

Metro of the future

The greatest possible value to society with the smallest possible climate footprint





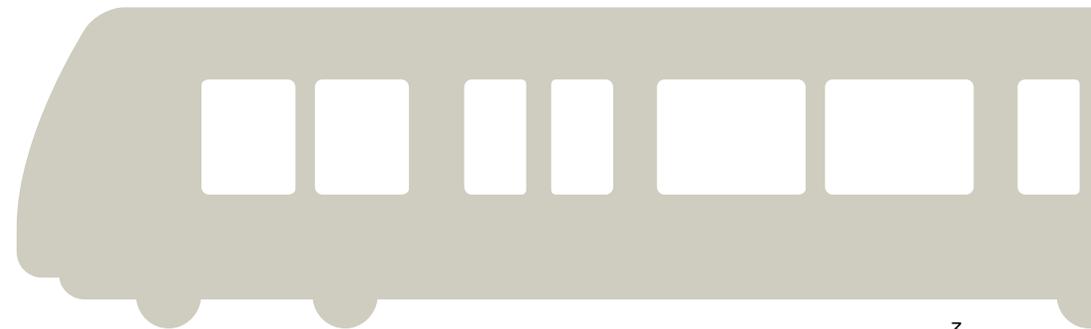
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Photo by Bax Lindhardt, Ulrik Jantzen, Martin Sylvest and Ditte Valente.





Foreword

An important role

Since its opening in 2002, the Metro has carried over a billion passengers around the capital. In the course of a normal week, more than two million passengers use this transport option to travel around Copenhagen quickly and easily. This makes the Metro the capital's most used means of public transport. The Metro has transformed Copenhagen from capital city to major metropolis. The Copenhagen Metro's core task is to ensure the operational stability of the Metro and high passenger satisfaction rates, while building the Metro line to Sydhavn, and with a brand-new Metro line, the M5, now on the drawing board.

With the current level of activity, The Copenhagen Metro is committed to pursuing the ambitious strategy inherent in the Metro system. Going forward, the Metro must continue to be Copenhagen's most popular sustainable transport option.

In this business strategy for the 2023-2026 period, we have therefore selected five focus

“Going forward, the Metro must continue to be Copenhagen's most popular sustainable transport option.”

areas with ambitions, objectives and goals to ensure that our ambition is achieved.

Our focus is on customers and operations, sustainability, the client role, and safety, while The Copenhagen Metro as a workplace develops in line with its tasks and current trends. Since the selected areas are closely related, together they will enable the company to deliver on the promise of a Metro of high technological quality and with high operational stability, delivering the greatest possible value to society, with the smallest possible climate footprint.

We hope you enjoy reading our strategy report.

Jørn Neergaard Larsen, Chairman of the Board of Directors, and Carsten Riis, CEO





A strong starting point

The Copenhagen Metro's ambition is to deliver a world-class Metro and Light Rail to Denmark's capital. Transport solutions of high technological quality and with high operational stability must deliver the greatest possible value to society by transporting as many people as possible with the lowest possible climate impact, while at the same time passengers must have a pleasant transport experience in terms of travel time, reliability, availability, comfort, safety and service.

The Copenhagen Metro has been doing this successfully since the Metro opened 20 years ago. From a strong starting point, in the face of growing demand and increasing complexity, the company must now have the necessary strategic focus on developing and delivering the most popular sustainable transport option in the capital.

This Business Strategy Report describes The Copenhagen Metro's strategy for the 2023-2026 period, with objectives and goals within the focus areas to ensure that our ambition is achieved.

Review 2023-2026

The strategy for 2023-2026 is based on the Business Strategy for 2018-2022, which among other things focused on the opening of the M3 Cityringen and M4 Nordhavn lines,

with subsequent operational stability, growth in passenger numbers and high customer satisfaction rates. The company also took the first steps to secure the M1 and M2 lines' capacity up to 2035 and increased this capacity significantly by expanding the train fleet. As the client, The Copenhagen Metro invested in changing and improving the safety culture at construction sites, which led to a significant reduction in the number of accidents.

Megatrends

Even though The Copenhagen Metro delivers Metro and Light Rail within a limited geographical area, the company's work and strategy are affected by a number of global megatrends, in particular urbanisation, demographics, sustainability, digital development and increasing complexity.

As in other world cities, the capital's population is growing. The population of the City of Copenhagen alone increased by almost 200,000 new inhabitants from 1990 to 2022, and this growth is expected to continue with around 100,000 more inhabitants up to 2035. The city therefore has an increasing need for transport solutions that do not pollute the city's air or impose a greater burden on the road network. Besides urbanisation, the demographic structure of the capital is changing, with a

higher proportion of elderly people, while hybrid working – to the extent that this becomes an integral part of working life in the long term – will affect how people use public transport. This will impact The Copenhagen Metro's business foundation and ability to attract and retain the necessary manpower from an expected shrinking workforce.

Climate solutions and sustainability are another megatrend that affects The Copenhagen Metro's work in several areas. With the Metro, the company already offers the most climate-friendly mode of transport, after walking and cycling, measured by carbon emissions per passenger kilometre over the Metro's lifetime. The Metro's strong green position entails a special obligation to continue to reduce carbon emissions and to highlight the Metro's benefits, so that more passengers are motivated to replace environmentally adverse modes of transport with climate-friendly alternatives. Sustainability will also be an important aspect in the cooperation with consultants, contractors and service operators going forward.

