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alba project group

SUSTAINABILITY IN UNCERTAIN TIMES.

sustainability report 2025

Ragnagade

7

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WELCOME TO ALBA PROJECT GROUP'S 2025 SUSTAINABILITY REPORT

2025 has been a year marked by uncertainty and change. Across Europe, sustainability ambitions have been scaled back, and with the introduction of the EU's CSRD Omnibus package, our clients have had to reassess priorities, timelines and expectations. At the same time, economic pressure and organisational restructuring, including layoffs across several of our key industries, have created both new challenges and new opportunities for Alba consultants.

For our work with sustainability, this has reinforced the importance of clarity, pragmatism and solid systems. Throughout the year, we have strengthened our internal governance and risk management, formalised key policies and procedures, and continued to develop our sustainability services to better support our clients in navigating a shifting regulatory landscape.

Our reporting continues to follow the Voluntary Sustainability Reporting Standard for SMEs (VSME), enabling us to structure our own sustainability efforts in a way that is aligned with the broader European reporting framework.

This report presents how we work with sustainability in uncertain times. Thanks for reading.

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A MESSAGE FROM PER POULSEN

Over the past few years, sustainability has moved from being a growing priority to something many companies suddenly have to rethink.

Across Europe, regulations are being adjusted, expectations are shifting, and in some industries sustainability ambitions have been scaled back or delayed. For companies trying to navigate this landscape, it can sometimes feel unclear what direction things are moving in.

In my view, this makes one thing even more important: keeping things simple and focusing on what actually matters.

For Alba, sustainability has never been about following trends or responding to pressure. It has always been about running a responsible company. That means treating people well, acting with integrity towards our clients and partners, and being mindful of the impact our activities have on the world around us.

As a consulting company, our people remain our most important asset. Their knowledge, professionalism and collaboration are the foundation of everything we deliver.

Ensuring that our employees thrive both professionally and personally will always be a central part of how we work with sustainability.

At the same time, we recognise that our biggest impact often happens through the work we do with our clients. Many of the projects our consultants contribute to influence how large organisations plan investments, manage resources and approach sustainability in practice.

This year, we have focused on strengthening the systems behind our own sustainability work, from governance and risk management to clearer policies and improved environmental data. These structures help ensure that sustainability at Alba remains practical, transparent and grounded in everyday decisions.

The world around us may change, but our approach remains the same: act responsibly, stay pragmatic, and continue improving step by step.

I hope this report provides a clear picture of how we are working with sustainability at Alba today and where we are heading next.

Per Poulsen
Managing Partner



BASIS FOR PREPARATION

This sustainability report covers the calendar year **2025** and is prepared in accordance with the **Basic Module** of the **Voluntary Sustainability Reporting Standard for SMEs (VSME)**, published by EFRAG.

This report is prepared on a **consolidated basis**, covering the combined activities of the following entities:

- Alba Project Group ApS
- Alba Procurement ApS
- Alba E&I ApS

These three legal entities are managed and operated jointly, and unless otherwise stated, all disclosures apply to the group as a whole.



Legal form	All three entities are private limited companies (ApS), registered in Denmark.
NACE codes	M70.22 – Business and other management consultancy activities M71.12 – Engineering activities and related technical consultancy
Balance sheet total	DKK 11,534,000
Turnover	DKK 39,900,000
Employee headcount	24
Location of operations	Ragnagade 7, 2100 Copenhagen Ø, Denmark

HIGHLIGHTS 2025

In 2025, Alba Project Group focused on strengthening the foundations of our sustainability work in a year marked by regulatory uncertainty and changing client priorities.

During the year, we formalised several key governance and risk management practices. This included a new Responsible Procurement Policy, an IT risk assessment and incident response plan, as well as structured corruption and health & safety risk assessments with defined mitigating actions.

In addition, Alba became an EcoVadis Accredited Consulting Partner, with four consultants certified during the year, strengthening our ability to support clients in communicating and improving their sustainability performance in a complex regulatory landscape.

At the same time, we further developed our sustainability services, with a continued focus on supporting clients in mapping and reducing their environmental impacts. As confirmed by our Double Materiality Assessment, our influence on clients' sustainability performance remains one of our most important positive contributions.

