times of uncertainty and challenges.

### Supporting better health

Security is of particular importance in the area of health, where our focus extends beyond the individual to cover the whole family. If a family member is not thriving, this is felt by the parents as well and can result in sick leave. To address this, we intensified our holistic initiatives in 2025 to enable us to support the entire family as early as possible and help restore the family's well-being. This included strengthening our preventive healthcare offering and also engaging with customers sooner and providing more treatment options when

health issues arise. In recent years, we have also expanded our range of healthcare services in the areas of both physical and mental health.

These targeted and enhanced healthcare initiatives have made a substantial difference to customers' daily lives.

For example, we succeeded in helping 17 percent more customers back to work compared to 2023, and the number of long-term absences has decreased by 10 percent in the same period.

### Peace of mind

Life changes happen all the time, and such changes can lead to uncertainty about whether pension savings will be adequate to meet retirement needs. When customers marry, have children, divorce or extend their working lives, we proactively step in to provide advice that can give them peace of mind. We also help customers to ensure that their pension savings meet their expectations.

### 2025 highlights:

- Carbon intensity of investments reduced by approx. 56 percent since 2020.
- Almost DKK 1 billion invested in a green government bond funding the transition to green energy and nature restoration in Denmark.
- Revised defence investment policies and opened for investing in selected defence companies.
- Helped more than 537,000 customers to achieve healthier lives between 2019 and 2025.
- Launched new healthcare solutions offering holistic help for families experiencing poor well-being issues and providing help to deal with screen-related issues.
- Helped more than 600,000 customers become more financially secure between 2019 and 2025.
- A record number of customers can look forward to maintaining their current lifestyle when they leave the labour market.
- Twice as many new female customers than in 2023 chose a high investment risk profile and consequently can look forward to better pension savings.

This has resulted in an increase of more than 30 percent in the number of voluntary extra deposits from customers from 2024 to 2025. At the same time, a record-high proportion of all customers in 2025 are financially able to maintain their current lifestyle when they leave the labour market.

### Attractive returns and sustainable development

Our ability to deliver attractive long-term returns makes an important contribution to our customers' financial security and helps them save for a future worth looking forward to. This commitment is reflected in our investment approach, in which strong returns go hand in hand with supporting sustainable development. Since 2020, our customers have achieved attractive returns while the climate footprint of their investments has been reduced by 50 percent, alongside billions invested

in renewable energy and in companies that advance the green transition.

In this way, investments not only benefit our customers, but they also help to strengthen societal resilience through enhanced supply security, increased competitiveness and job creation.

### Raising the bar

In 2026, we are launching our new sustainability strategy with even higher ambitions. In the area of healthcare, we want to be even more for our customers and their families, where particularly data-driven solutions will be a catalyst to make our preventive initiatives more targeted and to ensure customised treatment programmes that have the greatest possible health impact. Advising customers and providing them with peace of mind about their pension savings will continue to be the core of

our business, but we will also increase our focus on supporting greater financial equality between men and women in relation to their pension savings.

### Investing in societal needs

The world has become more uncertain with more geopolitical tensions. That is why our approach to sustainability must be seen in a broader perspective, where our fundamental aim is to take part in creating more resilient societies. We will focus more on using investments to support growth initiatives and competitiveness, promote the green transition and a strengthened defence and security, all of which are important building blocks for a robust society. At the same time, these are investments that allow us to contribute to societal needs while generating attractive and responsible returns for our customers.



**Mads Kaagaard**  
Chief Executive Officer in Danica

# Sustainability targets

Our sustainability strategy for the period 2019-2025 focused on three strategic themes and related targets. Since the launch of the strategy, we have added carbon reduction targets for investments in seven sectors as well as for real estate investments. We also defined engagement targets in relation to biodiversity.

## Customer value with positive societal impact

Our targets and actions were designed so that, on their own and together, they help us create as much value as possible for our customers and for wider society. Whether it is financial advice, pension investments or health solutions, our customers' lives and real needs are always at the centre. We have worked with this perspective in a way that ensures the benefit to each customer also has a positive effect for society.

In 2026, we are embarking on a new sustainability strategy that will run until 2030, as described on page 19.



# Promoting the green transition

At Danica, our investment approach is based on our conviction that the green transition and attractive returns can go hand in hand. We believe that companies that embrace the transition are those that can generate attractive long-term returns to our customers. Consequently, our long-term goal is to achieve carbon-neutral investments by 2050 in alignment with the Paris Agreement.

This focus has enabled us to reduce the carbon intensity of our equity and credit bond investments by approx. 56 percent since 2020 for scope 1 and 2 emissions. The carbon intensity of our real estate investments has also been reduced by 40 percent since 2019. We are particularly proud of these improvements because we have been able to deliver strong and responsible returns for our customers over the same period.

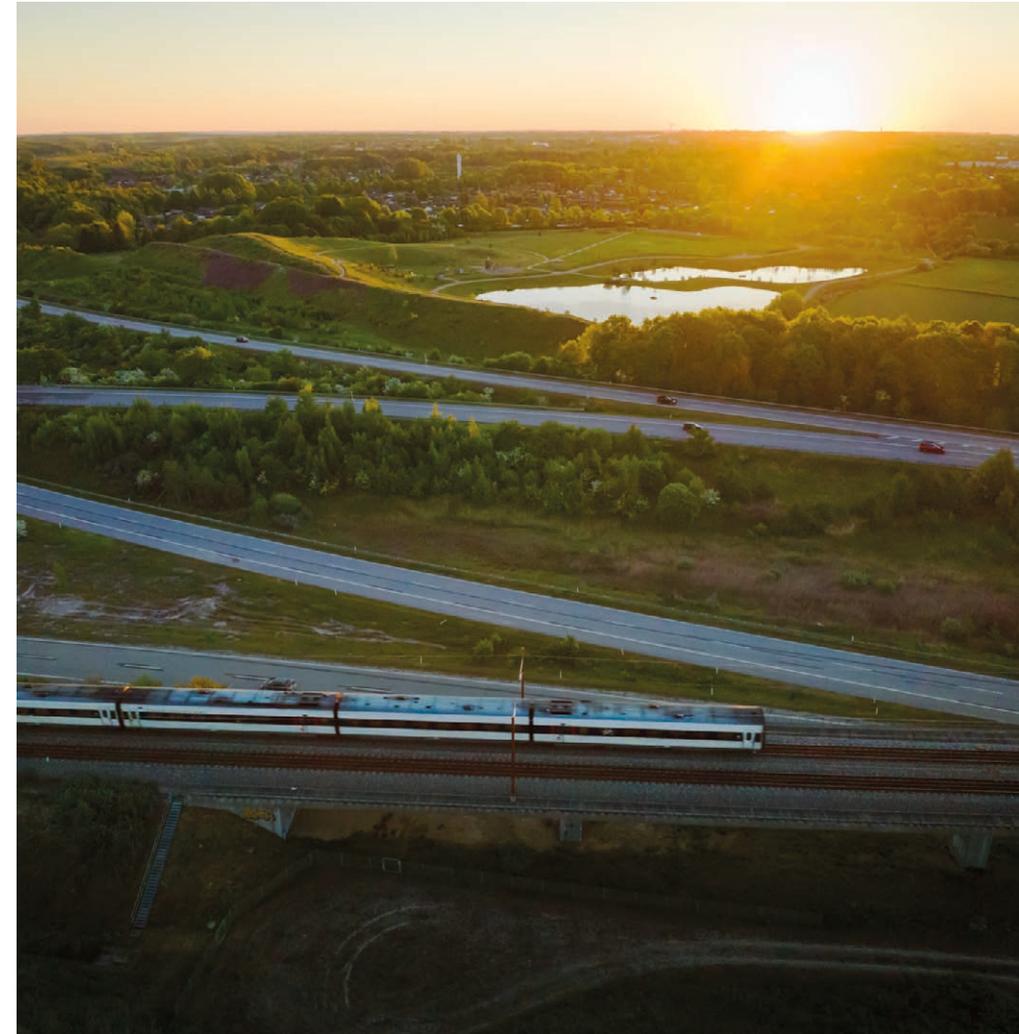
## Increasing investments in the green transition

