



Corporate Social Responsibility (CSR)

REPORT 2021

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“The evening sun in September sheds light on a large flock of migrating lapwings at Botofte Skovmose, Langeland.”

Photo: Hans-Henrik Wienberg, WienbergArt

Gubra’s CSR Vision

To formulate and implement a radically new approach to corporate social responsibility and play an active role in the fight for a more sustainable world.



About Gubra

Gubra is a privately held biotech company with two primary areas of business: Preclinical contract research services and proprietary early target and drug discovery programs. Our main areas of research are preclinical studies of obesity, diabetes, diabetic complications, and NASH. We not only have a passion for doing science for the benefit of millions of patients worldwide. We are also concerned about climate changes, the general degradation of the environment and the associated decline in biodiversity.

CO₂ negative

In 2021, the UN Panel on Climate Change issued two reports in which the world's scientists once again underlined that we have limited time left before temperatures run out of control. As scientists, we are obliged to act on these scientific facts.

The biotech industry has one of the highest energy footprints per square meter. Accordingly, we have initiated a number of preventive steps to reduce our direct emissions. In 2021 we completed a Green lab 1.0 process with external assistance, to reduce energy and resource consumption in all laboratories. A new and more comprehensive Green Lab 2.0. process will be initiated in 2022. We have reduced our scope II emissions considerable with a continued focus on alternative transportation habits for our employees by offering free electric bikes to all, investing in carpooling apps, setting up charging stations for electric cars – while still practicing an internal tax on air travel balancing all flight expenses “dollar to dollar”. Moreover, we have invested heavily in buying up conventional CO₂-emitting farmland, to convert it into CO₂-absorbing forest and nature reserves.

In 2021, we have intensified our presence in the public debate and pressed for political action. We have highlighted the need for more nature, called for green incentives to take the bike rather than the car, and supported the implementation of a uniform carbon tax for all

companies. We have participated and presented our green CSR initiatives at public climate gatherings, and brought awareness and shared experiences with other companies and public sector institutions. To inspire and engage is one of the pillars in Gubras CSR policies.

Every year we allocate 10% of our pre-tax profits to green projects. We are often told that that is a lot, but from our point of view it is merely a matter of semantics. We still retain 90% to reinvest in our company. Accordingly, we strongly encourage all other companies to have a donation and investment policy for green projects, irrespective whether you are working with biotech, construction or solar energy. Only in this way will we overcome the climate and biodiversity crisis. Such a conviction is often met with the counterargument that it is not financially viable. We do not agree.

The CSR report presented is, in the spirit of Gubra, brief. For us, the green transition is not a matter of CSR reporting, but of profitable business and CSR action.

Enjoy the read!

Henrik Blou (CEO)

Gubra CSR policy – not a free ride



Gubra CSR policy is founded on four key guidelines

These guidelines have led to several concrete actions. For instance, besides donating/investing 10 percent of our pre-tax profit to environmental activities, we also practice an internal tax on air travel balancing all flight expenses “dollar to dollar”. The flight tax and the 10 percent funds are transferred to Gubra’s Green Pool to further support green initiatives. You can find more information on Gubra’s approach and CSR activities on our website.

Please note that the data presented in our CSR report and in the appendix has not been validated by a State Chartered Accountant

Green Pool

In 2021, we transferred 10.576.261 DKK to Gubra’s Green Pool designated green projects. The total amount of Gubra’s Green Pool at the end of the year was 13,139,583 DKK.

Four key CSR guidelines

- 1 Donating/investing 10 percent of our pre-tax profit to environmental activities**
Gubra is committed to donating/investing 10 percent of its pre-tax profit to environmental activities every year.
- 2 Being carbon negative (absorbing more CO₂ than we are emitting)**
The guideline concerning carbon negativity implies that we minimize our own carbon footprint, by planting trees, stimulate carbon reducing projects, and by carbon offsets. By being carbon negative, we are trying to do our part in the quest towards a CO₂-neutral future.
- 3 Inspiring and engaging politicians and other companies to fight for a more sustainable world**
Gubra cannot solve the grand challenges the world is facing on its own, we need assistance from other parties. In the big picture, our direct contribution will be small, but hopefully we can inspire more powerful players to change the game.
- 4 Order in our own house**
Keeping order in our own house implies that we provide a healthy and non-discriminatory work environment, pay the correct taxes, insist on proper waste management, ensure that our suppliers live up to environmental and social standards etc.

A selection of Green Donations in 2021



ANDELSGAARDE

Gubra **donates 558,000 DKK** over a period of two years to Andelsgaard, the cooperative movement revolutionizing Danish agricultural landscape and regime with new sustainable thinking and methods. The movement uses funds raised from private memberships and donations to buy old farmland and buildings. They convert these into new sustainable farms run by professional tenants. Members and their families are invited to participate on a daily basis – and to join special food, sowing and harvesting events held throughout the year.