OUR APPROACH TO SUSTAINABILITY

Our sustainability strategy follows a twofold method:

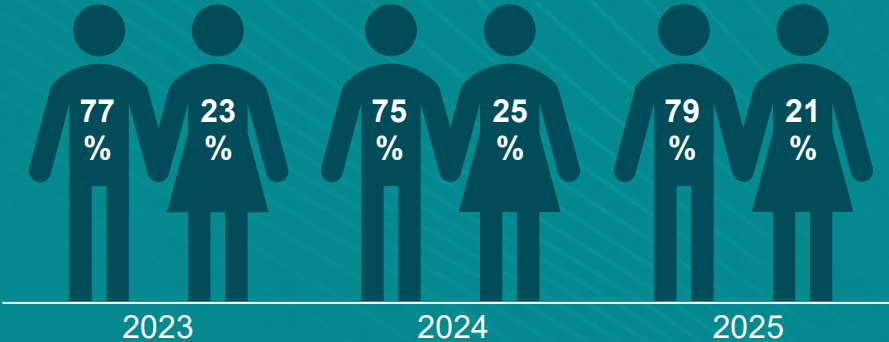
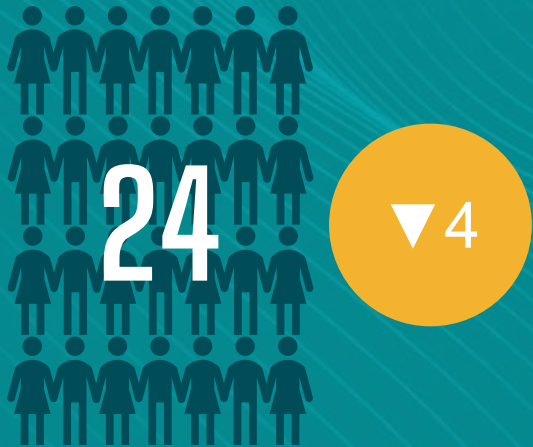
Internal

Strengthening our own ESG-related practices to ensure that Alba reports transparently and manages our impacts.

External

Offering ESG consulting services, so we can support clients with their sustainability efforts and reporting needs.

OUR PEOPLE AT A GLANCE



2025 MARKED A NEW MILESTONE FOR ALBA

BECOMING AN ECOVADIS PARTNER



In 2025, Alba Project Group became an EcoVadis Accredited Consulting Partner. During the year, four of our consultants completed the official training and are now accredited to support companies in navigating the EcoVadis assessment and improvement process.

In a time where sustainability regulation has become more uncertain and less predictable, many companies increasingly rely on recognised external assessments to demonstrate their sustainability performance to customers, partners and other stakeholders. Becoming an accredited EcoVadis partner strengthens our ability to support clients in responding to these expectations in a structured and credible way.

The accreditation also reflects a broader development at Alba, where sustainability is no longer a specialised service delivered by a few individuals, but an integrated competence that is increasingly shared across our consulting teams.



Alba’s procurement team attending a sustainability conference in London – reflecting how more consultants across Alba are building sustainability expertise alongside their core disciplines.

