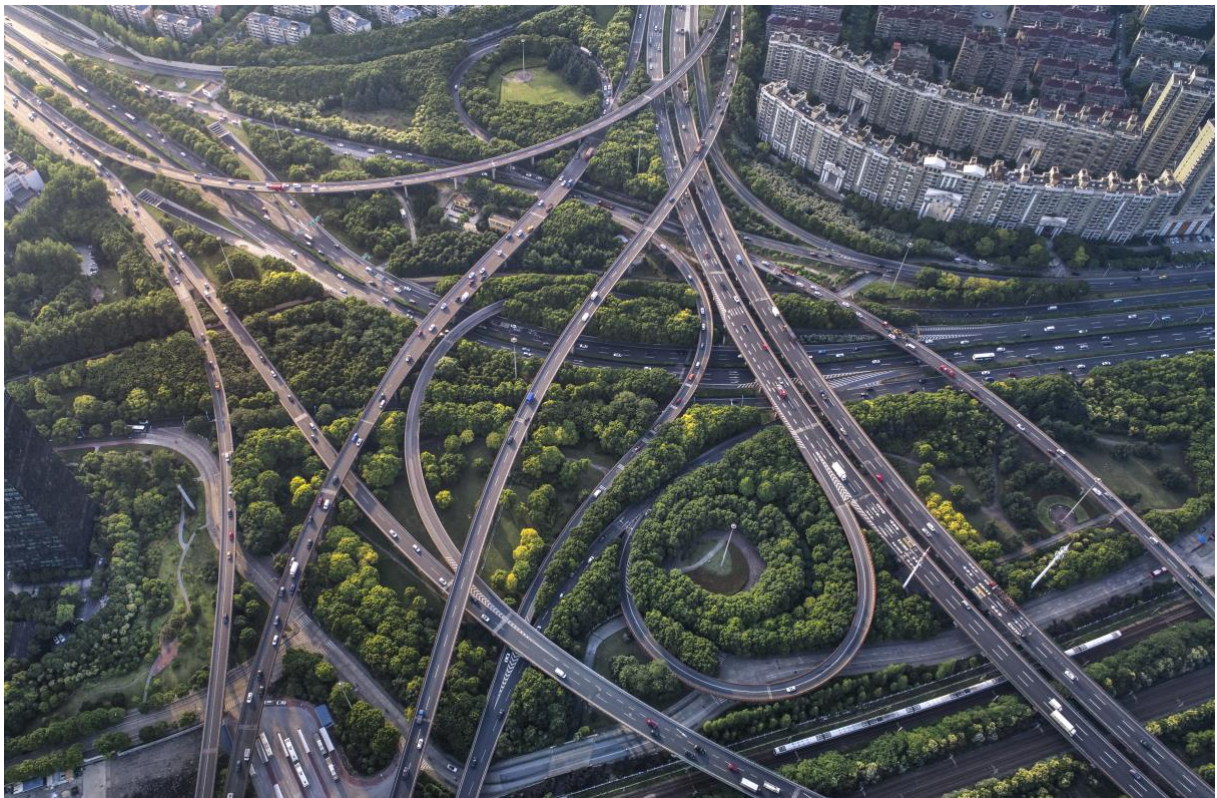


Sustainability report

Qflow 2025

"We create value with responsibility – for our customers, our employees and our shared world."



Foreword

Qflow operates in an industry that is literally shaping the society of the future. The decisions made in the early stages of community building projects – about location, design, materials and systems – have a crucial impact on climate impact, resource use and people's everyday lives for a long time to come. Therefore, sustainability is not a sidetrack in our business, but a central part of our responsibility and our offering.

This report is Qflow's first compiled sustainability report. It marks an important step in our joint journey towards increased transparency, structure and long-term sustainability work. As a group, Qflow gathers over thirty specialized consulting companies in the built environment. Together, we have a great opportunity to influence – not primarily through our own internal operations, but through the projects and assignments where our consultants contribute daily with knowledge, advice and decisions that shape the future.