DEN GRØNNE STUDENTER BEVÆGELSE

Gubra **donates 300,000 DKK** in support of the Danish green student movement (DGSB). The Danish green student movement is an important new movement which has managed to place the most important crises of our time – the climate and biodiversity crisis – on the Danish public agenda. Gubra has previously donated DKK 100,000 to this movement.



regenerativt jordbrug

Gubra **donates 220,000 DKK** to a pilot project that intends to establish a new Regenerative Agricultural School. Regenerativt Landbrug (Association for Regenerative Agriculture) is initiated by ambitious young agricultural practitioners who work with diverse production with a focus on market gardening, polycultures, and forestry. The donation ensures the upstart of a basic 1-year course for new trainees with teaching in healthy soil and ecosystems, vegetable growing, plant breeding, livestock farming and business management.



plastic change

Gubra **donates 500,000 DKK** to Plastic Change over a period of 3 years. Almost half of the world's plastics are used for consumer-oriented disposable packaging and short-lived disposable products. This has led to increasing plastic pollution, increased CO₂ emissions and huge mountains of waste. Plastic Change works to make politicians and the industry commit to reduced and reuse levels of plastic consumption by applying the recycling principle to a much higher degree in their design, production and packaging of products.



Home grown forest



Certified bike friendly workplace



10%

of pretax profits designated green activities



A selection of our green impacts

Internal tax on flight travel

Gubra practices an internal tax on air travel, balancing all flight expenses “dollar to dollar” to be used for carbon offset initiatives. This will not only cancel out our own flight emissions but reduce by multifold our CO₂.

Less meat, more organic

Over the years, we have gradually reduced the use of meat to a minimum in our canteen serving primarily vegetable-based meals every day. Our canteen is more than 95% organic. At Gubra, all employees can always choose a 100% vegan or vegetarian meal.

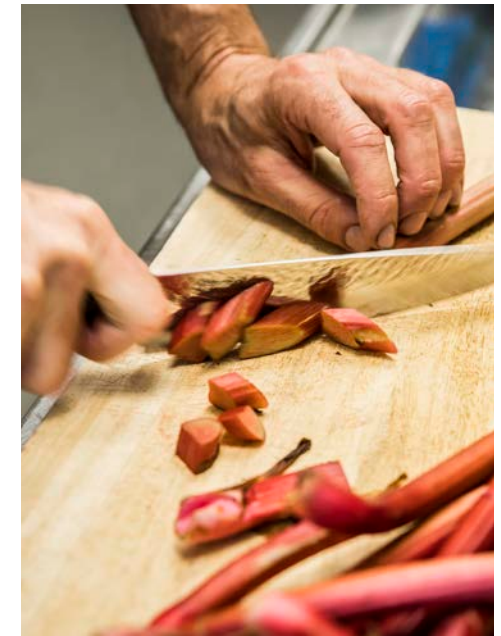
Green lab initiatives

During 2020 and 2021, we have worked to reduce our disposals and energy consumption in our many laboratories. We have done this with the help of an external consultant and an internal working group. The work is expected to be implemented in 2022.

Inspire and engage

We engage with politicians and Danish businesses to create awareness and spur action for a sustainable world. This engagement is recorded in various debates and articles in radio, newspapers, podcasts and other public fora.

View all Gubra CSR activities on our [website](#).



We can barely manage to do anything right before it is declared wrong

Wherever you stand in the climate debate, it is as though we are all constantly being overtaken by reality. We have barely managed to switch to carefully environmentally caught fish, before scientists tell us that it will be difficult to save some of the remaining stocks in the Baltic Sea.

When it comes to meat, chicken has one of the smallest carbon footprints, but now scientists are telling us that the vast majority of laying hens, around 80 percent, have fractures of the sternum because the disproportionately large eggs are pushing the chickens to the breaking point. And that goes for organic chickens, too.

Beef has among the greatest carbon emissions and has long topped the list of things to avoid serving too often in the canteen. Lamb is also high on the CO₂ list, while pork is

problematic, because we have realised that oxygen depletion and fish death along the Danish coasts is caused by the huge amount of nitrogen discharges from the pig herds.

We can barely manage to do anything right before it is declared wrong.

For a long time, the plate has been the favourite battle arena in the climate struggle: this is where the rational arguments meet the emotional ones. But is there a solution in which we can come closer to each other? We've made the attempt.

So what can we do?

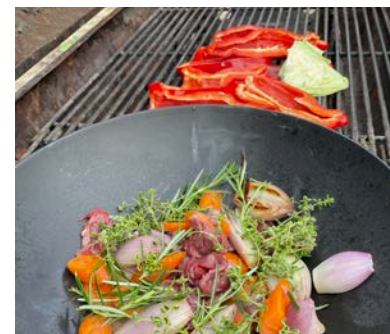
Become vegetarians or vegans, and accept a food culture that few of us can identify with? Well, not necessarily. But we can use the same speed that has put our planet under pressure to change our course by changing elements in our diet. Quickly, and still with some meat on the plate.