OUR BUSINESS MODEL AND VALUE CHAIN

Upstream / Tier 2

Fuel suppliers e.g., diesel, airline fuel

Data center infrastructure

Food production

Manufacturers of office supplies, furniture, IT

Upstream / Tier 1

Airlines

Leasing companies

Taxi services

Waste management

Software providers

Professional service partners

Hotels

Lunch provider

Office services

Suppliers of office supplies, furniture, IT

Office landlord

Own activities

Consultants

Administration

Management

Sales

Office utilities

Downstream

B2B customers

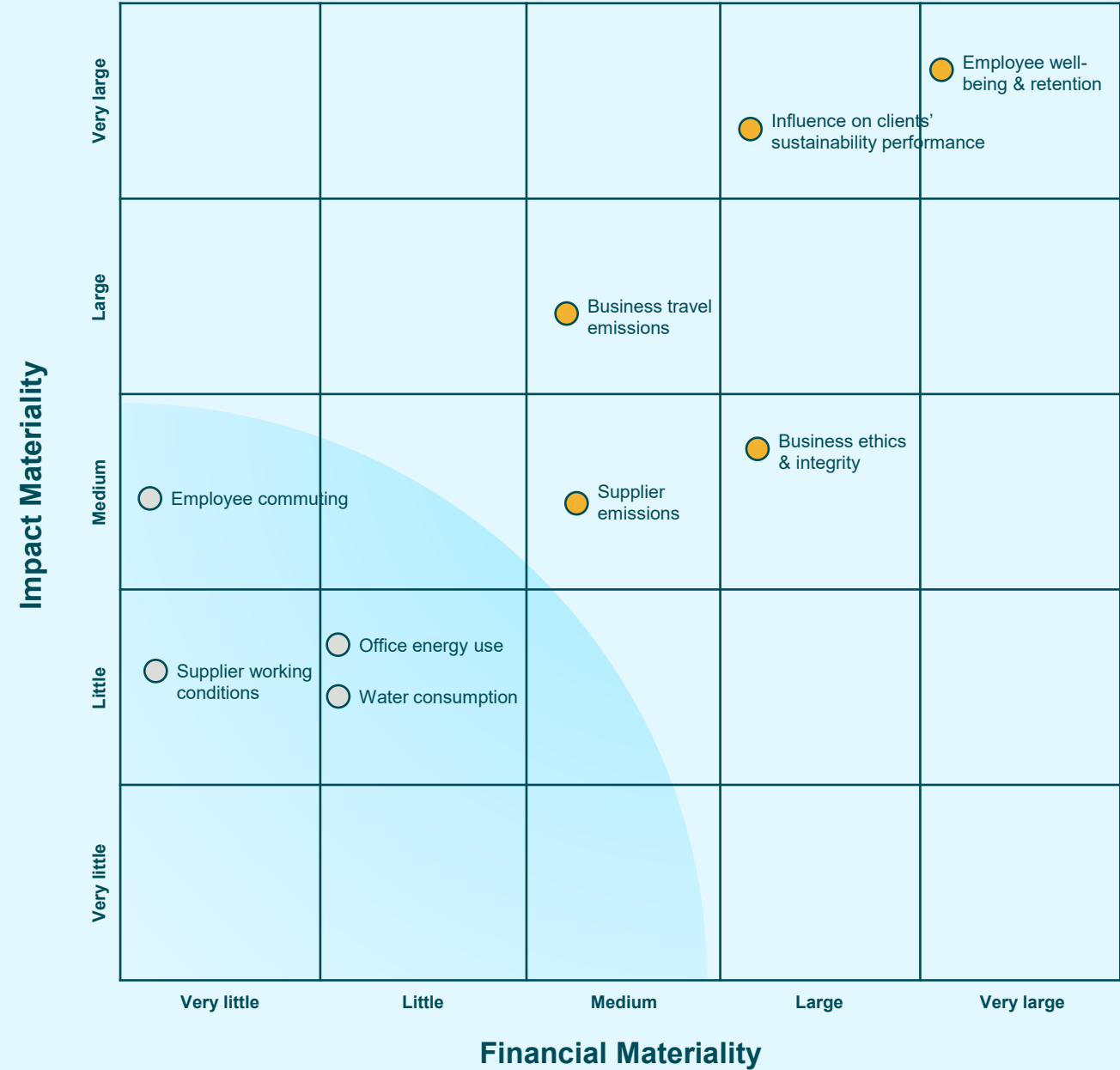
Consumers

Alba Project Group is a specialised consultancy delivering senior professionals in project management, engineering, procurement, E&I, and sustainability. We primarily support large industrial clients — often in the pharmaceutical sector — through on-site roles or project-based assignments.

Our business model is based on providing expert consultants to help clients plan and execute complex projects. The value chain behind our services includes indirect suppliers (like IT and office equipment), our own internal operations, and the downstream activities of our clients, where our work is delivered. Ultimately, the final link in our value chain is the general consumer, who may be impacted by the projects and products we help bring to life.

To better understand where our most important sustainability topics lie across that chain, we've carried out a Double Materiality Assessment, which is detailed on the following page.

Thoroughly, innovatively, and as agreed.



OUR DOUBLE MATERIALITY ASSESSMENT

As part of our sustainability work, we carried out a **Double Materiality Assessment** to identify the most important sustainability topics across our business and value chain. This process resulted in the identification of **five material Impacts, Risks, and Opportunities (IROs)**.

A Double Materiality Assessment looks at sustainability from **two perspectives**:

- Impact materiality** – how our activities affect people and the environment
- Financial materiality** – how sustainability issues may affect Alba’s business or financial performance

The assessment is based on our value chain and applies Alba’s established methodology, which is also used in client projects.

In 2025, the results of the Double Materiality Assessment have been used actively to guide policy development, risk management activities and the prioritisation of sustainability initiatives across the organisation.



OUR MOST RELEVANT SUSTAINABILITY TOPICS

ENVIRONMENT

ESRS E1 & S4: Influence on clients' sustainability performance

As a consultancy working closely with large clients, Alba plays a role in shaping how sustainability is integrated into project execution. Supporting our clients with sustainable initiatives creates a positive downstream impact while also contributing to the growth of ESG as a service area.

Impact (P)

Opportunity

ESRS E1: Business travel emissions

Due to the nature of our work, many of our consultants travel regularly to client sites. Transportation is mostly carried out by car, but travel by air is preferred for international journeys. While necessary for delivery, this results in a significant share of our total CO₂ emissions.

Impact (N)

ESRS E1: Supplier emissions

Being a small-sized company with no physical products, our number of suppliers is limited and is primarily focused on IT hardware and software. However, IT, especially cloud-based server-intensive services emits substantial CO₂, and we therefore have attention towards this.

Impact (N)

SOCIAL

ESRS S1: Employee well-being & retention

Alba's people is our core value creator. Retaining experienced professionals and maintaining a healthy and supportive work environment is essential for both client satisfaction and internal continuity. If well-being is not managed, it can lead to turnover and reputational risk.