We are well on the way to investing DKK 100 billion by 2030 in companies and projects that promote the green transition. Despite challenges related to the climate agenda, we succeeded in

increasing investments in the green transition by DKK 9 billion to a total of DKK 66.4 billion. This includes investments in wind farms and solar farms and companies involved in producing and distributing renewable energy. This also covers investment in companies whose products help other industries, such as the food and transportation industries, to reduce their climate impact. See the reporting principles for a definition of investments in the green transition.

### Investing in Denmark's transition

In 2025, we invested almost DKK 1 billion in a new, green Danish government bond. The money from the bond is earmarked to finance projects such as the transition of Denmark's energy supply, more sustainable transportation and nature restoration. It was the third time we invested in a Danish green bond.



### Reducing emissions for seven carbon-intensive sectors

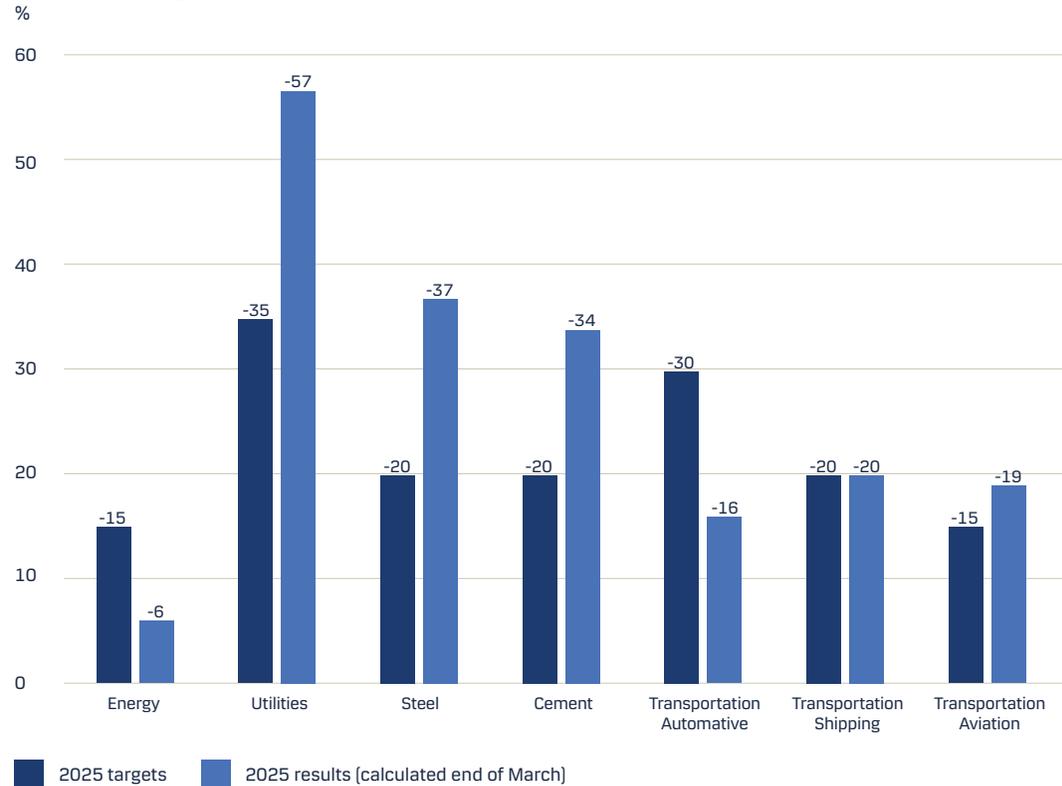
We are actively working to reduce emissions from our investments, and since 2021 we have focused on investments in seven of the most carbon-intensive sectors. Our target was to reduce emissions by between 15 percent and 35 percent by 2025, and although the transition of the global economy has been faced with numerous drawbacks, we have successfully met five out of seven targets. The reduction targets for steel, utilities and cement were exceeded significantly, and this positive result combined with our general climate focus contributed towards the overall achievement of an approx. 56 percent reduction in carbon intensity emissions.

The result also demonstrates how challenging it is to precisely predict how sectors and technologies will develop. However, through active and structured management of our investments, we navigated through difficult conditions and achieved a satisfactory result. Further information can be found [here](#) (in Danish).

### Reduced the climate impact of real estate investments

As one of Denmark's largest real estate investors, we want to contribute towards improving cities

### Reduction of CO<sub>2</sub> in seven sectors



The carbon intensity of investments has been calculated against a 2019 baseline.



*We are generally satisfied with the results of our sector targets – not least in light of societal developments and economic challenges. Remaining mindful of the fact that our primary responsibility is to generate the highest possible returns for our customers, we have not only succeeded in reallocating our investments to reduce carbon emissions as much as possible, but we have also supported the transition of companies through our active ownership activities.*



**Dorte Eckhoff**  
Head of Sustainability in Danica

and to bring life to the districts where we have properties. As part of this ambition, we are working to minimise the carbon impact of our Danish real estate investments. By 2025, we had reduced CO<sub>2</sub> intensity by 40 percent, which meets our 2025 target of a 37 percentage reduction from 2019 levels. The next milestone target is a 69 per cent reduction by 2030.

In 2025, our climate actions included:

- Ongoing optimisation of energy consumption and investments in energy renovations, such as replacing windows and retrofitting insulation.
- Conclusion of another power purchase agreement for a solar farm in Denmark, which contributes to financing an increased capacity of renewable energy in Denmark and stable and predictably priced power for Danica's real estate portfolio.
- Seven certified properties in the portfolio. In total, 36 properties are certified.