We've made the attempt in our canteen by cutting out approximately 90 percent of the meat over the past few years. So, there is still meat in our canteen – just not as much. Of course, those employees who are vegans or vegetarians can always get a meatless meal. In practice, this means that we have moved closer to each other, not further away.

Although our everyday lives are not just about food, it is very much our kitchen that manages to bring us together – because it is a huge job to invent new dishes or reinvent old ones.

Local regenerative farmers

We've also taken another decision: We have begun to buy many of our vegetables from local regenerative producers. The greens are fantastic and they grow it organically without any form of pesticides.



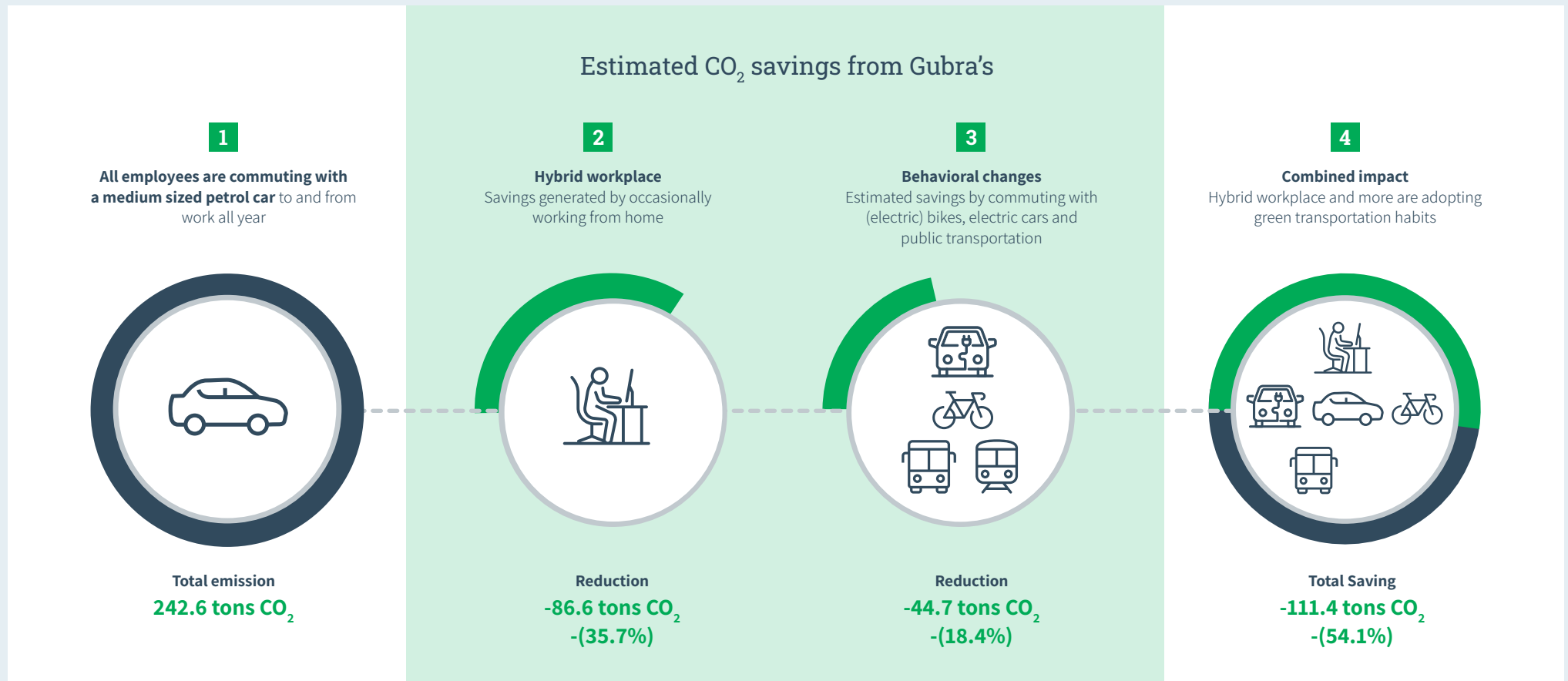
Reducing our transportation footprint

At Gubra, we have attempted to reduce our CO₂ in relation to our transportation to and from work and to compensate for all our employees' CO₂ footprints in connection with their transport.

In 2021, we conducted a test during the period from 17 August to 11 November, in which we registered the number of employees at work, as well as their means of transport – type of car, bicycle or electric bicycle – for 46 days.