Impact (P/N)

Risk

GOVERNANCE

ESRS G1: Business ethics & integrity

Clients expect transparency and ethical behaviour from their partners. Operating with strong ethical standards is vital in consultancy, particularly when working on regulated projects. Failures in this area could lead to reputational damage and loss of business.

Risk

Impacts are categorised as positive (P) and negative (N) respectively.

ALBA PROJECT GROUP'S SUSTAINABILITY STRATEGY



INTERNAL

Ambition

- Ensure well-being and balance at work
- Work towards low-footprint operations
- Act responsibly and with integrity

UN Sustainable Development Goals



EXTERNAL

Ambition

- Create positive impact through our clients
- Bring clarity to complex landscape
- Combining Alba's skills to drive change

UN Sustainable Development Goals



ENVIRONMENTAL AMBITIONS & APPROACH

Our Double Materiality Assessment confirms that Alba’s direct environmental footprint remains limited, but not insignificant. Business travel, energy use and digital infrastructure continue to represent our most relevant direct environmental impacts.

At the same time, 2025 has further reinforced that Alba’s most meaningful environmental contribution is created through our client work. In a year marked by regulatory uncertainty and changing sustainability requirements, our role in supporting clients with emissions mapping, reporting and practical improvement initiatives has become even more important. This dual focus of managing our own operational impacts while enabling progress through client projects continues to shape our environmental priorities.

Internally, we focus on operating responsibly and improving transparency around our environmental data and practices. With full control over our office facilities, we continue to strengthen the quality of our energy and consumption data and use this as a basis for identifying improvements in day-to-day operations.

Furthermore, we are aligned with the 10 principles of the UN Global Compact in our approach to human rights, labour, environment, and anti-corruption.

Externally, we use our technical, project and sustainability expertise to help clients translate sustainability expectations into concrete actions. Our ambition is not only to respond to regulatory developments, but to help clients create environmental improvements even in an uncertain policy landscape.

Our combined approach of responsibility in our own operations and positive impact through our clients remains the foundation of Alba’s environmental work.

Environmental targets

- 1 Scope 1**
Maintain zero Scope 1 emissions through 2050.
- 2 Scope 2**
Achieve net zero Scope 2 emissions by 2050.
- 3 Scope 3**
Achieve net zero Scope 3 emissions by 2050.
Maintain CO₂ emissions below 1 tonne per employee annually.



OUR CARBON FOOTPRINT

As a consulting company, our operational footprint is relatively limited, but we remain committed to improving both the quality of our data and our ability to track emissions accurately as the company grows.

Scope 1:

Our Scope 1 emissions remain at zero. Alba does not operate any company-owned vehicles or other combustion-based assets that generate direct emissions.

Scope 2:

Scope 2 emissions increased in 2025 following our move into a self-managed office space. In our previous office hotel, electricity consumption was shared across tenants and allocated based on rented desk space rather than actual usage, and heating was not included in our reporting. In our current office, we now receive direct metered data for both electricity and district heating, providing a more accurate reflection of our energy consumption and environmental footprint.

Scope 3:

Business travel in 2025 mainly related to attendance at an international conference and consultants travelling to support client projects abroad. Employee commuting continues to represent a significant share of our emissions, reflecting the daily travel of our team between home, the office, and client locations.

Overall, our total emissions remain relatively modest compared to many industries. At the same time, improving data accuracy remains an important focus. The move into our own office provides better visibility into energy use, allowing us to track emissions more precisely and identify opportunities for improvement in the years ahead.

Greenhouse Gas Reporting	Methodology**	Unit	2025	2024	2023
Scope 1 emissions					
Stationary combustion	Activity-based method	kg CO ₂	0	0	0
Mobile combustion	Activity-based method	kg CO ₂	0	0	2832
Total Scope 1 emissions	Activity-based method	kg CO ₂	0	0	2832
Scope 2 emissions					
Purchased heat & electricity*	Activity-based method	kg CO ₂	2,837	521	442
Total scope 2 emissions	Activity-based method	kg CO ₂	2,837	521	442
Scope 3 emissions					
Fuel- and energy-related activities	Average-data method	kg CO ₂	0	0	641
Business travel***	Distance-based method	kg CO ₂	7,880	7,662	25,112
Employee commuting	Distance-based method	kg CO ₂	9,532	15,434	13,547
Total CO2 emissions (scope 1, 2 - location based, and 3)	N/A	kg CO ₂	17,412	23,617	42,573
Total CO2 emissions per FTE	N/A	kg CO ₂	725.5	843	1,935

* Location-based.

** As per technical guidance documents published by the Greenhouse Gas Protocol.

*** Excludes travel booked by customers on behalf of ALBA consultants, as such travel is outside of scope according to the Greenhouse Gas Protocol operational control methodology.