**Paris-aligned investments**

We have signed up to the Science Based Targets

initiative (SBTi) as part of our ambition to align our investments with the Paris Agreement goal of limiting global temperature rise to 1.5 degrees. We have set the following 2030 targets that align with our 2050 ambition of having net-zero investments in line with the Paris Agreement:

- Equity and corporate bond investments must have a temperature rating of 2.0°C by 2030 (scope 1 and 2 emissions), relative to 2.5°C in 2020
- Equity and corporate bond investments must have a temperature rating of 2.2°C by 2030 (scope 1, 2 and 3 emissions), relative to 2.8°C in 2020

From 2024 to 2025 there was a decrease from 2.43 degrees to 2.26 degrees (scope 1 and 2), while it was at the same level in 2025 as in 2024 with 2.79 degrees and 2.72 degrees respectively (scope 1, 2 and 3). Developments underline a continued need for more ambitious climate plans among portfolio companies, and a need for more of these companies to report on their climate plans to enable us to calculate the temperature rating of the investment portfolio more accurately.

**Climate reporting – real estate**

	Metric	2025	2024	2023
<b>Carbon emissions (location-based)</b>				
Carbon emissions - scope 1	Tonnes	0	0	0
Carbon emissions - scope 2	Tonnes	6	6	3
Carbon emissions - scope 3	Tonnes	4,888	5,820	5,622
Carbon emissions - scope 1,2 & 3	Tonnes	4,894	5,826	5,625
<b>Carbon intensity*</b>				
Carbon intensity - scope 1,2 & 3	kgCO <sub>2</sub> e/m <sup>2</sup>	6.6	7.2	7.3
<b>Certified properties**</b>				
Share of real estate portfolio***	Percentage	52.2	50.3	27.2

\* 2019 baseline: 11 kg CO<sub>2</sub>e/m<sup>2</sup> for scope 1, 2 & 3.  
 \*\* The certifications are generally DGBN, LEED and BREEAM.  
 \*\*\* The share of certified properties in the entire Danish property portfolio based on value (from 2025, properties held for sale with certification are not included in the calculation.)

**Promoting transition through active ownership**

On behalf of our customers, we seek to influence and support the transition in companies we invest their pension savings in. We do this by engaging with the companies, by voting at their general meetings and by collaborating with other investors through initiatives such as Climate Action 100+. In 2025, energy transition and climate neutrality were again among the topics most discussed, and we voted on 81 climate-related proposals at the general meetings of 69 companies. See our active ownership reports [here](#).

**Introducing stricter requirements for fossil fuel companies**

We have a number of climate-related restrictions in place for companies that are involved in thermal coal and tar sands, for example, or that otherwise engage in significant climate-damaging activities and practices. These restrictions help to protect customers' investment returns and reduce the negative climate impact of investments.

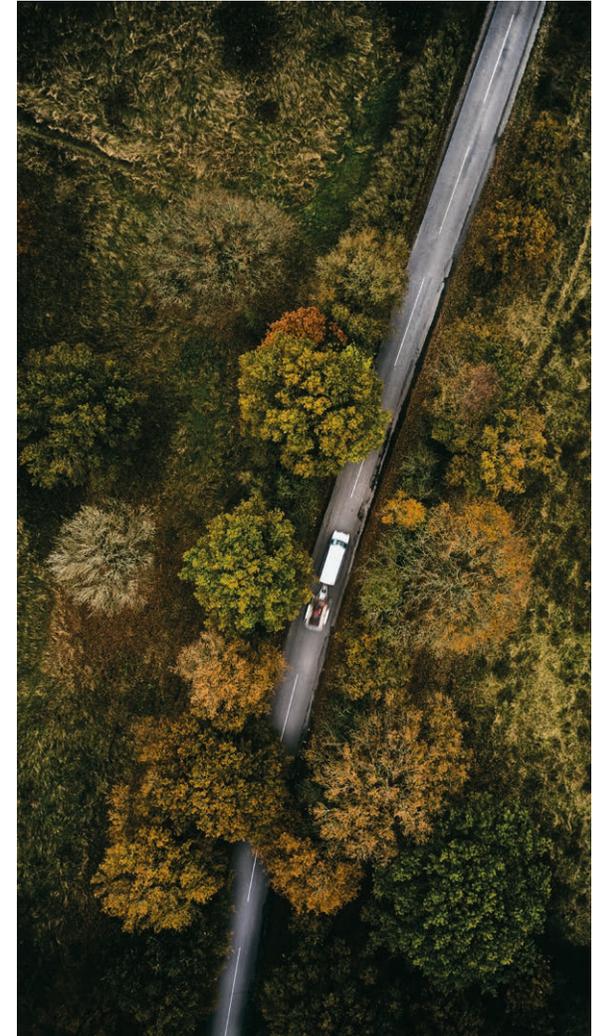
In 2025, we implemented a new data-driven method that allows us to select companies in the fossil fuel sector that are already on – or progressing towards – a net-zero transition pathway. On the basis of our [Net-Zero Pathway Framework](#), we assess the transition plans of fossil fuel companies according to a number of parameters, such as management quality, carbon emissions, climate targets, renewable energy production and fossil fuel expansion plans. On this basis, we excluded some 1,700 fossil fuel companies in 2025 and divested relevant investments. Our overall investment portfolio remains robust, although in future we will be more selective in our fossil fuel investments, and we will continue to have fossil fuel-related investments as long as they meet our requirements and are attractive investment cases. Companies are assessed on an ongoing basis and may be included in or excluded from our investment portfolio depending on the progress of their transition plans.

See excluded investments [here](#).

**Reducing emissions from our own operations**

We are also working to reduce the climate footprint of our own operations. The goal is to reduce CO<sub>2</sub>e emissions by a minimum of 50 percent by 2030 relative to 2019\* levels measured on scope 1, 2 (market-based) and 3. At year end 2025, we are ahead of the target as these emissions had been reduced by 53 percent.

This has been done partly because our move into new and more energy efficient headquarters was fully phased in in 2025, and our emissions from business-related travels by aircraft have decreased by 50 percent since 2024, especially because we fly less and changed calculation methods for aircraft-related emissions. We have offset own operations-related scope 1 and 2 emissions since 2009.



\* Updated 2019 baseline due to removed employee commuting [reported as working from home emissions].