In this first report, we have chosen to start with what is measurable and common: our own climate impact and our social responsibility internally in the Group. This is a conscious first step. At the same time, we are humbled by the fact that this is only the beginning. Our greatest sustainability impact takes place in collaboration with our customers, and over time our ambition is to also be able to highlight and follow up on the impact we contribute to in community building projects.

Collecting data, creating common structures and agreeing on goals in a group with many independent companies is a challenge – but also a strength. It requires commitment, collaboration and a willingness to learn from each other. I am proud of the work that our companies have done to make this report possible and of the common ambition that exists to take the next step together.

Sustainability work at Qflow is ultimately about creating value with responsibility – for our customers, our employees and society at large. It is about staying one step ahead in a time of increased demands, but also about using our collective expertise to drive real change. Our conviction is that long-term sustainability and business acumen go hand in hand.

I would like to extend a warm thank you to all employees and companies within Qflow who have contributed to this report and to our joint sustainability work. Now the work continues – with higher ambitions, increased clarity and continued focus on the impact we can and must take responsibility for.

Martin Dahlgren
CEO, Qflow Group

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Introduction: Our way forward

About our group

Qflow Group is a growing group that brings together around 30 specialist companies in the built environment sector that are primarily active in infrastructure, but also in construction and inspection and inspection. Together, the companies form a broad network of consultants with in-depth expertise in planning, project planning, project management, technology and digital solutions. By bringing together leading companies in a common context, Qflow creates the conditions for increased collaboration, knowledge sharing and efficiency in complex community building projects.

Qflow's business concept and mission are based on a conviction that the societal challenges of the future require new ways of working. By creating better flow in projects – supported by smarter project management, technical solutions and coordination between competencies – Qflow contributes to raising the quality of implementation and strengthening value creation for customers and society. The partner companies within the group retain their independence and specialist role, while at the same time gaining access to a larger context where collaboration and a holistic perspective are at the center. Qflow operates in the built environment industry, a sector with a major impact on the climate, resources and people's living environments. The Group's companies operate across large parts of Sweden, Norway and Denmark with a geographical spread that reflects both metropolitan regions and regional markets. The common platform makes it possible to meet both local and national needs, while the Group continues to grow through new partnerships and companies.

A key element of Qflow's way of working is that each company should be able to focus on what they do best. At the same time, the Group's structure creates opportunities to combine different competencies in joint assignments and thereby deliver more integrated and sustainable solutions. This interaction is an important part of Qflow's contribution to smarter and more sustainable community building.

Qflow works to meet the needs and challenges of tomorrow. Through modern, future-proof solutions and a clear focus on long-term value creation, the Group wants to be a relevant and responsible player in the transition towards a more sustainable society.

About this report

This sustainability report is Qflow's first consolidated report at Group level and constitutes an important step in the work to create increased transparency, structure and common direction for sustainability work within the Group. The report is limited in scope and should be seen as a first step in a process that will be developed and deepened over time. The ambition is to gradually broaden the reporting as common working methods, data collection and follow-up mature.

In this report, the focus is on parts of Qflow's internal sustainability impact. It includes the Group's first two common sustainability goals in the areas of climate impact and social responsibility. The purpose is to create a common picture of the current situation, establish baselines and lay the foundation for future follow-up and improvement.

At the same time, Qflow is clear that the Group's greatest impact on sustainability aspects takes place in its external work – in the projects and assignments where our consultants together with customers plan, develop and implement community building projects. In many cases, this indirect impact is significantly greater than the impact that arises in our own operations. Being able to visualize and follow up on this impact in a structured way is an important ambition going forward, but is mainly outside the scope of this first report.

The report thus describes both Qflow's internal sustainability work and puts this in relation to the broader impact that the Group has through its assignments. Through this transparency, Qflow wants to clarify where we are today, what boundaries exist and how we view the continued development of sustainability work within the Group. Qflow is a growing group, which challenges us when we have to report, in 2025 10 new companies were added.

What's in the report?