Our study shows that it really does make a difference to bike or take public transportation. In addition, we have introduced a car-sharing app that allows employees to find each other and drive together. Car-sharing is another useful tool for reducing the CO₂ footprint.

During our sample period, approximately one-third of our employees worked from home, which reduced our CO₂ even more.





Our proposal for a green transport policy

Kick-start the green transition and allow private companies and public institutions to buy or lease an ordinary or electric bicycle and remove the taxation from employees.

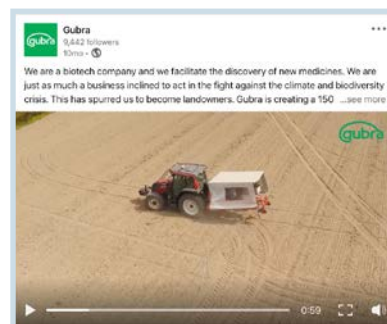
Introduce green financial incentives for people to take public transport, car-share, or bike to work.

Introduce particularly attractive incentives per kilometre travelled to cycle to and from work. The Confederation of Danish Industries (DI) has calculated that if we cycled just 10% per year more than we do today, the number of sick days would drop by 267,000. Moreover, there would be a socio-economic gain of DKK 1,137 million per year for Danish society.

What we do...

- We have installed charging stands for all our employees so that they can charge their electric cars
- All our employees can charge their e-bikes at work
- We have bike sheds and bike racks, and there is the possibility to bring racing bikes inside
- All employees have the option of receiving an employer-paid electric bicycle
- It is possible for all employees to take a shower if they bike to work
- We offer Gubra summer and winter bikewear to all employees
- We have a bike workshop if a bicycle needs to be repaired, and in the course of the year a service car will visit so that you can get your bike serviced
- We have our own white label Commute app, so that all employees can find each other and car-share together
- We reserve the best parking spaces for those who car-share





Gubra Public

We have been lucky, in that several companies and institutions have reached out to us in order to contribute to the green transition themselves.

We have held all presentations and talks for free, but when offered payment we have invoiced in two ways: Either by asking for donations in forest certificates from the Global Forest Fund (verdensskove.org), or by ordinary invoice, which we have passed on to our own green pool designated to green projects.

We have held meetings and talks with audiences from:

- Coop Andel | Letz Sushi | Sinatur Hotel og Konference
- NRGI | Max Burger | Agilent Technologies
- Klimaskovsfonden | Incuba Exclusive | HK | DM | DJØF
- ... and many more.

And we have participated in CSR networks with:

- Bestseller | Ege Carpets | Georg Jensen | Nordic Sugar
- Danske Bank | SEB Bank | Jyske Bank
- Staten og Kommunernes Indkøbsservice
- Danmarks Restauranter og Cafeer | AP Pension
- Copenhagen Fertility Center | DFDS | Schneider Electric
- Novozymes.

Home Grown Gubra Forest

In 2019 we purchased two farms. We took them over in 2020, and in 2021 we bought additional land, so that we now have approximately 150 hectares. 200,000 trees were planted in 2021, and additional 150,000 trees are to be planted in 2022. We have re-established water holes and taken dead wood and boulders out to increase the biodiversity. All forest edges are planted with 100% native species, and we have established a diverse forest with the emphasis on deciduous trees.