## Climate reporting - equities and credit bonds

	Metric	2025	2024	2023
Carbon emissions - scope 1	Tonnes	615,139	619,060	765,983
Carbon emissions - scope 2	Tonnes	186,743	184,169	174,373
Carbon emissions - scope 1 & 2	Tonnes	801,882	803,230	940,336
Carbon emissions - scope 3 (PCAF score 1 & 2)*	Tonnes	10,227,106	5,965,600	7,986,349
Carbon emissions - scope 1, 2 & 3	Tonnes	11,028,988	6,768,829	8,926,705
Carbon footprint - scope 1 & 2	Tonnes/mDKK 1 invested	2	2	3
Carbon footprint - scope 1, 2 & 3	Tonnes/ mDKK 1 invested	33	35	33
Carbon footprint - scope 1 & 2	Tonnes/ mDKK 1 in portfolio company revenue	6.5	6.5	8.5

\*From 2024 to 2025, reported carbon data from portfolio companies has increased significantly, which is included in scope 3 data that complies with PCAF scores 1 & 2. Due to this development, Danica's scope 3 CO<sub>2</sub> emissions significantly increase. This provides a more accurate picture of the emissions associated with the investment portfolio as data improve.

## Climate reporting - Danica's own emissions

	Metric	2025	2024	2023
Carbon emissions equivalent - scope 1	Tonnes	1	2	1
Carbon emissions equivalent - scope 2 (location-based)	Tonnes	66	112	161
Carbon emissions equivalent - scope 2 (market-based)	Tonnes	26	56	61
Carbon emissions equivalent - scope 3	Tonnes	350	502	478
- Paper consumption	Tonnes	0.5*	1	1
- Transport by air and road	Tonnes	350	501	477
Carbon emissions equivalent - scope 1, 2 & 3 (location-based)	Tonnes	417	616	640
Carbon emissions equivalent - scope 1, 2 & 3 (market-based)	Tonnes	377	560	540

\*Rounded to 0.5.

# First steps on progress for nature

Because the companies we invest in use resources from ecosystems to produce goods, having biodiverse and healthy ecosystems is fundamental to their prosperity. We therefore have a focus on how companies manage their dependencies on biodiversity and how they seek to minimise their negative impacts.

Biodiversity is a complex and immature area, which is reflected in the fact that our biodiversity efforts are still in their initial stages. Over the coming years, we will expand our efforts as more biodiversity-related data and tools become available.

## Change through engagement

Our 2025 target was to engage with 30 companies about biodiversity in order to gain greater insight into the companies' strategies and help them strengthen their biodiversity-related efforts. The companies were primarily involved in forest and water-related activities. We met our target, and the companies also improved in general, according to the Danske Bank Group's Biodiversity Management Quality Framework, which assesses companies on a scale from zero to four based on 19 criteria, with level four being for companies that are furthest ahead in this area.

In 2023, about 40 percent of companies were at level two or below and 60 percent were at level three, for example having defined individual targets to minimise their biodiversity impact or report on their dependencies or impacts on biodiversity. In 2025, a total of 90 percent of companies were at level three. A few companies are also beginning to comply with level four criteria, for example reporting on impacts and dependencies throughout the value chain or having set specific biodiversity targets.

We have also joined a number of biodiversity initiatives such as Finance for Biodiversity Pledge, Nature Action 100 and FAIRR, and we collaborate with other investors to encourage companies to improve their biodiversity performance.

## Better urban nature enhances well-being

As a real estate investor, we want to help bring life to the built environment and contribute to creating communities where people thrive and enjoy life. This approach helps create attractive properties that people want to live and work in, and it enables us to deliver competitive returns for our customers. The biodiversity strategy for our real estate investments focuses on creating social and

## CASE - NOVO NORDISK

Novo Nordisk is one of the companies with which Danica has for many years maintained a constructive and positive dialogue about the company's biodiversity strategy. Danica has emphasised the importance of the value chain and how it relates to biodiversity in the locations from which Novo Nordisk obtains its resources.

In 2025, Novo Nordisk set its first biodiversity targets, which include an ambition to become 'nature positive' by 2045 and to curb the value chain's contribution to biodiversity loss by 2033. The company has also announced separate ambitions in areas such as land use, water resources and nature restoration, which marks a positive step on Novo Nordisk's biodiversity strategy path.

health benefits for residents and local communities through nature-enhancing projects on property sites (on-site biodiversity).

Our goal is to launch three to five nature-enhancing projects, designed in collaboration with biologists and landscape architects, each year. Before we embark on projects, we take baseline measurements of the state of an area's nature, and the improvements made can be measured and documented against this baseline. We do this using the 'Bynatur.app' approach, which provides an UrbanBioScore based on a number of parameters such as the diversity of flora and fauna, the number of native species and the quality, type and variety of the area. Three projects were launched in 2025.

Over the coming period, we will focus on the impact that building materials have on biodiversity, for example through the processing, production and extraction of materials used as building materials (off-site biodiversity). Our focus will be on responsible resource use. We will explore the possibility of requiring contractors and subcontractors to responsibly source selected materials that have a significant negative biodiversity and climate impact.

**Biodiversity exclusions**

We exclude a number of companies that have a negative impact on biodiversity. For example, we have excluded companies that use materials from endangered species in pharmaceutical products, are involved in the deforestation of the Amazon rainforest or have activities that have a negative impact on particularly biodiversity-sensitive areas.

See excluded investments [here](#).



# Well-run companies with social responsibility

Our goal is to promote good governance practices and proper social aspects in the companies we invest in because this is important to ensure that these companies are well managed and can offer attractive long-term returns for our customers. This encompasses everything from diversity, gender equality and inclusion, working conditions, anti-corruption, compliance with human rights to remuneration of the companies' executive management.

## Diversity on boards

Because board diversity is an important factor for ensuring a sound business in which different perspectives and experience help strengthen the company, diversity on the boards of directors of the companies we invest in is another area in our focus. One example is in relation to gender, where we strive to ensure that at least one third of the board of directors consists of women/the under-represented gender in companies in developing countries.

This has resulted in our decisions not to support the election of more than 300 board members in more than 200 companies at 2025 annual general meetings due to a lack of gender diversity on these company's boards of directors. This often proved challenging at American and Asian companies, where we see room for improved diversity.

## Inclusion is a competitive parameter

Diversity and inclusion must also be practised across the whole company because a diverse and inclusive workplace positions companies strongly when it comes to recruiting qualified employees and fostering innovation. For these reasons, we discussed social aspects with more

than 20 companies in 2025, when we also opposed the board of directors at Deere & Company's annual general meeting. We supported an independent investigation into this company's anti-discrimination processes in order to help the company improve its practices for preventing discrimination.

In 2025, we also continued to vote against so-called anti-ESG proposals, which in particular are put forward at the annual general meetings of US companies. Anti-ESG proposals are proposals that typically want to reverse a company's sustainability activities, including those related to social aspects. Among other things, we voted against proposals to close down diversity and inclusion programmes at Caterpillar, Costco and Apple.