Reporting period 1 January - 31 December 2025

Scope The report covers all companies that were part of the group as of 2025-12-31

The purpose of Qflow's sustainability reporting is to map and report on the impact that arises as a result of the operations within the Qflow Group in a structured, transparent and comparable manner. Sustainability reporting provides a basis for starting to identify the most significant sources of emissions, follow developments over time and prioritize measures to reduce climate impact, etc. Sustainability reporting is used as a strategic instrument in Qflow's joint sustainability work and also forms the basis for external reporting. The report is inspired by the voluntary standard for sustainability reporting (VSME) and that the climate calculations follow the GHG Protocol's principles for Scope 1 and 2 and are expressed in carbon dioxide equivalents (CO₂e). Each company is responsible for reporting activity data linked to its own operations. Qflow is responsible for the choice of methodology, emission factors, and quality assurance of the climate accounts at Group level.

Our first sustainability goals;

- **Qflow to reach net zero emissions by 2040**
- **Qflow will ensure a work environment that supports both the individual's well-being and the organization's sustainable development.**

It will be built on with additional targets for 2026. The organization is being prepared for more extensive data collection from 2026. It is likely that additional sustainability goals will be set for the 2026 reporting that covers Scope 3 that includes indirect emissions in the value chain. This will probably include; business travel (plane, train, rental car and own car in service), commuting to and from work (where data is available) and/or waste from office activities will be included.

Environment: Our climate footprint

Our approach to the environment and climate

Qflow's environmental work is under development and this is the Group's first joint compilation of environmental and climate-related data. The aim is to increase transparency, create a common knowledge base and identify the areas where Qflow has the greatest opportunity to influence its climate impact. The work forms an important basis for future goals and measures.

Through a structured and data-driven approach, Qflow wants to gradually strengthen its environmental work and contribute to reduced climate impact in its own operations.

Vehicles

Below is a presentation of the number of vehicles, including the type of vehicles within the group.

Total number of cars	Petrol-powered cars	Diesel-powered cars	Hybrid cars	Electric cars
390	30	51	97	212

Approximately 54% of the Group's vehicles are electric.

Approximately 21% of the Group's vehicles are fossil cars.

Approximately 25% of the Group's vehicles are hybrids.

For this first report, the companies have voluntarily reported the number of miles and consumption for the various vehicles. This clearly shows that only the companies' electric cars are driven significantly longer than petrol, diesel and hybrid cars together are driven for a year. From 2026, mileage and fuel/electricity will be mandatory reporting.

Our goals and next steps

Goal – Our goal is to reduce emissions internally by continuing the transition to electric cars.

Measures: Qflow sees a need for a more unified and structured management of company and company cars within the Group. In 2026/2027, the work of developing a common car policy is therefore planned as a first step towards increased uniformity and better follow-up of transport-related climate impact.

Electricity and energy use in premises

Below is a summary of Qflow's companies' office space. Challenges regarding data collection exist as many of the companies' offices are shared and shared with other organizations. The figures below will be adjusted and become more accurate during future reporting.

Total area covered by electricity use (m2)	Total electricity consumption (kWh)	Total area covered by heating (m2)	Total energy use for heating (kWh)
19 068 m2	498 165 kWh	18 879 m2	642 650 kWh

By measuring energy intensity, Qflow can monitor how efficiently our premises are used from an energy perspective.

The energy intensity in the Group's premises is approximately 26 kWh/m2The heating intensity in the Group's premises is approximately 34 kWh/m2

The companies were voluntarily allowed to report whether they had agreements with renewable energy for their offices, and about half report that there is 100% renewable energy in the office agreements.

Our goals and next steps

Qflow's energy impact arises through the use of premises and offices within the Group. In our continued sustainability work, the ambition is to reduce energy use in our offices, increase the share of renewable energy and at the same time review how premises can be used more efficiently.