OUR PEOPLE ARE OUR FOUNDATION

At Alba Project Group, our employees aren't just part of the business - they *are* the business. As a specialist consultancy, the value we create depends entirely on the people who represent us every day. That's why we treat employment not just as a contract, but as a **mutual commitment** built on respect, balance, and professional growth.

We aim to create a working environment defined by **trust, flexibility, and long-term perspective**. Our consultants are employed full-time, with fixed salaries and benefits, and without individual billing targets or commission-driven pressure. Instead, we focus on team contribution, client value, and long-term partnerships — both with our customers and our people.

In 2025, we continued to strengthen the structures that support well-being, development and everyday working conditions. Our Employee Handbook remains a central reference for how we work at Alba and includes clear guidance on topics such as working practices, health and safety, IT security and responsible conduct.

Our culture isn't left to chance. It's shaped by a **shared set of values** that guide how we work together, make decisions, and treat one another whether in the office, on client sites, or beyond.

Purpose	We pursue both learnings and work that matters.
Trust	We build relationships based on trust and authenticity.
Respect	We treat everyone with respect.
Inclusion	We see, hear, and value people.
Safety	We nurture a psychologically safe place to work.

These values aren't just slogans. They show up in how we collaborate, give feedback, hire, and lead. They're part of what makes Alba **a place people want to stay**.

This year's summer event brought us together for a day of archery, giant darts and other fun competitions – and, luckily, also time to relax and enjoy the sun in good company.



GROWING WITH BALANCE AND INTENT

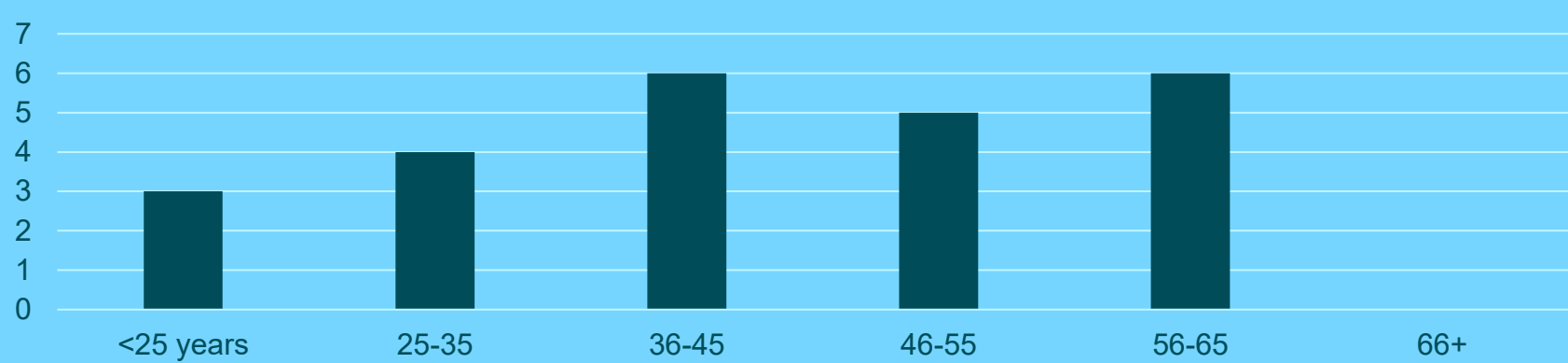
Alba is built on **deep, senior expertise** — and that’s one of our key strengths. Many of our consultants bring over **15 years of hands-on experience** from engineering, procurement, and project management roles. But we’re equally proud to have welcomed a number of **younger professionals** in recent years, who are already making an impact in client projects and helping **shape the future** of our company.

Like many companies in our field, we operate in a space **traditionally dominated by men**. That’s reflected in our current team — but it’s not where we want to stop. Building a **strong and balanced workforce** means being **open-minded, intentional**, and focused on **long-term cultural health**. We don’t just hire for familiarity; we hire for **growth, perspective, and potential**.

This approach also shapes how we recruit. We make an effort to ensure that candidates invited to interviews reflect a **broad range of backgrounds** — not just those who mirror our current team. We believe **better decisions come from difference**, and we’re committed to building a workplace where people feel **seen, heard, and respected**. Today, our team represents **four different nationalities**, a small but important reflection of that commitment.

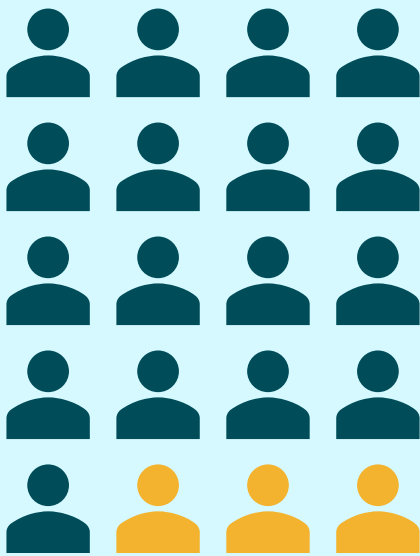
We’re not aiming for **perfection**, but for **progress** — and we’re taking active steps to build a team that reflects both the **society we work in** and the **future we want to be part of**.