## Better protection on social platforms

American tech companies such as Meta and Alphabet have a responsibility to ensure that their platforms cannot be used to spread racism, hate speech, false information and discriminatory content or inappropriate content to children. Meta and Alphabet operate the social media platforms Facebook, Instagram, Messenger, Google and YouTube, and we do not believe that these two companies are sufficiently responsible or transparent about their practices to monitor and block unwanted content.

Consequently, we again in 2025 supported proposals at their annual general meetings that called for increased insight into their systems in this area. Greater transparency can be a way to influence such companies to act more responsibly and are a lever for more action.

## Excluded companies

We have excluded and do not invest in approximately 500 companies that have poor governance practices or that are involved in activities considered unacceptable in relation to international norms, such as those defined by the UN. Exclusion of a company from our investment portfolios can be due to environmental pollution, climate impact, lack of processes for ensuring proper working conditions, corruption, human rights violations and violations of the rights of indigenous people.

In 2025, several mining companies were excluded for various reasons, including unacceptable working conditions, cases of forced labour and the displacement of indigenous people.

# Healthier lives

We strive to improve the health of our customers and their families. As well as helping them to prevent illness, we also step in when they fall ill or have been injured and need treatment and financial support during a difficult period. The target we set was to help at least 400,000 personal and business customers improve their health from 2019 to 2025, and with approximately 537,000 customers having used our healthcare offers, we therefore surpassed our target.

## More customers returning to work

We focus on helping customers return to work from sick leave with tailored programmes to the individual customer, where a single point of contact coordinates health solutions, such as physiotherapist, psychologist, rehabilitation and job coaching. This is part of a generally intensified effort in the healthcare area, where we have both increased the number of preventive measures and are also engaging with customers earlier to support them through all phases of a treatment programme, which enables customers to make better use of our healthcare solutions in both the early and later stages of treatment.

Moreover, we now offer customers a larger number of treatments and access to a wider range of both physical and mental healthcare solutions. For example, this has led to a 17 percent increase in customers returning to the workforce compared

with 2023 and a 10 percent decrease in long-term absences in the same period.

Overall, this makes a difference to individual customers and their families while also helping to reduce absence due to illness, which benefits companies and eases pressure on the healthcare system.

## Unsurpassed use of healthcare solutions

This positive trend was in part driven by our focus on proactively communicating how we can help customers and their families. This contributed to an unsurpassed use of our healthcare offers. Through our Health Package, our customers have quick and easy online access to help and advice from a doctor, psychologist, dietitian, coach and family adviser to help them address problems or concerns before they escalate. The total number of consultations rose from 48,400 in 2024 to a record 54,600 in 2025. In particular, consultations related to mental well-being surged by 17 percent from 2024 to 2025.

Customers have also used our health insurance significantly more in recent years. This product gives customers quick access to treatment by, for example, a psychologist, physiotherapist or chiropractor as well as access to treatment at private hospitals. Here, too, the use of services related to mental health, such as psychologists and

psychiatrists saw a significant increase of 18.3 percent from 2024 to 2025.

## Holistic healthcare services

Absence due to illness and health problems do not only occur as a result of work-related issues.

Poor mental well-being in the family affects parents and can also lead to absence due to illness. For this reason, we take a holistic approach and provide help and advice – regardless of whether the health issue is related to work or family.

## Alliance for better prevention efforts in Denmark

We have founded Forebyggelsesalliancen for fremtidens sundhed ('The Prevention Alliance for the Public Health Service of the Future') in order to put prevention on the political agenda and promote a healthier population in Denmark. With the alliance, Danica and some 30 other organisations have together launched an ambitious plan for prevention efforts in Denmark with a catalogue of binding national targets and specific healthcare initiatives. Since the launch of this initiative, the Danish parliament has resolved to introduce a Danish Public Health Act with binding municipal prevention targets. On this basis, together with the alliance, we have presented proposals on how local councils can improve public health in their municipalities, and we will continue to work towards establishing binding targets at a national level, as well.

To help achieve this, we and the alliance have held political events such as Forebyggelsesdagen ('Prevention Day'), which focused on the potential of preventive healthcare at the municipal level. Other initiatives include Det Forebyggelsespolitiske Topmøde (the 'Prevention Policy Summit') and roundtable discussions with political party spokespersons on healthcare policy to promote health initiatives in Denmark.



This is one of the reasons why we added Familieindsats as an integral part of our Step Care approach in 2025. We offer families a holistic package of help if, for example, a child is suffering from poor mental well-being. For example, we can provide counselling sessions with a psychologist and general advice, or an intensified programme involving multiple healthcare professionals. Also, more and more customers have used our offer of online family counselling, which provides support and tools to handle family issues. In 2025, we decided to make online family counselling a permanent part of the Danica Health Package from 2026, and we also decided to increase the number of consultations available to customers.

Screens are increasingly becoming a source of poor well-being in families, and a growing number of customers are seeking our advice on how to deal with screen-related issues - especially in relation to children. In 2025, we therefore intensified our counselling to help parents promote healthy screen habits and a better digital balance between screen time and offline activities. Via netpension and Mobilpension, customers can now quickly and easily book an appointment with a family counselor with expert knowledge in the field.

Fortunately, many people in Denmark survive cancer. However, after completing cancer treatment,

these individuals may find themselves in a physical and mental vacuum, and this is something that we at Danica want to help remedy. In 2025, we launched our 'Life after cancer' offer, which consists of a wide range of counselling services to help customers move forward with their lives, including professional help about eating healthy and helping to get the body back in balance, alongside financial planning and help with processing difficult emotions related to a cancer diagnosis.

**🕒 Prevention through good leadership**

Good leadership is an important factor in preventing poor well-being and stress in the workplace, and in 2025 we developed the Manager's Toolbox in collaboration with business psychologists. The toolbox is designed to support managers with our business customers in how to thrive themselves and to help them create well-being and job satisfaction among employees through their personal leadership. Among other things, this initiative makes available tools for creating more balance in everyday life, leading employees safely through changes, working with biases and promoting mental security in general.



# Financial security in retirement

The main focus of our advisory services is to ensure that our customers can have financially secure retirement. On a daily basis, we help our customers to get an overview of their pensions and save enough to ensure that they can live the life they want when they retire. Through in-person advisory meetings or via digital tools, such as Pension Check or Pension Start, we focus on enhancing the financial security of our customers. From 2019 to 2025, our target was to improve the financial security of at least 500,000 personal and business customers, and we met this target, having helped more than 600,000 customers.

## Savings adapted to customer needs

An important part of our advisory services is to be proactive and help customers when their circumstances change. Whether customers are in the middle of their working life, are approaching retirement or changing jobs, we inform them how this affects their pension savings. An important point that many customers need to be aware of is that the state pension age is being gradually adjusted, which became a reality for some customers in 2025. For this group, we focused on helping them gain an overview of the consequences of this and the options they have to ensure that their savings match their needs.