As a general rule, Metro lines have a lifespan of at least 100 years, though the current technological development will have a major impact on how the Metro can continue to deliver a modern and sustainable transport solution. The Copenhagen Metro must therefore focus



intensively on design, construction and types of contracts that take account of how transport solutions can benefit from innovation and new technology.

Supply chain vulnerability as a consequence of Covid-19 and the war in Ukraine has shown us that we live in an unpredictable world. Globalisation and increasing complexity set requirements for the solutions expected from the company, but also for the people who will devise and design the solutions of the future. The challenge of handling increasing passenger numbers while reducing carbon emissions shows that our future employees and business partners must balance many interests, based on increasing data volumes.

The Metro of the future

In the 2023-2026 strategy period, The Copenhagen Metro has the ambition to deliver a world-class Metro system. This means that the company wants to be measured against and compared to other transport systems on parameters that include reliability, safety, service and climate footprint. As a consequence, the Metro must be strengthened and expanded to retain its position as the most popular sustainable transport option in the capital. The Copenhagen Metro must also be an attractive workplace that can retain and attract the competent and talented employees necessary to achieve the overall ambition and the strategy's goals.

To meet the many trends and changed expectations of the company, five closely-related focus areas have been chosen that

together will enable The Copenhagen Metro to deliver on the promise of a Metro of high technological quality and with high operational stability, delivering the greatest possible value to society, with the smallest possible climate footprint.

As presented in Figure 1, the focus areas are: Customers, Climate footprint, Client role, Safety, and Organisation and competences. As the figure shows, Organisation and competences are the foundation for achieving the strategy.

Customers

The Metro is increasingly used by all types of customers in their everyday lives, and with high satisfaction rates. Together with walking and

cycling, the Metro is the most attractive and climate-friendly transport option for a capital city that is growing rapidly. The Metro has grown, so the use by residents and visitors should also grow significantly in the coming years.

This presents opportunities for a broader commercial approach, which will increase passenger numbers and safeguard The Copenhagen Metro's revenue.

In the coming strategy period, The Copenhagen Metro will therefore launch several commercial initiatives within areas such as ticketing solutions and sales channels.

A stronger marketing profile will cement the Metro and its potential as an attractive and sustainable mode of transport more firmly in the minds of its users.

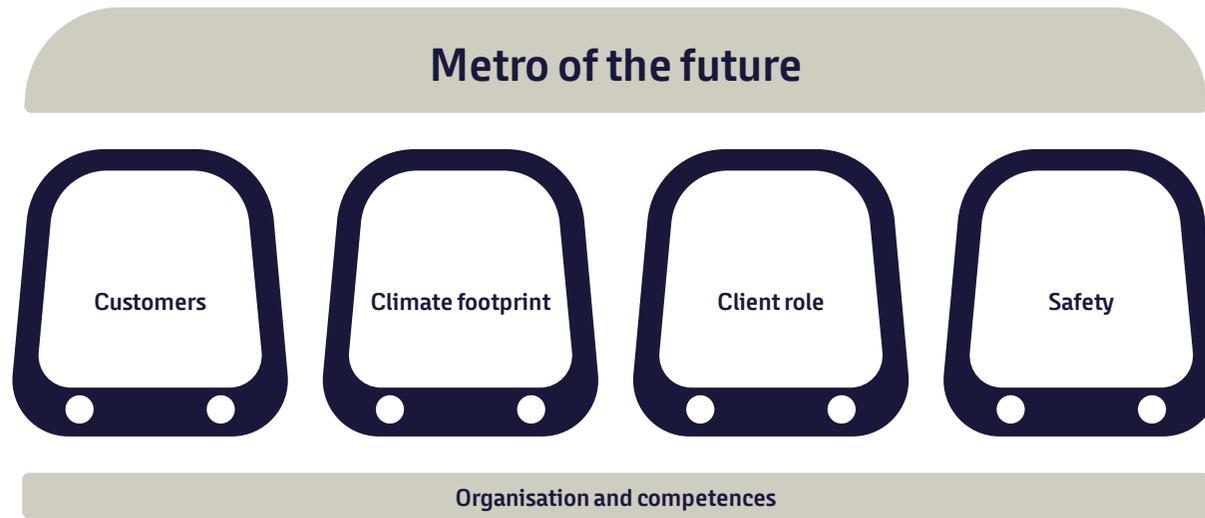


Figure 1
Metro of the future
illustrates the strategy
period's selected focus areas



As the Metro celebrates its 20th anniversary, the need for maintenance and development is increasing in order to maintain the same high level and meet future passengers' expectations. More extensive maintenance, reinvestment and development will affect the service provided while improvements are implemented. New methods must therefore be developed to safeguard the high level of service provided, concurrently with the necessary maintenance of the Metro.

Climate footprint

Compared to other transport options, the Metro is an environmentally-friendly transport form. This is mainly because the Metro is powered by electricity, has a high utilisation rate with many passengers every day, and is designed for a minimum service life of 100 years.

The Metro also has a negative climate impact, mainly due to the materials used to construct a new Metro line. The construction of new Metro lines accounts for 70% of the carbon footprint from the company's overall activities.