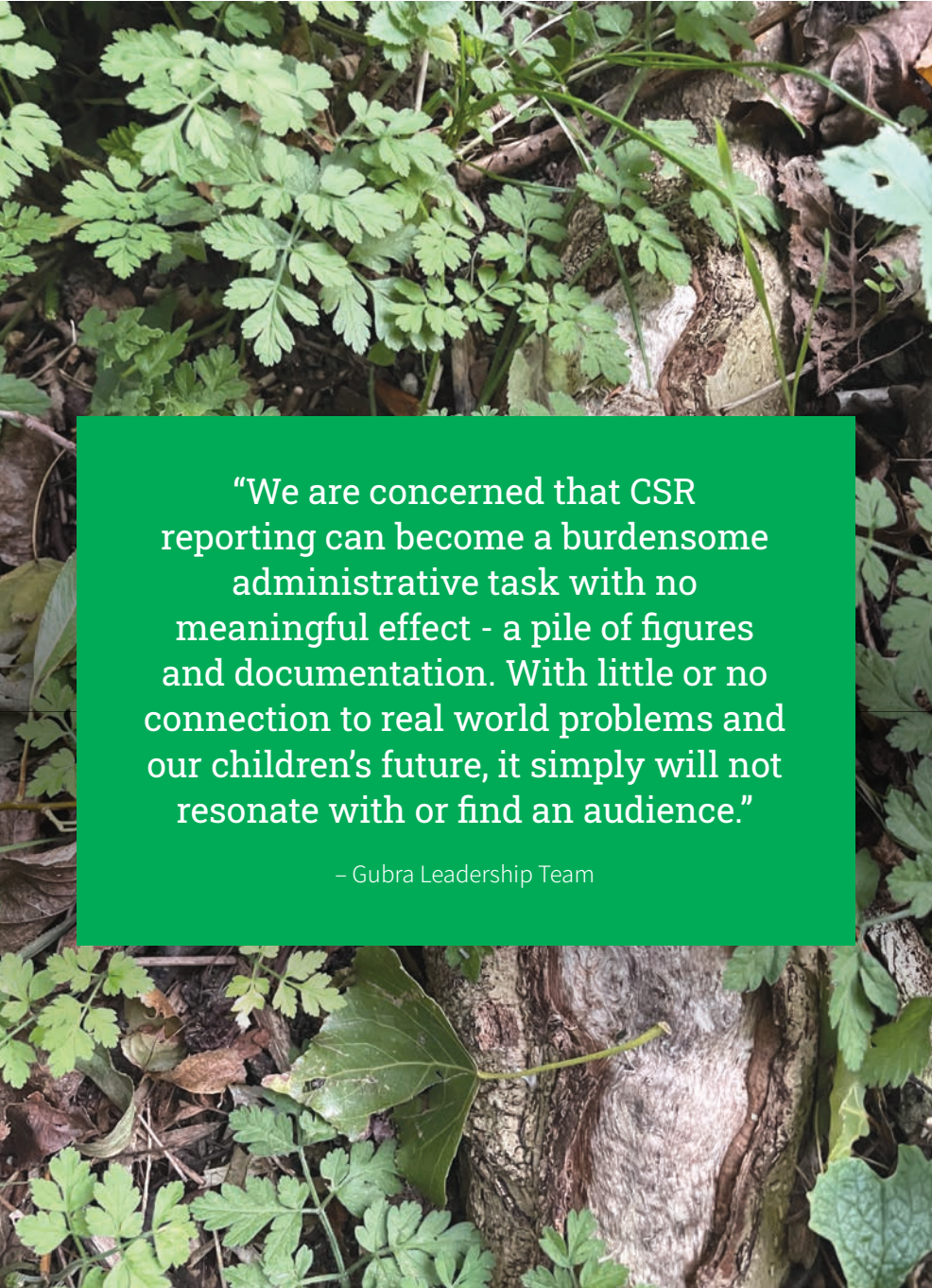
We have planted an orchard on the farm, and we grow our own potatoes and grains to supply our canteen.

The main farm has been completely renovated, and a sustainable thatched roof has been re-installed on the main building.

Geothermal heating has been installed, with a small solar panel system.

For the benefit of employees, research groups can go on trips to their own farm house, and we have made it possible for all employees to rent the house for weekends and holidays.





“We are concerned that CSR reporting can become a burdensome administrative task with no meaningful effect - a pile of figures and documentation. With little or no connection to real world problems and our children’s future, it simply will not resonate with or find an audience.”

– Gubra Leadership Team

How to measure social and environmental accountability?

The widely recognized UN Sustainable Development Goals (SDGs) cover key challenges that humanity is facing. It therefore makes perfect sense that they play a major role in many corporate responsibility strategies and reports. However, the current way of reporting on the SDGs does not enable stakeholders to measure and compare different companies’ concrete efforts with the SDGs. Today, almost every company claims to work with the SDGs and current reporting is often characterized by anecdotes and specific case stories related to the SDGs.

Inspired by existing Environmental, Social and Governance (ESG) indicators, **we have created a unique framework of five Corporate Social Responsibility (CSR) indicators**. The five indicators are designed to enable stakeholders to compare companies’ real efforts to act socially and environmentally responsible. Our aim is to demonstrate to the world that it is possible to construct a set of comparable and relevant CSR indicators that enable stakeholders to make cross-company comparisons regardless of size and sector.

To make SDG reporting relevant and comparable, we believe that companies in relation to each of the 17 SDGs should specify:

1. How much money the company has donated in order to promote the specific goal.
2. How much money the company has invested in order to promote the specific goal.

This approach not only informs stakeholders on what actions the company has taken, it also reflects how many resources it has been willing to donate and/or invest in promoting the goal. This last part is important because willingness to donate and invest in projects often indicates the level of commitment.

Five comparable CSR indicators

In this section Gubra's five CSR-indicators are presented and it is stated in numbers how Gubra performs according to each indicator. The Climate Indicator – total sum of greenhouse gas emissions minus offset - is seen in relation to revenue to ensure comparability between different-sized companies. For more information on the math behind the Climate Indicator and greenhouse gas emissions Scope 1, 2 and 3 please refer to the Appendix. SDG Donations, SDG Investments and Future- Fit indicators are covered in separate sections further on in this CSR report.