At the same time, a growing number of Danes are continuing to work beyond their state pension age, which is positive for both the individual and society. Ensuring that this group makes the most of their extra time in the labour market is a central element of our advisory services. The same applies when we advise customers about the benefits of saving up extra to their pension schemes. Customers have taken this advice to heart, and we experienced an increase of more than 30 percent in the number of voluntary extra deposits from customers from 2024 to 2025.

**Pension equality**

Today, many women have lower levels of pension savings than men. This is typically due to women having lower wages and taking more maternity leave, retiring from the labour market earlier and to a greater extent working part-time. This places greater demands on their pension savings, and we are therefore focused on helping women gain an overview of their pension and showing them how they can optimise their savings to avoid unpleasant surprises.

Women are also beginning to choose higher levels of investment risk, which contributes to higher expected investment returns and, in turn, growing pension savings. In 2023, only 12 percent of new

female customers chose a high risk profile, but in 2025 this figure had doubled to 24 percent. Another focus area is to raise awareness of the financial consequences of divorce, which often leaves women financially worse off than men. In future, we will proactively contact customers who are getting married and encourage them to talk about how their pension assets are to be divided in the event of a divorce.



**A record number of customers can look forward to a financially secure retirement**

Over a number of years, our customers have increased their pension contributions, and as a result, 73.2 percent of customers in 2025 can look forward to a life in retirement with the same living standard as before they left the labour market. This means that they as a minimum follow our recommendation that their total savings should correspond to 80 percent of their salary income. It is an increase from 2023, where 70.3 percent saved up in accordance with our recommendation.



*It is a positive trend that more women are choosing higher levels of risk for their pension investments, and it may be an indication that women are now focusing more on their pension. This is a step towards greater pension equality between men and women, and it means that more women can look forward to larger savings and greater financial security in their retirement.*



**Mads Moberg**  
Senior Economist  
in Danica

# Engaged employees

At Danica, we see our employees as our most important resource and the key to creating value for our customers. We strive to have a high level of employee engagement and to be an inclusive workplace with a healthy working environment and mental security.

Our target is an overall employee engagement score of at least 80 out of 100 by 2028. In the second half of 2025, the score was 79 out of 100 with a response rate of 95, which is higher than that of our peers in the Nordic region. The annual satisfaction survey by the Wilke research institute confirmed this positive perception. In 2025 it once again showed that Danica has the most satisfied employees in the Danish pension sector. We are proud of this, as it also helps us recruit talented employees in the future.

- In 2025, we launched a pilot project for employees who experience unacceptable customer behaviour. We offer these employees emergency assistance and tools to protect their everyday well-being and the mental working environment.
- We offer ongoing training and workshops for managers to make them even better at promoting mental security through

inclusive language, body language and confidence-building behaviour.

- Employees have access to professional help to manage stress via Danica's Health Package or Health Insurance. They can also join employee stress networks with other colleagues.
- Employees have the opportunity to do volunteer work during working hours three days a year. In 2025, the organisations that benefited from this initiative included Animal Protection, The Red Cross, the Danish Multiple Sclerosis Society and the Child Accident Prevention Foundation.
- We offer flexible working conditions with the option of working from home.

### Gender distribution

We focus on promoting diversity and inclusion across the business, with a special focus at management level. Our target is for 45 percent of all members of the wider management level to be women by 2030, with 48 percent in 2025. For our Board of Directors, the target is for 40 percent of its members to be women by 2030. In 2025, 40 percent of the members elected by the general meeting were women.

### Number of employees

Gender	Number of employees (headcount)
Men	496
Women	534
Other	0
Not reported	0
Total number of employees	1,030

### Employee turnover

Number of employees who left Danica in 2025	37
Employee turnover	3.75%

### Gender pay gap\*

	2025	2024	2023
Gender pay gap between men and women (percentage)	24.6	26.2	25.9

*\*We strive to ensure equal pay for comparable job functions, taking into account experience, performance, skills, responsibilities, etc. On average, men have higher salaries than women, which is due to men being more likely to be employed in higher-paid job functions than those with a predominance of women.*



*We actively work to promote mental security in the workplace and to create a working environment in which employees feel comfortable sharing ideas, asking questions and talking openly about mistakes without fear of repercussions. We find that when we focus on mental security we see results in the form of increased well-being, improved job satisfaction and stronger teamwork.*



**Charlotte Thorsen**  
Head of HR in Danica

# Towards new sustainable horizons

In 2026, we embarked on a new sustainability strategy for the period until 2030. The strategy builds upon our ambition to make a difference to our customers' financial security and health and to contribute to more resilient societies. This is guided by our strategic ambition to support a life in balance in which we have set new targets towards 2030.

The milestones we are aiming for are to deliver responsible, attractive long-term returns and to offer our customers relevant healthcare solutions. To achieve this requires that Danica remains a robust and resilient business so that we are in a strong position to help customers in the future and make a positive contribution to society. Danica also has an impact on society, and our ambition is to minimise our negative impacts and maximise our positive footprint.

## Danica's sustainability strategy towards 2030

### Strategic ambition

We support a life in balance

### Our strategic ambition

Create lasting value for our customers, business and society



Provide our customers with responsible and attractive long-term returns



Ensure a robust and resilient pension and health company



Manage our societal impact through our investments and operations

### Our prioritised sustainability agendas

Customer impact

**Financial well-being**  
Enhancing the financial well-being of our customers

**Health**  
Focusing on disease prevention and a healthier life

Human rights and resilience

**Human rights**  
Supporting the protection of human rights

**Growth & security**  
Fostering growth and enhancing security in society

Climate & environment

**Green transition**  
Supporting the transition towards Net Zero

**Nature & biodiversity**  
Supporting the protection of nature and ecosystems

## Our targets and ambitions towards 2030

### Financial well-being

- Helping 500,000 personal and business customers to enhance their financial well-being.
- Advisory services promoting greater financial equality in life events such as divorce, parental leave and reduced working hours.

### Human rights

- Strengthening investment screening processes to identify human rights challenges.
- 40 percent women on Danica's Board of Directors.
- 45 percent women in management positions.
- Employee Inclusion score of at least 84.

### Green transition

- Investing DKK 100 billion in the green transition.
- Reducing carbon intensity for equities and corporate bonds by 60 percent for scope 1 and 2 emissions relative to 2020.
- Reducing carbon intensity for Danish real estate investments by 69 percent relative to 2019.
- Improving climate stress testing of the investment portfolio.
- Obtaining approval of 2030 temperature targets from the Science Based Targets initiative.
- Supporting investor climate initiatives such as Climate Action 100+ and the Net-Zero Asset Owner Alliance.
- Reducing carbon emissions from own operations for scope 1, 2 and 3 emissions by 50 percent relative to 2019.