During the strategy period, The Copenhagen Metro will work intensively to find solutions to reduce the negative climate footprint from construction, so that the Metro of the future will be even more climate-friendly.

Client role

The Copenhagen Metro benefits from being a multiple-project client, with experience from previous projects, and because of its size is able to exert influence on the Danish market. The

company therefore can and must play a central role by incorporating sustainability initiatives into future projects, including choice of materials, construction methods and forms of cooperation.

In particular, the company must explore opportunities for alternative types of contracts whereby the project can benefit from technological developments during a multi-year construction period, rather than locking in decisions at an early stage of the process, as is the case today.

The company must also be organisationally prepared to be able to handle several different types of projects. The company is now embarking on a period with concurrent megaprojects, such as new Metro lines, and several smaller projects comprising reinvestment in and maintenance of the oldest Metro lines.

Safety

Over the past five years, the safety standard of construction projects has been improved significantly. Yet employees are still injured while working on The Copenhagen Metro's projects.

An important focus area in the company's business strategy is therefore to make targeted and dedicated efforts to ensure that everyone can work safely every day. This requires a focus on physical safety and also greater focus on the psychosocial working environment, both in operations and at the company's offices.

Organisation and competences

To achieve the strategy's ambitions, The Copenhagen Metro must be able to engage,

develop, retain and attract professionally skilled employees with the right competences.

The Copenhagen Metro has an excellent starting point, with dedicated employees capable of achieving outstanding results. There is also a need to raise the level of ambition and become an even better workplace.

This requires The Copenhagen Metro to develop as a workplace by making targeted efforts to develop the company's strategic approach to organisational and competence development, based on increased digitalisation.





Customers

Ambition:

“The Metro must be strengthened and expanded, to retain its position as Copenhagen’s most popular sustainable transport option.”





The Metro is increasingly used by all types of customers in their everyday lives, and with high satisfaction rates. Together with walking and cycling, the Metro is the most attractive and climate-friendly transport option in a capital city that is growing rapidly. Passenger numbers and the resulting revenue are prerequisites for fulfilling the company's core mission now and in the future: Sustainable public transport options of high quality, 24 hours a day, seven days a week, all year round.

The Metro right now – in brief:

- +64 NPS score (customer satisfaction)
- 99.3% operational stability
- 107 million passengers

Before Covid-19, the company expected 149 million annual passengers in 2022. Due to the pandemic, the figure was revised to 107 million passengers in 2022, increasing to 166 million passengers in 2026. Concurrently, the Metro's expansion continues, with new lines and stations, and the southern part of the M4 line is scheduled to open in 2024. The speed and rate of increase in passenger numbers is subject to great uncertainty, due to such factors as lasting structural consequences of the pandemic, including whether more people choose to work from home to a greater extent.

In 2022, the M1 and M2 lines reached their 20th anniversary, which imposes an increasing maintenance and development burden in order to maintain the same high level and meet future passengers' expectations. A larger maintenance and development burden will affect the services provided while the improvements are

implemented. New methods of safeguarding the Metro's high service levels must therefore be developed.

Goal for the strategy period

The goal for the strategy period is to achieve and, if possible, accelerate the planned passenger growth, and to serve at least 166 million passengers by 2026. The Metro will thereby contribute to reducing the climate footprint of the capital's transport systems, while also achieving the required growth in The Copenhagen Metro's revenue.

This entails greater focus on:

- Sales channels, products and services
- Marketing and customer experience measurement

- Investments in further development and maintenance of the Metro

1. Sales channels, products and services

Position in 2026:

- Together with the other public transport suppliers, The Copenhagen Metro has a new digital, nationwide Rejsekort (travel card) and a new Rejseplan (travel itinerary) system.
- The company also sells its own products, and has direct customer contact and new services targeted at Metro customers.

Together with other public transport companies, The Copenhagen Metro has a long tradition of developing and operating joint sales channels and travel itinerary search portals that can be used across modes of transport and geography. The Copenhagen Metro will

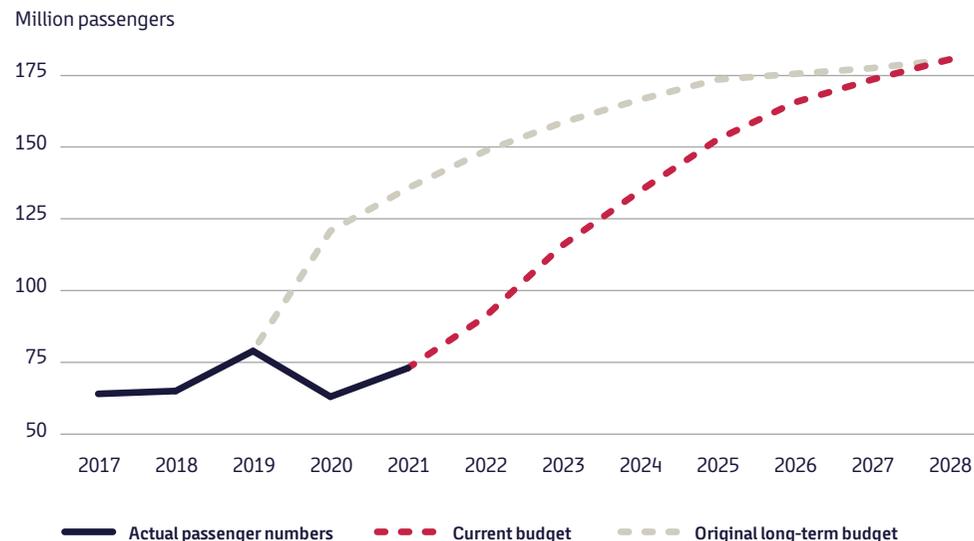


Figure 2
Expectations of the number of journeys



continue to contribute to the development and digitalisation of the Rejsekort system and the Rejseplan portal, so that these joint services continue to meet the needs of customers who combine Metro, train and bus on the same journey.