Social responsibility: Our employees

Our approach to our people

Qflow's most important resource is our employees. As a knowledge-intensive consulting group, it is the people, their skills and commitment that form the basis of our business and our long-term sustainability. Our impact is primarily through how we create the conditions for our consultants to feel good, develop and contribute – both within Qflow and in the community building projects where we operate. Our competitiveness and social contribution are based on our consultants' skills, experience and willingness to develop in line with the industry's. Qflow strives to be an attractive and equal employer where all employees are given equal opportunities to develop, thrive and contribute. Through systematic work with the work environment, gender equality and skills development, we want to create an inclusive culture that supports both the individual's well-being and the Group's long-term development.

Gender equality in our management positions

Prior to the sustainability reporting for 2025, data was collected on the total number of managers and the proportion of managers who are currently women. The collection shows that about 21% of managers are women, which shows an uneven gender distribution in our management positions.

Number of managerial positions	Number of female managerial positions	Proportion of women as managers in Qflow
154	33	Ca 21%

Our goals and next steps

Within the framework of our work with social sustainability, Qflow has identified gender equality in leadership roles as a prioritized development area. Our long-term goal is to achieve an even gender distribution (40/60) among managers. The work is done gradually and with respect for the Group's decentralized structure and the companies' different conditions.

Qflow sees equality and inclusion as a central part of a sustainable organizational culture. Going forward, the work will focus on strengthening inclusive leadership, creating awareness of norms and structures, and developing common principles that support fairness and transparency in, for example, recruitment, skills development and career paths.

For the coming reporting years, additional statistics will be collected from the companies, these are proposals that are being discussed.

- Business travel (flights/trains/rental cars) – often large items in consulting groups
- Purchasing/Scope 3 (IT, office purchasing, major services)
- Sick leave, staff turnover, training – social development
- Employee survey/perceived work environment (if you have)

Governance: How we work with sustainability

Structure for sustainability work

A coordinator, an employee of one of the companies, holds together and operates, develops and integrates the sustainability framework's ambition. Sustainability is part of Qflow's common platform. The common platform is limited in scope as the business concept is based on the companies continuing in their company name and with their usual operations, and Qflow is seen as an overall ownership structure where the companies have a high degree of autonomy regarding decisions regarding operations, customers, strategy and employees. In 2025, Qflow's sustainability coordinator conducted interviews with the CEOs of 14 of the companies to gather input to the Sustainability Framework with goals, ambition levels and what is already being done in sustainability at the companies.

Here is a summary list of interview results:

- Sustainability means different things for different companies
- The companies have come at different stages on their respective sustainability journeys
- There is different size or small sustainability potential for the companies, but all have the potential.
- Each company must be allowed to work based on its prerequisites to drive sustainability
- A general need to further increase expertise in sustainability to create security in the dialogue within the projects and with customers.
- In general, the companies see new opportunities for customers and business with an increased focus on sustainability.
- There are many good examples of projects within the company where sustainability has been integrated and/or been a clear governance, these projects need to be disseminated so that knowledge and experience can be shared more broadly
- There is a need to share general and concrete tips between the companies that can also create new collaborations and even more opportunities to influence sustainability benefits.

Qflow's sustainability framework

Why a common sustainability framework for Qflow?

Qflow has chosen to structure and steer its sustainability work through a common sustainability framework to create clarity, comparability and long-term direction in a group with many independent companies. The framework aims to ensure consistent governance and a common approach to sustainability issues, while strengthening Qflow's ability to identify, manage and follow up on sustainability-related risks and opportunities at Group level.

Through a common framework, Qflow also wants to strengthen credibility with investors, customers and potential employees. A clear and cohesive way of working makes it possible to show how sustainability work is conducted in a structured and business-oriented way, rather than as individual initiatives in different parts of the organization. The framework thus contributes to increased transparency and a clearer common focus.

The framework is also an important tool for preparing Qflow and its companies for upcoming and changed regulations, such as the CSRD and the EU taxonomy. Although not all companies are directly covered by these requirements, the regulations affect both customer expectations and the requirements for documentation, follow-up and reporting in assignments. By establishing common structures at an early stage, Qflow creates better conditions to meet these requirements in an efficient and coordinated way.