Climate indicator

expresses the number of tons of greenhouse gasses emitted (Scope 1, 2 and selected Scope 3 emissions) minus carbon-offset per DKK million in revenue for the year 2021.¹

In 2021 Gubra emitted **370** tons of greenhouse gasses² and purchased **3,000** tons of carbon-offset, while the company had a revenue of **260.7 mDKK**.

$$\frac{370 \text{ T} - 3,000 \text{ t}}{260.7 \text{ mDKK}} = -10 \text{ t/mDKK}$$



The socioeconomic indicator

expresses the percentage of revenue (a) spent on corporate tax and (b) income taxes withheld and paid on behalf of employees in the year 2021.

In 2021 Gubra paid **19,796,436 DKK** in corporate tax and paid **27,824,352 DKK** in income tax on behalf of employees, while the company had a revenue of **260,705,273 DKK**.

$$\frac{19,796,436 \text{ DKK} + 27,824,352 \text{ DKK}}{260,705,273 \text{ DKK}} = 18,27\%$$



SDG Donations

expresses the percentage of revenue that Gubra has donated to projects promoting at least one of the 17 SDGs in the year 2021.

In 2021 Gubra donated **2,527,058 DKK** to projects promoting at least one of the 17 SDG, while the company had a revenue of **260,705,273 DKK**.

$$\frac{2,527,058 \text{ DKK}}{260,705,273 \text{ DKK}} = 0,97\%$$



SDG Investments

expresses the percentage of revenue that the company has invested in projects promoting at least one of the 17 SDGs in the year 2021.

In 2021 Gubra invested **14,404,712 DKK** in projects promoting at least one of the 17 SDG, while the company had a revenue of **260,705,273 DKK**.

$$\frac{14,404,712 \text{ DKK}}{260,705,273 \text{ DKK}} = 5,52\%$$



Future-Fit

concerns Gubra's fitness seen in relation to the Future-Fit Business Benchmark.³

More specifically the indicator expresses how many of the 23 Break-Even Goals presented by the Future-Fit Foundation Gubra has achieved.

In 2021 Gubra realized 16 of the 23 Break-Even Goals.

¹ We have used the online measuring tool <https://www.carbonfootprint.com> to calculate our carbon emissions.

² Gubra's greenhouse gas emissions are calculated and reported in conformance with the guidelines presented by the Greenhouse Gas Protocol (2004). According to the Greenhouse Gas Protocol Corporate Standard reporting on scope 1 and scope 2 emissions are required. In relation to scope 3, Gubra includes emissions related to employees' business travel and commuting to and from work.

³ The Future Fit Business Benchmark is a free strategic management tool for companies to assess, measure and manage the impact of their activities <https://futurefitbusiness.org/explore-the-benchmark/>

Promoting the UN Sustainable Development Goals (SDGs)

Gubra is dedicated to promoting the SDGs. We do both donations and investments as part of our CSR work. Most donations and investments are promoting more than one SDG. However, in our reporting we only include each donation or investment under one SDG to avoid double counting.

As a biotech company that helps bring new medicines to patients, almost all investments made in our business and internal research programs could potentially be listed under **SDG 3** concerning Good Health and Well-being. We have decided not to do so. In our opinion that would be mixing up business and CSR in a way that would inflate CSR figures and reduce transparency. That does not change the fact the SDG 3 is truly important to us and one of our four selected key focus SDGs.

We have decided to focus on additionally three SDGs as sustainable development areas beyond our own field of business, that we actively wish to engage in and support:

SDGs 13, 14 and 15. In our opinion these goals relate to the most severe challenges we are currently facing – climate change and loss of biodiversity. During 2021, as part of our CSR-guideline ‘Order in own house’, we have also invested in areas that relate to other SDGs.⁴

Green SDGs below:

- Key focus SDGs: 3, 13, 14 and 15
- ‘Order in own house’ SDGs: 7, 11 and 12

More information on Gubra’s donations and investments in the SDGs 2021 in next page.

Promoted SDGs 2021



⁴ For more information on the rationale behind our selection of SDGs we actively wish to promote and support, please read Gubra Corporate Social Responsibility Policy.

Investments and donations related to key focus SDGs

SDG3 is a matter of serious concern to us, but it is also part of our core business. We think we do the fairest presentation of our CSR activities by listing none of our investments under this SDG.



- Gubra donated DKK 500,000 to the national Danish bike campaign BIKE TO WORK (VI CYKLER TIL ARBEJDE)
- Gubra invested DKK 44,437 in a Commute app



- Gubra donated DKK 300,000 to The Green Student Movement to cover the rent and interior for a new student house.
- Gubra donated DKK 100,000 to the Danish climate council (Klima- og Omstillingsrådet) (KOR).
- Gubra donated DKK 250,000 DKK to The Open Lobby (Den åbne lobby) to campaign for a CO₂ tax as recommended by The Climate Council (Klimaraadet).
- Gubra donated DKK 296,698 CO₂ offset to the Kasigau project.