A significant proportion of the Metro's customers make journeys using the Metro alone, or a combination of bicycle and Metro. As the Metro network expands, this proportion increases. To better meet the needs of these customers and attract new customers and more journeys, The Copenhagen Metro will develop new and simpler products, sold via its own sales channel, with the opportunity for ticket products and customer dialogue targeted at customers who do not combine the Metro with other public transport options.

2. Marketing and customer experience measurement

Position in 2026:

- Familiarity with the Metro has expanded significantly, and customers are increasingly motivated to take the Metro.
- The qualified measurements of the Metro's attractiveness and customer experience underpin the company's basis for commercial decisions about services, operations and communication.

Customers perceive the Metro as an attractive, reliable and high-class transport mode. Potential analyses show that the Metro's unique position can be leveraged to increase growth and that marketing should be intensified and expanded to support the preferred passenger experience, growth in passenger numbers

and familiarity with the Metro as an attractive transport mode.

This will be achieved by raising awareness of lines, stations and destinations, so that the Metro is well-known as a relevant and attractive alternative to journeys by car in specific situations. Awareness can be raised when new customers move to the capital, start a new job or education, or for other reasons change their transport/mobility habits.

This requires a sound new customer evaluation system and feedback on customer experience and the Metro's attractiveness.

3. Investments in the Metro

Position in 2026:

- Passenger numbers and customer satisfaction with the service have not been negatively affected by the maintenance and further development of a Metro in operation.
- The company has a data- and customer-oriented regime for the execution of maintenance and investments for a Metro in operation, developed on the basis of an international analysis and benchmarking of best practice.
- The company has a digital asset management system to manage maintenance and reinvestments. Based on predictive-maintenance pilot projects, a long-term ambition for the company's development and maintenance activities has been adopted.
- The company has a modern and robust cybersecurity system.

After 20 years in operation, the Metro has an increased need for maintenance and

development to ensure that the system remains attractive. The expected growth in passenger numbers also brings a need for capacity expansion, particularly of the M1 and M2 lines.

Maintenance requires reinvestment projects that entail operational reductions, which challenges the promise to customers of high-frequency 24/7 operation and potentially also the goal of more passengers and increased revenue. The company must therefore develop methods to execute the necessary ongoing maintenance and further development of the Metro with as few operational reductions as possible, and with the least possible impact on customers.

The company and its operators need to progress from corrective, inspection- and calendar-based maintenance towards more data-driven and status-based maintenance. The Copenhagen Metro therefore has the goal of improving the organisation in terms of systems, resources, and competences, so as to deliver data-driven, status-based maintenance and investment decisions, while beginning initial predictive maintenance work. The company also has a strong, sustained focus on cybersecurity and takes a risk-based approach to both its own and operators' systems.

Achieving these goals requires increased digitalisation and stronger technical skills.

See focus area 3 about The Copenhagen Metro's transition as a client with several construction projects and projects in the operational phase.



Climate footprint

Ambition:

“The climate footprint from construction of new Metro projects must be halved compared to the current Metro, while also minimising all other climate footprints.”





Compared to other transport options, the Metro is an environmentally-friendly means of transport, as the Metro is powered by Danish electricity, has a high utilisation rate with many passengers every day, and is designed for a minimum service life of 100 years.

Yet the Metro also has a negative climate impact, particularly due to the materials used to construct new Metro lines. The construction phase accounts for 70% of the carbon footprint of a Metro line. It is thus by far the largest item in carbon accounts for the company's overall activities.

Goal for the strategy period

The strategic ambition is therefore to halve the climate footprint of new Metro projects compared to the existing Metro. The focus is on reducing material use, including a large-scale initiative relating to design, construction methods and choice of materials.

The company is already familiar with some of the solutions today, but it will also be necessary to seek new, previously unknown methods, in collaboration with consultants and contractors. Some climate initiatives will bring financial savings, for example by reducing the amount of material used, but others can be expected to raise project costs.

Besides construction, there is also a small negative climate footprint from operation of the Metro and from the company's offices. The Copenhagen Metro therefore aims for the greatest possible reduction of climate impacts from all of the company's activities.