ALBA’S AGE DISTRIBUTION



GENDER DISTRIBUTION

EMPLOYEES



PARTNERS



Male Female



“

What I really appreciate about working at Alba is the freedom to experiment and apply what I learn in my studies in real projects. I work with IT, our website and full-stack development, and I'm trusted to try new ideas and solutions. At the same time, there is a lot of flexibility around exams and busy study periods, which makes it much easier to balance work and university.

Baldur Thomsen
IT and Full-Stack Developer
Alba Project Group

FRIDAYS ARE FOR ALBA

As a consulting company, most of our team spend the majority of their working hours supporting clients on-site. Because of this, it is crucial that we also prioritize time for our own Alba community.

That's why we've made **Fridays meeting-free and office-based whenever possible**. It's our way of making space for the informal moments that matter: catching up over coffee, sharing ideas, and just spending time together without the pressure of a packed calendar.

Fridays are also when we host our **Friday Talks**, where team members or invited guests share knowledge from their area of expertise or update us on current topics. The themes are wide-ranging and often unexpected.

In 2025, our Friday sessions covered a wide range of topics. Among other things, we held a practical workshop on stress management, spent time together creating Christmas decorations, received an introduction to biochemistry, and had one of our experienced project managers, Lena, share concrete project management tools and practical tips from her daily work.

Fridays also give us the chance to reconnect with the company, not just the project. With everyone working across different locations, it's easy to lose touch with the broader team. Having this shared time each week helps keep us aligned, strengthens relationships, and reminds us that we're part of something bigger than our individual roles.

We believe great teams don't just deliver. **They also look out for each other.** That's why we create space for conversations, check-ins, and shared responsibility for well-being. Whether it's a team lunch or a training session, we see these moments as part of what makes us strong.

Moving forward, we will continue with our Friday activities to strengthen the connection across Alba. In 2025, we have already planned activities such as mountain biking, martial arts training and a dedicated session to refresh and strengthen our sustainability knowledge.

Christmas creativity in full swing at Alba – just one of the many ways we spend our Fridays together.



CONDITIONS, BENEFITS, AND BALANCE

At Alba, we believe that sustainable consulting starts with sustainable working conditions. That means providing the structure, flexibility, and support our employees need to do great work — without burning out in the process.

The company contributes **10% of each employee's salary to a pension scheme**, placed directly into their individual fund. We also provide a **comprehensive health insurance plan** that covers both professional and private needs. In addition, all employees receive **six weeks of fully paid vacation**, one more than required by Danish law, and we support flexibility around where and how work happens, depending on project needs and individual preferences.

We've also taken a deliberate stance on working hours. In much of the consulting industry, long days are the norm — a direct result of a business model where profitability is tied to how many client hours can be billed. Employees are often incentivised through commission models or individual billing targets, and while that may boost short-term gains, it can also lead to overwork, burnout, and high employee turnover.

At Alba, we've chosen a different path. All employees are on **full-time contracts** with **fixed monthly salaries**, and no one is expected to optimise personal earnings at the expense of their time or health. We maintain a standard **37-hour work week**, and we've formalised a cap: **no employee should regularly exceed 10% overtime**. This is reviewed every six months to make sure occasional peaks don't become the norm.

Finally, we believe that **learning and professional growth** are part of the job. All employees are expected to engage in **continued education during work hours**. Within six months of joining, each person begins a **relevant course, certification, or learning track**, planned in collaboration with management. It's a win-win: it keeps our team sharp and our company evolving, while giving every employee the chance to grow in a direction that's meaningful to them.

We see these efforts not as perks — but as conditions that make long-term performance and well-being possible.

Continuous learning is a key part of working at Alba. Kathrine recently completed the PRINCE2 Foundation course — just one example of how we support professional development in practice.



A SAFE PLACE TO WORK



Did you know that having dogs in the office can reduce employee stress by up to 11% during the workday? Spending a few moments with our office dog Enzo can even help lower heart rate and blood pressure!

At Alba, health and safety matter because people do. We believe that a healthy and secure workplace is essential for everyone to thrive.

As a consulting company, our daily work does not involve high-risk physical tasks or hazardous environments. However, even low-risk settings require structured and proactive health and safety management. In 2025, Alba carried out a formal health and safety risk assessment covering both office-based work and work at client sites, including identified risks and defined mitigating actions.