- Gubra donated DKK 200,000 to Plastic Change to support the fight against environmental wrong uses of plastic.
- Gubra donated DKK 20,000 to Foreningen Skovvirke to create a pond.



- Gubra donated DKK 279,000 to Andelsgaard, regenerative future farming methods with social activities and democratic ownership.
- Gubra donated 220,000 DKK to a pilot project to establish a new Regenerative Agricultural School.
- Gubra donates DKK 200,000 to a pioneering nature reservation project on the famous estate Skovsgaard Gods on Langeland.
- Gubra donated DKK 100,000 to Fugleværnsfonden to support wild bird life

Investments related to 'Order in own house'



- Gubra invested DKK 14,050,000 in conventional farmland to plant trees and create new nature areas



- Gubra invested DKK 180,275,00 in e-bikes
- Gubra invested DKK 130,000 in switching from gas to district heating. Total investment DKK 1,3M depreciated over 10 years.

Reflections

We wish to be a green powerhouse in the transition to a more sustainable world. Accordingly, we have in recent years tried many different strategies in CO₂ and biodiversity compensation: **forest restoration, reforestation** and **forest conservation** through the acquisition and restoration of 420 hectares of wild forest in Ecuador, and **afforestation** by establishing our own forest in Langeland. We have also purchased CO₂ offsets in the Kasigau project, as registered by the Verra Registry System, which facilitates the transparent listing of information on certified projects, issued and retired units, and enables the trading of carbon units.

All forms of compensation, whether additional or preservative, are subject to criticism from time to time. Some are better at boosting biodiversity, while others are better at increasing CO₂ uptake. It can be difficult as a company to measure the effect of the various strategies, or to check whether they have been properly carried out by another party. All green initiatives can become the target of criticism. It is not always possible for us or others to do the right thing. It is naturally important to keep a close eye on various forms of greenwashing, but we also wonder whether the criticism has deterred some companies from taking action, or caused them to be too cautious? The logic seems to be that if you try to do something good, you will also highlight everything that you do not do – or do not know the correctness of.

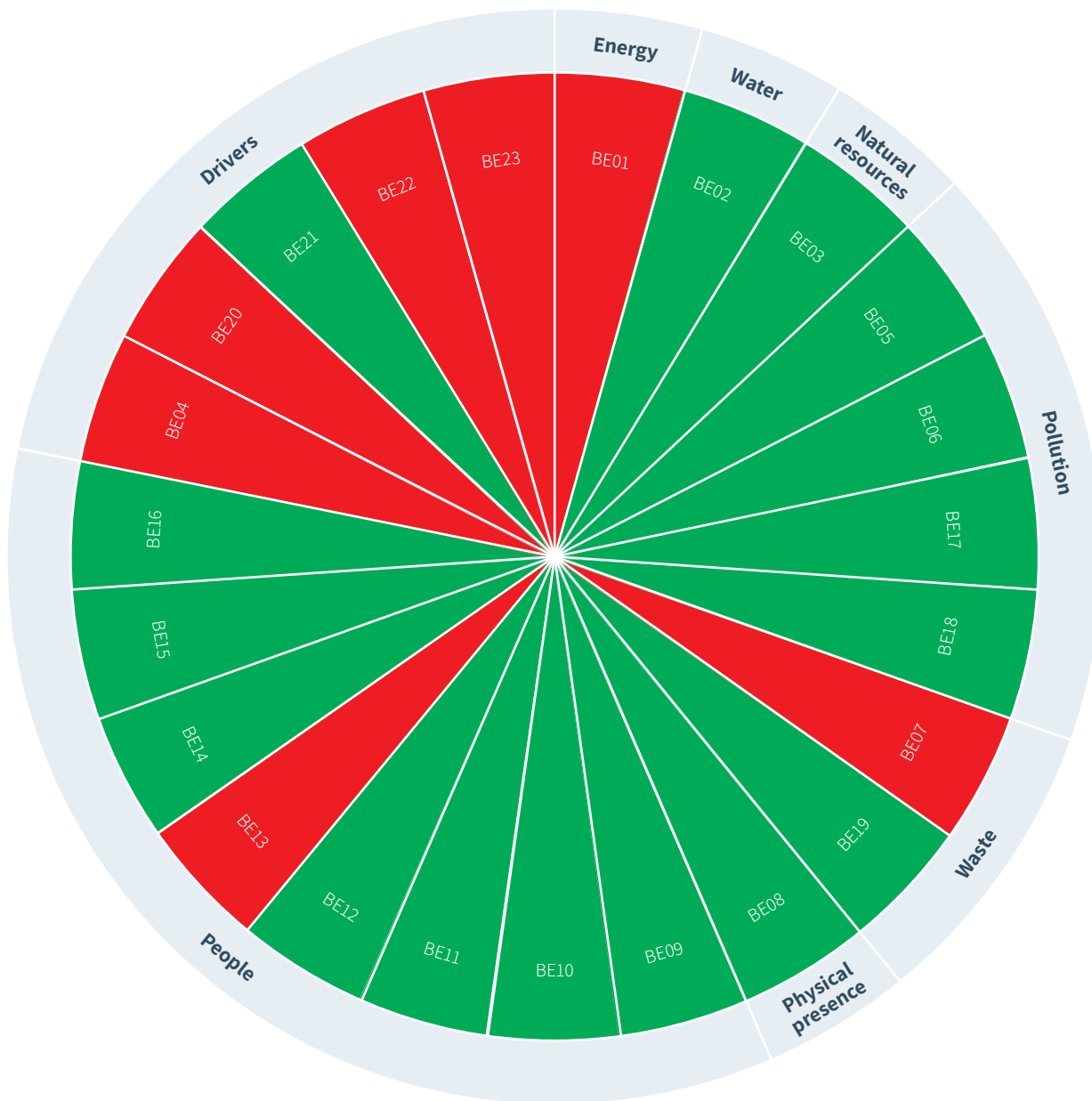
We can of course not speak on behalf of others, but we can recommend that we all start the green transition immediately – even if it gives rise to criticism. The earlier we all get started, the faster we can reach our green goals.