Potential carbon emission reduction in tonnes of CO2

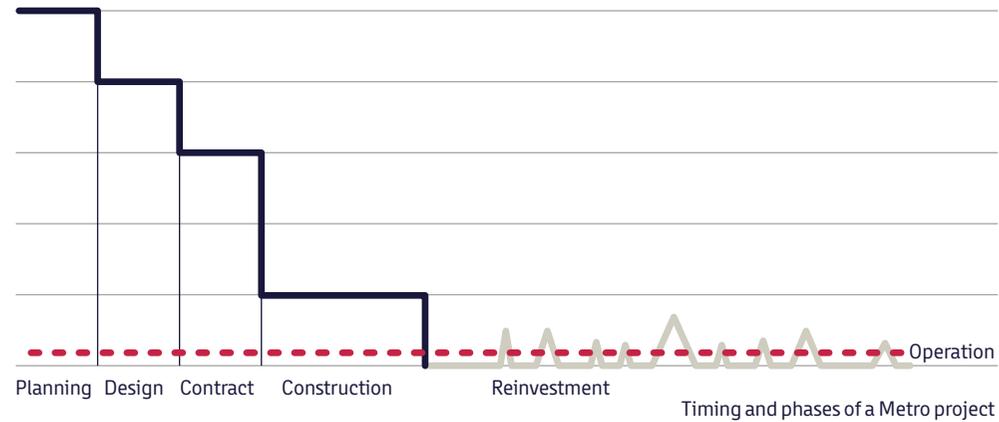


Figure 3
Carbon emission reduction potential across the company's activities

To achieve climate objectives, there is focus on:

- Construction of new Metro lines
- Climate footprint as a decision-making parameter for reinvestments
- Operation of the Metro
- The Copenhagen Metro as a business

1. Construction of new Metro lines

Position in 2026:

- The company has implemented design optimisation as the basis for halving its climate footprint.
- A contract paradigm has been established as an incentive for continuous carbon emission reduction via construction contracts for future Metro lines, see section 3 on the client's role.
- The company has implemented a resource strategy to reduce the consumption of

natural resources and increase recirculation and recycling of materials and waste in the company's projects.

In connection with the company's future development, design and adoption of the tendering strategy for the extension of the M4 line in Nordhavn and the future M5 line, it will be determined how the upcoming projects' climate footprint can be halved. This will take place in close cooperation with the other actors in the industry.

Society's development and the market for sustainable solutions are changing rapidly. There is great potential in capturing and storing carbon via Carbon Capture Storage (CCS), which can potentially lead to significant reductions in emissions from the production of, among other things, cement and steel, which will



make it possible to more than halve the climate footprint of new Metro projects.

Maturing of this or similar technologies will be beneficial to the strategic ambition of halving the climate footprint of new projects.

2. Climate footprint as a decision-making parameter for reinvestments

Position in 2026:

- Climate footprint has been established as a decision-making parameter for reinvestments based on a carbon model that provides a more nuanced picture of carbon sources, and which compiles the climate effect of future new acquisitions and extension of the lifetime of sub-elements/assets in the system.
- Reinvestment projects are used to test new contractual requirements related to climate and circular economy and provide experience for the construction of new lines.

The company continuously invests in the facilities and equipment that have been constructed and put into operation. Most of the investments take place after many years of the facility's service life, so in many cases it is not currently possible to optimise the climate footprint. Reinvestments account for around 25% of an alignment's climate footprint, but the emissions occur gradually over a 100-year period, during which technology and methods of maintaining the Metro will develop significantly. The climate footprint is therefore associated with great uncertainty, and opportunities for reductions based on future technological development are expected to be significant.

Procurement of steel products and sub-components is expected to be the single largest carbon item.

Today, emissions from purchased steel can be reduced by requiring the steel to be produced from recycled material, but since this is a finite resource, it is necessary to support an overall transformation of steel production. The company will therefore develop requirements for the procurement of steel components that contribute to the transformation of steel production, and prepare future operating contracts to reduce and potentially defer operations-based steel procurement.

3. Operation of the Metro

Position in 2026:

- Energy consumption from the M1 and M2 lines' stations and control and maintenance centre has been reduced by 10%.

Energy is a scarce resource, and even though the climate footprint of the Metro in operation accounts for a small part of the total footprint, the Metro is one of the largest electricity consumers in the capital. Cutting energy consumption will give an immediate reduction of the Metro's carbon emissions, making the potential for operational savings from this component extremely valuable.

It is therefore a significant element of the company's strategy to take responsibility for ensuring that every kilometre served by a Metro train entails the lowest possible energy consumption. To reduce energy consumption in operations, the company will increase operational energy efficiency and prepare the

next operations contract to ensure a stronger incentive for continuous energy efficiency.

4. The Copenhagen Metro as a business

Position in 2026:

- The climate footprint from the company's organisation has been reduced by 20%.

As a business, The Copenhagen Metro has its own climate footprint in the form of office facilities, transport, etc. Greater focus on the operation of the company's own organisation is used to promote an organisational culture with increased focus on sustainability, including more climate-friendly choices in everyday life.

The company's day-to-day activities are reviewed regularly, and guidelines for the activities must be created in order to further reduce the climate footprint.



Client role

Ambition:

“The Copenhagen Metro is building ‘state of the art’, so that with the help of innovation and advanced technology, the projects are attractive the day they are put into operation.”



During the strategy period, the extension of the M4 line to Sydhavn will open, the extension of the M4 line in Nordhavn will be adopted, a future M5 line will be clarified, and the owners will discuss the perspectives for further expansion of the Metro network. In addition, The Copenhagen Metro provides client services to Hovedstadens Letbane (Greater Copenhagen Light Rail), which will also open during the strategy period.