### Health

- Helping 400,000 customers to healthier lives, focusing on disease prevention.
- Holistic and proactive support combined with easily accessible digital healthcare solutions and treatment tailored to customers' needs.
- Strengthening prevention efforts in society and contributing to a healthier Danish population through the Prevention Alliance.

### Growth and security

- Supporting growth initiatives through investment (particularly in Europe and the Nordic Region).
- Investing in the ecosystem of companies with activities in security-related areas (defence industry, cyber security, critical infrastructure, AI technologies, information security, etc.)
- Supporting and contributing to the Financial Defence and Preparedness Partnership between Finance Denmark and F&P.
- Strengthening cyber security in Danica's business.

### Nature and biodiversity

- Engaging with 30 portfolio companies with a focus on pollution and water.
- Overall, the plots of the Danish real estate portfolio are to be 'nature positive' relative to 2024, and three to five nature-enhancing projects are to be initiated per year.
- Supporting investor initiatives such as Nature Action 100, Finance for Biodiversity Pledge and Investor Policy Dialogue on Deforestation.
- Further developing models to assess and measure the impact and dependencies of the investment portfolio on biodiversity and exploring opportunities for nature-positive investments.

# Organisation and risks

Sustainability is embedded in the responsibilities and decision-making of Danica's Board of Directors and Executive Board. Sustainability initiatives are implemented by the relevant departments of Danica and in collaboration with Danske Bank.

## Board composition

In 2025, Danica's Board of Directors had nine members: five elected by the AGM, three elected by the employees and one independent member. One of the five AGM-elected board members is independent, and three of the nine board members are women, equalling 33% female representation.

## Integration of sustainability in incentive schemes

Sustainability-related KPIs are an integral part of the incentive scheme for the Executive Board and made up 10 percent of the scheme in 2025.

## Risk management

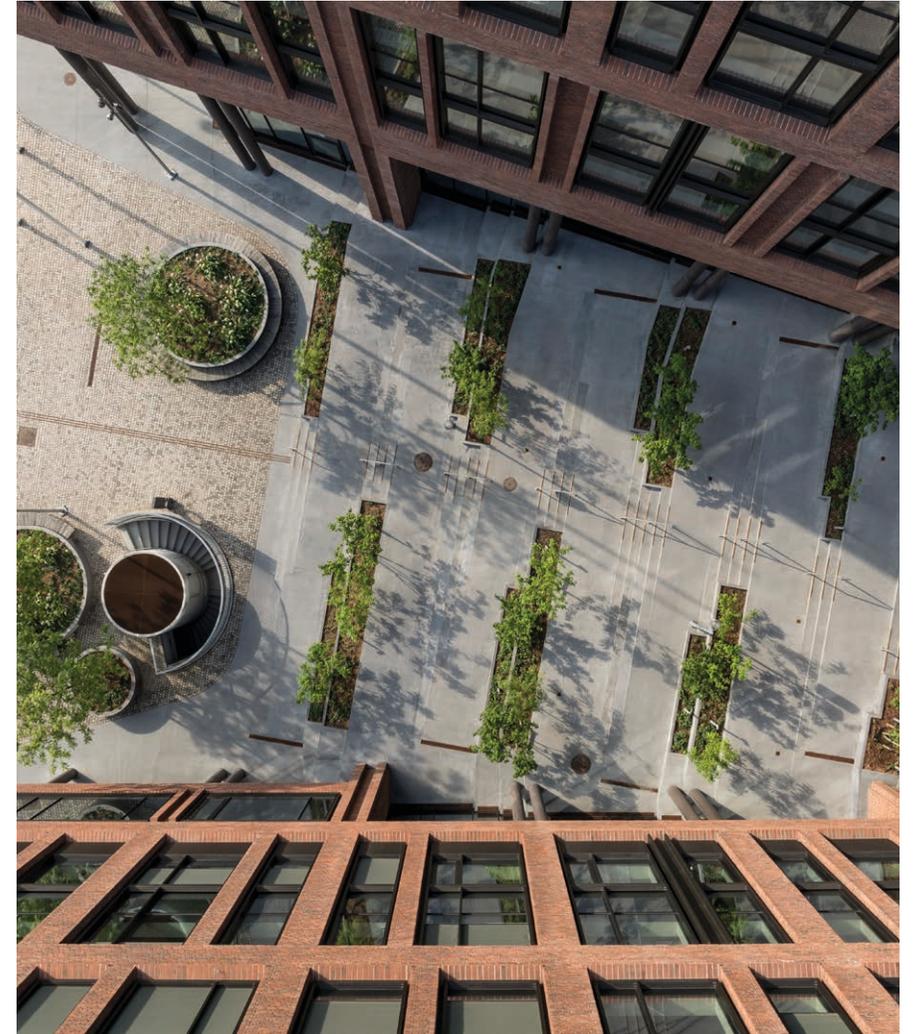
Sustainability is a transverse risk parameter and an integral part of our overall risk management frameworks. Sustainability risk is managed in

accordance with the principles of our three-lines-of-defence model with a goal to protect the investment portfolio and generate attractive, long-term, risk-adjusted returns for our customers. The annual ORSA reporting to the Board of Directors ensures the Board's involvement in the management of sustainability-related impacts, risks and opportunities.

The risk management department has overall responsibility for monitoring sustainability risks related to investments, and the compliance department is responsible for monitoring and supervising sustainability-related compliance risks including greenwashing.

## Sustainability risks

In 2025, climate-related physical and transitions risks were significant risk factors that could potentially affect the value of customers' pension savings. The same applied to biodiversity loss, which can also have a potential negative impact on investment portfolios. In addition, there were significant risks related to reputational and regulatory matters, including greenwashing.



# Reporting principles

## Promoting the green transition and First steps on progress for nature

Various data sources and tools are used to calculate and estimate climate and biodiversity-related aspects for the investment portfolio. The methodologies and tools follow industry-wide standards and comply with the guidelines of relevant organisations such as TCFD, PCAF, NZAOA and SBTi as well as guidance by Finance Denmark. Carbon data and calculation models are regularly reviewed by our data providers. Reported carbon data include listed equities, corporate bonds and mortgage bonds in the investment products Danica Balance, Danica Traditionel, Danica Link and Tidspension.

### Carbon emissions and footprint

CO<sub>2</sub>e emissions from Danica's investment portfolio are determined by calculating Danica's ownership share of the underlying companies'/issuers' scope 1, 2 and 3 emissions. Weighted average carbon intensity (WACI) is calculated on the basis of a company's/issuer's emissions in relation to per million DKK in revenues. The carbon footprint expresses the total CO<sub>2</sub>e emissions of the investment portfolio per million DKK invested. ISS ESG's online climate analytics tool is used along with data from ISS (comprising data reported directly by companies and data modelled and estimated

by ISS). To assess the quality of data from ISS, Danica uses the PCAF standard, which indicates whether data were reported by companies themselves and to what extent data are estimated. The Danske Bank Group only reports on scope 3 data from investments in companies with a PCAF data quality score of 1 or 2, which indicates that the companies themselves report carbon data with only a limited degree of estimation.