In our own office facilities, we maintain clear emergency and evacuation procedures and ensure that relevant safety equipment is in place and regularly checked. This includes clearly marked escape routes and evacuation plans, stocked first aid kits, access to a defibrillator in the building and appropriate fire-fighting equipment.

As part of our Friday Alba Talks, we have hosted first aid lessons, ensuring that basic emergency response skills are maintained across the organisation.

When our consultants work at client sites, they are required to comply with all applicable health and safety legislation as well as site-specific rules and procedures. This includes the use of personal protective equipment (PPE) where required. Where appropriate safety equipment is not provided by the client, Alba ensures that the necessary PPE is made available to our consultants.

Since Alba's founding, we have had zero workplace injuries or serious incidents. To keep it that way, we have set a target to achieve 100% health and safety training coverage across all employees by 2027, supported by improved tracking and follow-up of participation.

Mental well-being remains one of our most important health-related priorities. Our working practices, including limits on overtime and dedicated time for team interaction, are designed to support long-term well-being. Feedback from our annual employee satisfaction survey is actively used to continuously improve both our physical and psychosocial working environment.

LISTENING, LEARNING, IMPROVING

In 2025, Alba once again carried out an **employee satisfaction survey** to better understand how our people experience everyday life at Alba Project Group. The survey achieved a **100% response rate**, providing a strong and representative foundation for both reflection and follow-up.

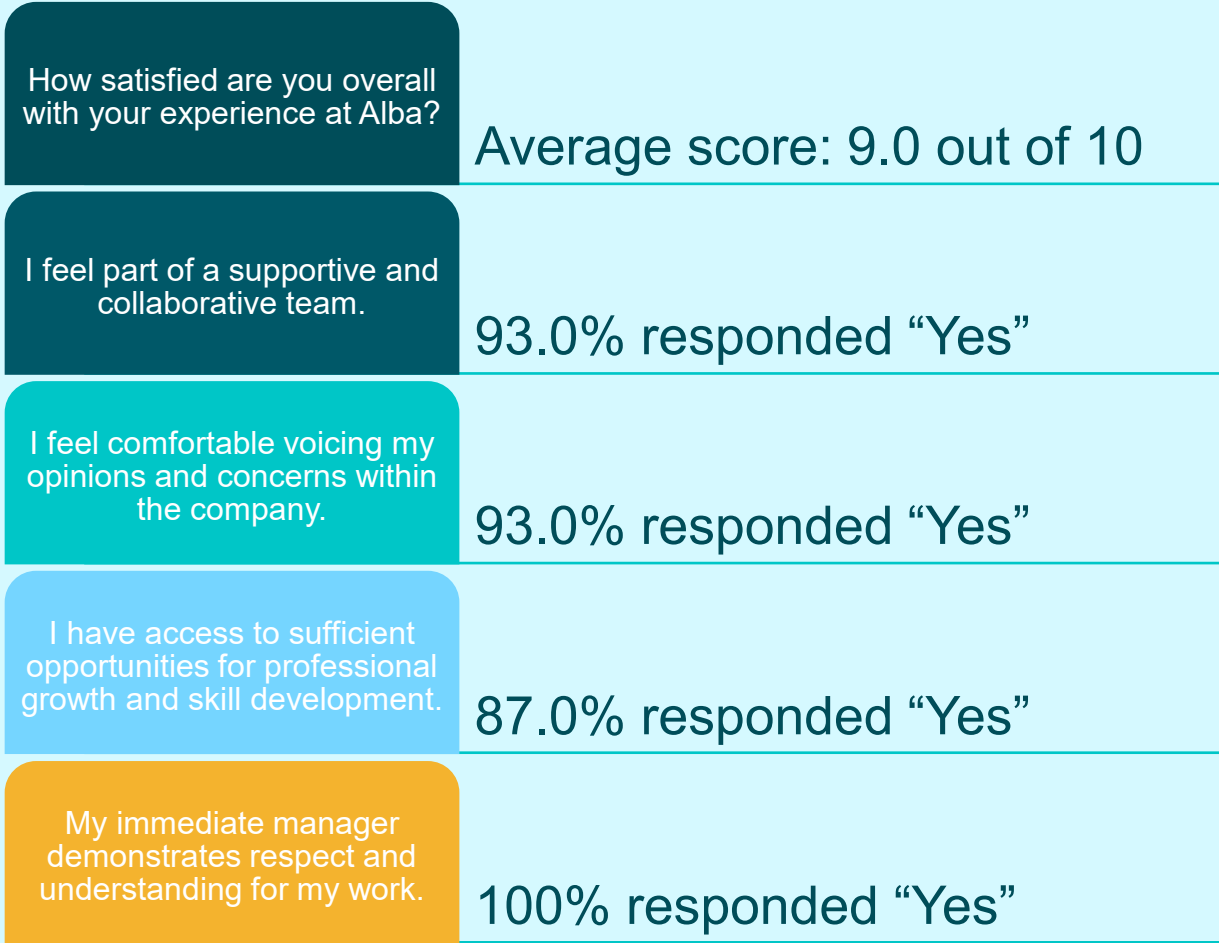
Overall satisfaction remains high, with an average score of **9.0 out of 10 for employees’ overall experience at Alba**. The results confirm that our focus on trust, collaboration and supportive leadership continues to be reflected in daily work.