Due to the many projects, the company is a major client in a Danish context with responsibility for developing the industry. This entails an obligation to lead the way in innovation, technology and safety (see also section 4 on Safety).

As a multi-project client, the company has experience from previous projects and can use its size to influence the market. The company will use this to incorporate sustainability initiatives in future projects, including choice of materials, construction methods and forms of cooperation.

It is vital to create the basis for a strategic position regarding the dilemma between previously defined projects with tested contract models and the possibility of deferring a number of decisions. This wish to defer decisions must be viewed in the light that projects are developed over a long period of time, and that significant value can be created if technological advances in the design and execution phase can be included on an ongoing basis. New contract types must include better opportunities to incorporate these technological advances throughout the course of the project. To illustrate the alternatives, opportunities to use new and



Figure 4
The Copenhagen Metro's
value chain

untested forms of tendering and contracting will be explored.

The Copenhagen Metro's client organisation is geared up to handle megaprojects that are established from scratch.

With more reinvestments, the organisation must prepare for a more complex project portfolio that includes megaprojects, projects in connection with reinvestments and a number of other smaller projects.

Goal for the strategy period

To achieve the ambition, the focus is on:

- New types of contract and cooperation
- Complex project portfolio
- Technology and innovation

1. New types of contract and cooperation

Position in 2026:

The company has assessed

- which types of contracts are possible and the risk profile these will have for projects;
- whether an 'ability to cooperate' criterion can be formulated as a tender award criterion; and

- opportunities to enter into partnerships with external actors on, for example, sharing financial risk, incentive structures, etc.

In connection with the development and extension of the M4 line in Nordhavn and the M5 line, opportunities for new types of contract and cooperation are being explored, whereby the continuous incorporation of technological advances will be possible. This will include consideration of partnerships, contractual requirements, decision-making processes and incentive structures.

The expectation is that the more decisions are deferred, the greater the impact this might have on risks to the project's overall financial basis and time schedule. Risk distribution will continue to adhere to the principle that individual risk is held by the party best able to manage it.

Tendering structures whereby the contractors are involved in dialogue-based collaboration both prior to and during the tender process are already used today.

Opportunities for involvement in both the early and subsequent phases must be explored so that The Copenhagen Metro can to a greater



extent contribute constructively to the decision-making process. Previous experience has revealed the varying quality of the company's collaboration with different contractors, so that risks must be hedged beforehand.

As before, it will be important to ensure future contracts with good cooperation opportunities on the issues prioritised by the company and on which it reports in its sustainability reports. This first and foremost concerns occupational health and safety, labour market issues, social responsibility and supply chain management.

The Copenhagen Metro's statutory obligation to ensure competitive tendering has proved to impose limitations with regard to early involvement and long-term partnerships. Its is therefore being examined how far the company can go within the framework, including what best practice constitutes internationally and how the company can influence legislation in a direction that benefits society and the climate.

2. Complex project portfolio

Position in 2026:

- The company has taken the necessary initiatives to develop the competences that are essential to manage future project portfolio.

The Metro in operation is a significant asset for the company, and as the Metro develops and the reinvestment requirement grows, there is an increased need to be able to handle this more complex project portfolio. The Copenhagen Metro also handles several other tasks, including the development of the Greater Copenhagen Light Rail and the establishment

of transfer facilities, etc. The company must thus be able to handle various different projects in parallel, including mega, medium and small projects with different levels of complexity.

The organisation of small projects often requires detailed knowledge of the Metro's current systems and operation. The work on such projects therefore typically takes place within a fixed framework, taking due account of customers and ongoing operations, and the necessary integration with existing systems. This presents challenges in relation to future agreements and to the execution of projects.

The company must therefore ensure that employees have the necessary skills and resources to manage a more complex project portfolio, including handling collaboration and collaboration models with different types of advisers and contracting parties than today.

3. Technologies and innovation

Position in 2026:

- The company has found new ways of ensuring a financial basis, time schedule and risk profile that allow new technology and innovation to have a positive impact on the projects.

As a natural element of climate and sustainability issues as a strategic focus area, The Copenhagen Metro wishes to minimise its climate footprint. The company will seek to leverage the market and technological development in this area. Normally, all significant parameters are locked when a contract is established, and it is not recommended to make any subsequent changes, because changes are

disproportionately expensive, entail risks and will usually challenge time schedules. On the other hand, by locking all significant parameters early in the process, the company risks forfeiting major climate footprint reductions.

It will therefore be a key challenge to find the right time and the right level at which to lock in various contract parameters, so that the company achieves manageable projects with a predictable financial basis, time schedule and risk profile, but still has the opportunity to utilise technology gains to a reasonable extent.

Technology and innovation must also be an element of operations, maintenance and customer experience. The Metro brand is closely linked to innovation and new thinking. With its driverless trains, the Metro took a position as a technological frontrunner compared to the city's other modes of transport. Based on this leading position, the ambition is for the Metro to also be a technological first-mover when it comes to modern ticketing systems, and associated services and experiences, for example based on smartphones.

Within the maintenance area, the company must be at the forefront of new technical opportunities presented by the Industrial Internet of Things, which, together with a digitalised asset management system, can smooth the transition to data-based preventive maintenance, rather than calendar-based maintenance.

Read section 1 about the Customers.



Safety

Ambition:

“Everyone should be able to work safely every day.”