### Temperature rating targets

Temperature ratings are calculated using the CDP and WWF methodology and data, under which each individual portfolio company is assigned a temperature rating. The overall temperature rating of Danica's investment portfolio is determined by calculating Danica's ownership share of the underlying companies' temperature ratings. This enables calculation of the temperature rise associated with portfolio companies' climate targets and actions. Temperature ratings are subject to uncertainty in relation to the modelling of companies' carbon data and climate plans against future temperature increases, as companies with no data are assigned a default rating of 3.2°C.

### Sector reduction targets

Sector targets follow the NZAOA Target-Setting Protocol using data and calculation models from

the Transition Pathway Initiative (TPI). Danica leverages company carbon intensity data to guide the calculation of baselines for its sectoral targets. Intensity targets for selected sectors: Energy: (gCO<sub>2</sub>e/MJ); Utilities: (tCO<sub>2</sub>e/MWh); Steel: (tCO<sub>2</sub>e/tSteel); Cement: (tCO<sub>2</sub>/tCement); Transportation: Aviation (gCO<sub>2</sub>e/RTK); Shipping (gCO<sub>2</sub>e/tkm); Automotive: (gCO<sub>2</sub>e/km). To calculate the carbon intensity of each sector, Danica first applies ISS ESG's absolute carbon figures to identify a sector's 80% highest-emitting companies. Danica's ownership share of the underlying companies' carbon intensity is then calculated on the basis of TPI data. The data are indirectly affected by the data quality of ISS ESG's absolute CO<sub>2</sub> data. Also, calculated reductions are subject to a degree of uncertainty due to the forward-looking nature of TPI data.

### Investments in the green transition

Include equities and credit bonds, real estate, alternative investments and government and mortgage bonds. These are calculated in accordance with F&P's guidelines. For equities, credit bonds, real estate and alternatives, EU Taxonomy-aligned investments are included. For government and mortgage bonds, investments aligned with the ICMA (International Capital Market Association) standard with focus on environmental aspects are included.

## Climate targets for the real estate portfolio

Greenhouse Gas Protocol is used to calculate the carbon emission intensity of the Danish real estate portfolio and follows the Real ESG Framework, version 1.1. In previous years, developed area was measured on the basis of heated floorspace. The method was changed in 2024, so that area is calculated according to the reported BBR area, which is generally larger than the heated floorspace area. Consequently, the carbon intensity is comparatively lower than in previous years. However, an increasing amount of energy consumption data is measured using digital meters, as opposed to previous years, when data was derived from EPC calculations. This results in a higher level of carbon intensity.

### Certified properties

Certified properties are properties in operation which are certified and which have a temporary certificate of occupancy or a final certificate of occupancy. Where the project has been pre-certified and the construction has been finally green-lighted, development properties are also included. The certifications are generally DGNB, LEED and BREEAM.

### Emissions from Danica's operations

The 2025 reporting period runs from Q4 2024 to Q3 2025. Scope 1 covers CO<sub>2</sub>e emissions from company cars, which are calculated on the basis of mileage reported by Nordania and emission factors from DEFRA. Scope 2 covers CO<sub>2</sub>e emissions from heating, cooling and electricity supplied by external suppliers. Scope 2 emissions are reported in accordance with the market-based and location-based methodology from the GHG Protocol. For location-based emissions, emission factors from electricity consumption are calculated using average emission factors for Denmark from the IEA. Reduction in emissions from heat is due to energy optimisation and less square metres of office space. For market-based emissions, emissions from electricity consumption have been omitted owing to the purchase of guarantees of origin and renewable electricity certificates to compensate all electricity.

Scope 3 covers CO<sub>2</sub>e emissions from paper, calculated on the basis of paper consumption from suppliers, the internal webshop and emission factors from DEFRA. Scope 3 also covers business travel by road and air. Road transport is calculated on the basis of mileage and emission factors from DEFRA. Air transport is based on data reported by American Express (AMEX), calculated on the basis of mileage data multiplied by the emission factor

from DEFRA. In 2025, emissions from air transport were reduced by 50 percent, mainly due to fewer kilometres travelled by air and a change in the emission factor from UK BEIS. The renewable energy share within scope 1 and 2 is calculated on the basis of the total energy consumption and the amount of renewable electricity certified by guarantees of origin and renewable energy certificates.

Scope 3 emissions from employee commuting (previously reported as working from home) are no longer included due to insufficient data availability and low data quality. This adjustment results in an approximate 2 percent decrease in baseline year.

### Targeted active ownership on biodiversity issues

Engagements are defined as letters, emails and meetings, online or in person, with portfolio companies. The biodiversity strategies of portfolio companies are rated according to the Danske Bank Group's Biodiversity Management Quality framework. The tool is based on principles derived from organisations such as the Taskforce on Nature-Related Financial Disclosures, Business for Nature, the Science Based Targets initiative and the Transition Pathway Initiative. [See method.](#)

### Nature-enhancing projects

Danica uses the 'Bynatur.app' to measure and evaluate the state of an area's nature as this is

designed to map green habitats in built-up areas and calculate the state of nature. It is based on the methodology used in 'Biodiversity Metric 4.0' by Natural England. The quality/state of urban nature of each habitat and the overall quality (score) of the project is calculated automatically as data is entered, resulting in an overall state of urban nature with a specific habitat score – known as UrbanBioScore.

### Healthier lives

The number of personal customers who have received treatment or financial compensation in connection with their non-life insurance with Danica. This includes health insurance, cover for loss of earning capacity, cover for critical illness and the Health Package.

### Financial security in retirement

The number of personal and business customers who have received personal advice from an adviser or via Pension Check or Pension Start.

### Engaged employees

#### Gender distribution

The number of members of the underrepresented gender among the board members

elected by the general meeting divided by the total number of board members elected by the general meeting.

### Employee engagement

The employee engagement survey asks employees questions about engagement and motivation. Danica's employees state their level of agreement or disagreement with the questions by giving a score of 0 to 10. This is converted into a total score of a maximum of 100.

### Employee turnover

Employee turnover is calculated as the number of permanent employees leaving the company over the 12-month reporting period divided by the average number of permanent employees over the same period.

### Pay gap

The gender pay gap is calculated as the ratio of the average gross hourly pay level of permanent male employees less the average gross hourly pay level of permanent female employees to the average gross hourly pay level of permanent male employees. The gross hourly pay level comprises base pay, bonuses and individual allowances.

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Danica  
Bernstorffsgade 40  
DK-1577 København V  
Denmark  
Tel. +45 70 11 25 25  
CVR no. 24 25 61 46  
[www.danica.dk](http://www.danica.dk)