An additional purpose of the sustainability framework is to enable comparison and learning, both internally between Qflow's companies and externally towards major players in the industry. Through common goals, principles and follow-up, Qflow can gradually build a clearer picture of the Group's overall sustainability performance.

The sustainability framework is designed as a long-term structure that will be built up gradually over a three-year period. The work will begin on a limited scale with a focus on priority areas and basic follow-up, and then be developed with more goals, indicators and more comprehensive reporting as working methods and data quality mature within the Group.

Qflow's Sustainability Framework - Five Parts

1. Sustainability goals
2. Sustainability education
3. Sustainability recommendations to companies
4. Business intelligence about sustainability
5. How Qflow-companies integrate sustainability into their assignments/projects

1. Goals

- Qflow to reach net zero emissions by 2040
- Qflow will ensure a work environment that supports both the individual's well-being and the organization's sustainable development.

2. Education

We prioritise continuous skills development to ensure that our employees are equipped to meet the technical, climate and social challenges of the future. Through knowledge sharing and collaboration between the companies, we create both individual development and a stronger joint offer.

From 2026, a mandatory basic digital sustainability training covering ecological, social and economic sustainability. This general sustainability training is recommended to be followed up and discussed within each company with the

aim of finding the companies' own sustainability opportunities and challenges. Since the mandatory training is general, it is followed up with continuous internal webinars with in-depth knowledge in different sustainability areas based on the companies' need for knowledge sharing and in-depth. During each webinar, which is moderated by Qflow's sustainability managers, a company/project/customer is invited to talk about their business or project on a sustainability theme to build and share knowledge about different parts of sustainability.

3. Recommendations to companies



Integrate your most important sustainability issues/goals/directions/areas into the business plan.



Integrate your most important sustainability issues into internal and external communication, dialogue, conferences, trainings, customer dialogues, etc.



The management should actively and regularly highlight sustainability in its communication by selecting prioritized sustainability issues, deepening its knowledge within it and clearly letting the organization take part in this commitment.



Highlight projects, internal and external, where sustainability is included or could be included, where you have influenced the project in some sustainability aspect.



Review certifying the companies in, for example, ISO 14001



Get help and support from Qflow's sustainability expertise in the tender work, during the project, in customer meetings or when it is time to conclude and reflect

4. Business intelligence about sustainability

In order to support Qflow's companies in a rapidly changing world, Qflow conducts ongoing external monitoring in the area of sustainability. The purpose is to detect changes that affect the industry and our assignments at an early stage, and to share relevant insights with the companies as a basis for strategic choices, skills development and business development. The external monitoring includes both regulatory development and market changes, as well as the identification of new opportunities linked to sustainable social development.

New requirements

The requirements for integrating sustainability into community building projects are gradually tightening, not least through increased demand for climate calculations, life cycle perspectives and circular solutions in the early stages. One example is that in 2025, more public clients have begun to require that climate impact must be reported and followed up as part of the design process, rather than only in later stages. This affects how assignments are planned, staffed and carried out, and places increased demands on the skills and working methods of consultants.

New legislation

The development of the EU's sustainability regulations is a central part of Qflow's external monitoring. In 2025, the work on the EU's Sustainability Reporting Directive (CSRD) and the EU taxonomy has continued to affect both large companies and their value chains. Although not all Qflow's companies are directly covered by the legal requirements, the regulations affect customers' expectations and requirements for documentation, traceability and transparency in projects.

Reporting

Sustainability reporting is developing rapidly, with increased demands for structure, comparability and quality of data. A clear example in 2025 is that more and more organisations are asking for data that can be used in their own sustainability reporting, such as climate data from projects, descriptions of sustainability measures or reporting of risks and opportunities. This means that sustainability reporting will in practice become an integral part of project delivery.

Customer requirements

Customers' sustainability ambitions are becoming increasingly concrete and measurable. In 2025, Qflow has seen a clear increase in assignments where customers are requesting support in translating overall sustainability strategies

into practical solutions in projects. For example, through climate optimization, reuse, climate adaptation or social analyses. Sustainability is thus increasingly part of the core of the assignments, rather than an add-on.