The ambition that everyone should be able to work safely every day is difficult, but not impossible to achieve. This is also an ambition that, for five years, has driven a fundamental transformation of the company's safety culture and approach to occupational health and safety. To a great extent this work has focused on the prevention of accidents during construction projects, and safety levels have also improved significantly. The lost-time injury frequency rate has thus been reduced from 20.6 accidents per million working hours in 2016, to 3.4 in 2021. For comparison, the Danish national average for workers in the building and construction industry was 32 in 2021.

Yet employees are still injured while working on The Copenhagen Metro's projects.

In the coming strategy period, the company will be the client for reinvestment projects to which many different contractors with widely varying safety records are expected to contribute. The company therefore continues to be focused on and dedicated to ensuring that everyone can work safely every day.

It is not only while working on the construction projects that employees are injured. Injuries may also be sustained in conjunction with the operation and maintenance of the Metro, and also at the company's offices, where there are employees who fall ill from stress.

In the coming strategy period, the company will therefore focus on ensuring that everyone can work safely, both physically and mentally, regardless of whether they are working on

construction projects, in operations or in an office.

Goal for the strategy period

In practice, the focus must be on:

- Reducing the number of operational accidents
- Ensuring that no-one becomes ill from going to work
- Considering safety from the start of new projects

1. Reducing the number of operational accidents

Position in 2026:

The Copenhagen Metro

- has insight into and knowledge of operational

accidents on a par with the company's insight into the construction projects

- has created the basis for a significantly higher safety level in connection with the coming invitation to tender for the service operations contract
- calculates and is focused on comparing lost-time injury frequency rates for construction projects and in operations.

In 2022 alone, there were 20 accidents in operations that resulted in absence. The accident figures for service operators confirm the need to increase the safety of employees in operations.

This is a complex issue, as accidents resembling the accidents the company recorded during the construction projects occur both in the

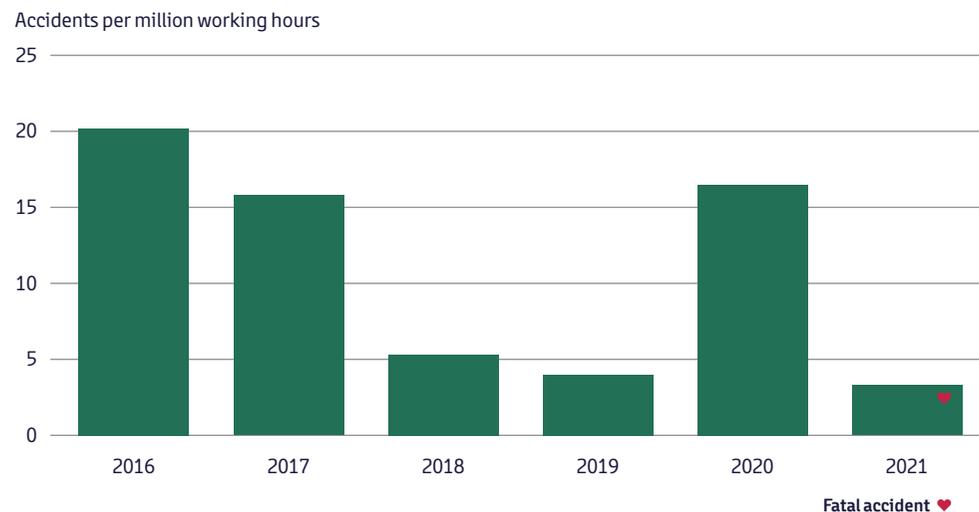


Figure 5
The Copenhagen Metro's lost-time injury frequency rate from 2016 to 2021



workshops and in the course of everyday maintenance, while there are also a significant number of physical and verbal assaults on stewards in operations.

The company must build up knowledge of both the causes of accidents and the service operators' existing accident prevention measures.

During the strategy period, the company will therefore establish closer cooperation with service operators on employee safety. From this collaboration the company expects to gain significantly greater insight into the conditions that contribute to the number of accidents. At the same time, based on the experience gained from the safety work during the construction projects, the company can contribute to strengthening and qualifying the service operators' existing health and safety measures for everything from handling heavy equipment in the workshops to conflict management in trains and at stations.

During the strategy period, the company will hold a new invitation to tender for the operations contract. The company will incorporate requirements regarding safety of operational employees in cooperation with the future service operator.

2. No one should become ill from going to work

Position in 2026:

- The Copenhagen Metro has established a data basis and a measuring tool that provides a managerial overview of the psychosocial working environment.

- Employees experience how the company works loyally with the psychosocial working environment.

For five years, the company has had the declared goal that no one should be injured by going to work. The focus has been on physical accidents, but employees are also affected by psychosocial 'accidents' such as stress.

With regard to physical accidents, the company has benefited greatly from a declared zero-tolerance policy for accidents. This has ensured a management focus and gives employees the authority to intervene in dangerous situations. In the coming strategy period, the company will adopt a zero-tolerance policy to prevent occupational illness among employees. This requires, among other things, the establishment of a data basis and a measuring tool that make it possible to monitor developments closely.

The Copenhagen Metro wants to be a workplace that can accommodate how employees can sometimes face challenges in their private lives, and wants to be able to offer periods of reduced working hours, increased flexibility, working from home, etc. As an element of the development of The Copenhagen Metro's organisation, the programmes and opportunities offered by the company will be described and made available to employees.