A strong sense of teamwork and psychological safety remains a clear strength. 93% of respondents feel part of a supportive and collaborative team, and 93% feel comfortable voicing their opinions and concerns within the company. In addition, all respondents state that their immediate manager demonstrates respect and understanding for their work.

The survey also shows that 87% of employees feel they have access to sufficient opportunities for professional growth and skill development. While this is a positive result, it remains an important area of attention as Alba continues to grow and as project demands evolve. One concrete follow-up in 2025 is the introduction of Alba’s new five-level structure, designed to create clearer expectations, support individual development and provide greater transparency on how employees can take the next step in their career at Alba

The survey is an integral part of how we work with well-being and organisational development at Alba. The results are reviewed by management and used as a basis for dialogue and concrete improvement initiatives, ensuring that feedback is translated into action.

Some highlights from the survey



HOW WE GOVERN SUSTAINABILITY AT ALBA

Strong governance is the foundation for how we operate at Alba. It supports responsible decision-making, structured risk management and accountability – both in how we deliver projects for our clients and in how we run our own organisation.

Alba does not have a traditional board of directors. Governance is handled by the partner group, who meet regularly to review company performance, strategic direction and key topics such as recruitment, employee well-being and ethical conduct. Sustainability is a standing agenda item and is reviewed annually as part of our strategic cycle.

Day-to-day coordination of sustainability activities is carried out by Alba Sustainability, including reporting, data management, policy development and internal support. In 2025, our governance framework was further strengthened through the introduction of a Responsible Procurement Policy, a formal IT risk assessment and incident response plan, as well as structured corruption and health and safety risk assessments with defined mitigating actions.

We work with a wide range of clients — often within the same industries — which makes managing potential conflicts of interest a critical part of how we operate. We take this responsibility seriously.

Professional integrity and client confidentiality are non-negotiable at Alba, and we are careful to ensure that no overlap in projects compromises the quality or neutrality of our work. We also expect the same standards from the partners and suppliers we work with.

We use our Double Materiality Assessment to identify and prioritise sustainability-related impacts, risks and opportunities. The results are used to guide governance and risk management activities across the organisation. In addition, our annual employee satisfaction survey provides input on how our governance and management practices are experienced in everyday work.

We do not view responsible business governance as a formal exercise. It is a practical tool for managing risk, supporting long-term performance and ensuring that Alba continues to grow in a responsible and resilient way.



LOOKING FORWARD

Our first year of internal ESG data collection.

EcoVadis Consulting Partner and establishment of climate targets

2023

2024

Published first sustainability report

2025

Work with targets and policy development.

2026+

As the past year has shown, regulatory expectations, market conditions and political priorities can change quickly. At Alba, our approach remains grounded in strengthening the systems, competencies and partnerships that allow us to create long-term value for both our organisation and our clients.

Looking ahead, we will focus on three key priorities:

1. Expanding our EcoVadis services

As more organisations turn to recognised external ratings to demonstrate their sustainability performance, we expect EcoVadis to remain an important part of our consulting offering. In the coming years, we aim to further develop our capabilities in this area and support a growing number of clients in improving their sustainability management systems and scores.

2. Improving our own sustainability performance

Alongside supporting clients, we continue working to strengthen our own sustainability practices. One important focus is improving Alba's own EcoVadis performance by systematically identifying and addressing areas where our policies, procedures and documentation can be further strengthened.

3. Turning data into improvement opportunities

With our move into a self-managed office, 2025 represents the first year where we have reliable baseline data for electricity and heating consumption in our own facilities. This provides a clearer picture of our operational environmental footprint and creates a stronger foundation for identifying practical improvement opportunities in the years ahead.

Sustainability at Alba is not defined by a single milestone or certification. It is an ongoing process of learning, refining and adapting our practices in response to a changing world.

**THANK YOU FOR READING OUR 2025 SUSTAINABILITY REPORT.
IF YOU'D LIKE TO LEARN MORE ABOUT OUR APPROACH TO ESG, DISCUSS A
POTENTIAL COLLABORATION, OR SIMPLY TALK ABOUT HOW WE'RE WORKING
WITH SUSTAINABILITY IN PRACTICE — WE'D LOVE TO HEAR FROM YOU.**



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