New business opportunities

The increased focus on sustainability also creates new business opportunities for Qflow's companies. Examples of this are the demand for advice on climate adaptation, circular planning, digital tools for monitoring climate impact and strategic support in all stages of community building projects. By following the development of the world around us, Qflow can identify areas where the Group's collective expertise can contribute to increased customer value and new types of assignments.

Through this external monitoring, Qflow wants to give its companies better conditions to be proactive, relevant and competitive in an industry characterized by rapid change and increased sustainability requirements.

5. How Qflow-companies integrates sustainability into its customer assignments/projects

Qflow's sustainability work will be based on the customer's and the project's conditions. In our assignments, we will strive to find out at an early stage about the customer's sustainability goals, ambitions and overall strategy, in order to be able to adapt advice and solutions to both the project's needs and the customer's long-term goals. By actively asking sustainability issues in the dialogue with the customer, we will create the conditions for identifying relevant sustainability aspects and integrating them into the different stages of the project.

A central part of our way of working is to clarify the value that sustainable solutions can provide. This may involve reduced climate impact, better resource efficiency, increased robustness over time or strengthened compliance with regulations and requirements in procurements. By linking sustainability to concrete benefits, we will contribute to making sustainability choices a natural and business-like part of decision-making.

In order to be a relevant and proactive partner to our customers, Qflow will work continuously to strengthen its own expertise in the area of sustainability. Education, knowledge development and exchange of experience are important building blocks in this work. Within the Group, the companies will share expertise, methods and lessons learned with each other, and good examples from completed projects will be used to spread knowledge and raise the common level.

An important step in the development of sustainability work is to increasingly measure and follow up on the climate impact of our projects. Climate calculations and other forms of follow-up contribute to increased transparency, better decision-making and the opportunity to gradually reduce the climate footprint of projects. Through this way of working, Qflow wants to strengthen its role as a knowledge-driven player that actively contributes to a more sustainable built environment.

Qflow's external impact – impact through assignments

Qflow is aware that the Group's greatest impact on sustainability is through the assignments and projects where our consultants work together with customers. As an advisor in the built environment, Qflow's companies are often in early and strategically important stages, where decisions about location, design, technical solutions and implementation have far-reaching consequences for the climate, resource use and social values over time.

Many of Qflow's customers today have ambitious sustainability goals and strategies linked to, for example, climate neutrality, resource efficiency, circularity and social sustainability. In our assignments, we thus have the opportunity – and responsibility – to both support and challenge customers in their work towards these goals. By asking relevant sustainability questions, highlighting alternatives and clarifying

the consequences of different choices, Qflow can contribute to sustainability ambitions being translated into practical action.

External influence can take many forms. For example, it can be about contributing to reduced climate impact through the choice of solutions with lower emissions, enabling reuse and more resource-efficient flows in projects, integrating climate adaptation and robustness in planning and design, or strengthening social values such as accessibility, security and long-term societal benefit. In these contexts, Qflow acts as an enabler for sustainable decisions, rather than as a sole performer.

At present, this external impact is not measured collectively at Group level. Quantifying the impact in complex and varied customer assignments in a fair and comparable way is a challenge, especially in a group with many independent companies and different types of assignments. At the same time, this is an area that Qflow sees as central to developing going forward.

The ambition is to gradually create better conditions for being able to follow up and make visible the sustainability impact that occurs through our assignments, for example through increased use of climate calculations, common principles for follow-up and experience sharing between companies. Developing this work is an important part of Qflow's continued sustainability journey and in the effort to more clearly show the value the Group contributes to the transition to a more sustainable society.

Our Code of Conduct

Qflow has a Code of Conduct that applies to all companies within the Qflow Group and which focuses on communicating our common ethical values and business principles to all our employees, customers, suppliers, other business partners and owners, as well as providing guidance in our daily work. The Code of Conduct also indicates that the Group shall work to prevent and constantly reduce the negative consequences the company's operations may have on the environment.

Contact information for questions about the sustainability report

[Qflow - Innovation and collaboration for a sustainable future](#)