3. Considering safety right from the start of new projects

Position in 2026:

- The Copenhagen Metro has investigated opportunities to introduce more prefabricated elements in the construction projects.

- The Copenhagen Metro has established a contractual set-up for close collaboration between client and contractor in the detailed design phase.

More serious accidents can be prevented through engineering, design and planning. During the strategy period, both the extension of the M4 line in Nordhavn and the M5 line will enter the tender design phase.

The company will therefore establish closer collaboration with design consultants, to ensure that they also take responsibility for safety and contribute actively to devising solutions that minimise the risk of accidents during the construction phase.

As the company uses 'design and build contracts', significant elements of the actual design task are handled by the contractors. In the same way, the company will establish a contractual set-up to ensure that the collaboration between the contractor and its advisers also focuses on ambitious and effective risk-mitigating measures.

The company wants to take safety to a new level by, for example, using prefabricated elements at construction sites to a greater extent. Prefabrication generally allows far more processes to take place in a more controlled environment, and the number of different activities at the construction sites is then reduced. It is therefore a strategic focus area in the company's innovation programme to explore opportunities to use prefabrication for construction projects to a greater extent.



Organisation and competences

Ambition:

“The Copenhagen Metro wants to be the preferred workplace for employees keen to contribute to sustainable transport in the capital.”



An increased level of ambition to provide sustainable transport to society can only be achieved with skilled and dedicated employees who will recommend the company to others. The Copenhagen Metro must therefore be a good and attractive workplace that can engage, develop, retain and attract professionally skilled employees with the right competences, where employees experience that they can exert influence and where there is room for diversity and different circumstances in life.

The job market is undergoing major changes, with historically low unemployment, a reduced labour supply and competition for skilled employees. Employees' expectations of their jobs, careers and workplaces are also changing, with greater focus on meaning, fellowship and flexibility.

Based on employee satisfaction surveys and a more data-based approach to competence and personnel matters, The Copenhagen Metro must therefore continue to develop as a workplace, and targeted efforts must be made to develop a strategic approach to organisational and competence development.

Goal for the strategy period

In practice, the focus must be on:

- Digital and innovative organisation
- Strategic competence development
- Every stage of life
- Employer branding



Figure 6
Four key focus areas will ensure that the organisation can deliver on the many ambitions going forward

1. Digital and innovative organisation

Position in 2026:

- Organisation, processes and management tools support innovative work processes, efficient workflows, rapid decision-making channels and clear priorities.
- Innovation competences take high priority.
- New digital and technological tools are an integral element of the company's work.

The organisation must support an innovation culture that enables employees and managers to use their skills and develop their professional expertise to solve problems and create new solutions.

The company must also ensure a high degree of internal efficiency to ensure that competences and resources are used appropriately.

This means that employees must have better opportunities to invest time in seeking and trying out new solutions both internally and

together with business partners, including new software and new technology for knowledge sharing and collaboration.

2. Strategic competence development

Position in 2026:

- There is a defined need for core competences, and there are established opportunities for employees to develop competences and professional skills.
- Clear and visible career paths for the development and retention of employees have been established in the company.
- Management skills have been further developed to match the needs of the future.

The company will take a more systematic approach to competence and career development. As a knowledge company, The Copenhagen Metro is completely dependent on employees at a high professional level. It is necessary to continuously develop employees'



competences by providing the opportunity to acquire new knowledge and by offering relevant further education. This must take place in ways that benefit both the individual and the company.

Project structure changes over time, and the company must be able to work systematically for employees to be able to move across the organisation, so as to maintain and develop competences in the organisation.

At The Copenhagen Metro, results are created across the different parts of the value chain, the internal matrix and the many external business partners. This sets increased requirements for management skills and a more systematic approach to their development.

3. Every stage of life

Position in 2026:

- Salary, pension and leave conditions are analysed and balanced in relation to retaining and attracting highly specialised skills.
- There is the necessary flexibility in how work is organised and for working from home, with focus on employees having the right conditions to perform and thrive in solving their tasks.
- Flexible solutions have been found to the different needs of employees in various stages of their lives.
- How employees are involved in prioritising benefits and conditions is transparent.

The company needs employees at every stage of their lives. This requires the company to offer individual and flexible terms and working conditions that meet the needs of employees of

different ages and with different circumstances in life.

4. Employer branding

Position in 2026:

- Based on its strategic competence mapping, the company has established a strong position in relation to selected target groups and competence areas.
- The position is built on a fact-based understanding of what is important to candidates and how this matches the company's values and contributions.
- The company is and is perceived as a good workplace for minorities and for international employees. This has been achieved through strategic initiatives to promote a diverse, inclusive and international workplace.

The Metro's strong brand can be used to strengthen the company's employer branding, create greater cohesion between the Metro as a workplace and as a product, and strengthen the ability to attract new, highly qualified employees.

Mapping of particularly critical target groups and competence areas, together with the development and execution of an employer branding strategy, is a prerequisite for The Copenhagen Metro to be able to attract and retain the employees needed to achieve the overall objective of delivering the greatest possible value to society with the smallest possible climate footprint.



[Read more about the Metro at m.dk](https://m.dk)