We know that as a company, we can do even more and that we are nowhere near our goal yet. We are very much aware of this, and so our targets for 2022 are no less ambitious – on the contrary.

Rasmus Willig, Head of CSR



Gubra's future-fitness



The Future-Fit Business Benchmark tool is a free strategic management tool available online to help companies assess and manage the impact of their activities - environmentally, socially and financially. The tool lists 23 Break-Even Goals that are aligned with the SDGs and contribute to them.⁵

Each goal is covered in depth on the following pages. Below listed, our key takeaways working with this tool.

- 16 out of 23 Break-Even Goals realized in 2021 according to internal analysis.
- Some Break-Even Goals are considered not realized due to lack of adequate internal control systems even though we regard them as otherwise generally fulfilled. This applies to BE04, BE13, BE20, BE22 and BE23.
- In 2019 Gubra switched from gas to district heating to reduce emissions. The total investment was DKK 1.3 million depreciated over 10 years. We have afterwards been in contact with our district heating supplier, and it seems that district heating by no means lead to a clear reduction in emissions since a lot of the heating is generated by the incineration of for instance plastic and other forms of disposals.

On a national level, according to The Danish Ministry of Climate, Energy and Utilities 370,000 tons of plastic is burned off at the district heating facilities and is expected in 2030 to account for 3.6 pct of the total national emissions. In other words, we are back at square one and will therefore compensate in full, as if we were back to gas heating.

⁵ For more information on the Future-Fit Business Benchmark tool please visit <https://futurefitbusiness.org/explore-the-benchmark/>.

Gubra's future-fitness






Below table provides an overview of Gubra's future-fitness seen in relation to the each of the 23 Break-Even Goals.

	#	Break-Even Goal (BE)	Contribution to SDGs	Status	Actions taken
Energy Energy is not 100% renewable but available to all	BE01	Energy is from renewable sources To be Future-Fit, a company must ensure that all the energy it consumes – as electricity, heat or fuel – is derived from renewable energy sources: solar, wind, ocean, hydropower, geothermal resources, or biomass.	SDGs 7 and 14		<ul style="list-style-type: none"> Electricity - certified green energy District heating - uncertain status
Water Water is responsibly sourced and available to all	BE02	Water use is environmentally responsible and socially equitable To be Future-Fit a company must: (a) minimize – and in water-stressed regions eventually eliminate – its consumption of water for industrial and commercial purposes; and (b) ensure that any discharges do not degrade the quality of the receiving water bodies, the health of receiving soils, or in any other way cause harm to ecosystems or people.	SDGs 6, 12, 14 and 15		<ul style="list-style-type: none"> Comply with Danish legislation No use of water from water-stressed areas
Natural resources Natural resources are managed to safeguard ecosystems, communities and animals	BE03	Natural resources are managed to respect the welfare of ecosystems, people and animals To be Future-Fit, a company must: (a) preserve the health of all natural resources it owns or manages; and (b) protect the health of any ecosystems and communities impacted by harvesting and extraction activities.	SDGs 1, 2, 8, 12, 14 and 15		<ul style="list-style-type: none"> Comply with Danish legislation Land areas owned are managed to preserve biodiversity and health of ecosystems
Pollution The environment is free from pollution	BE05	Operational emissions do not harm people or the environment To be Future-Fit, a company must: (a) eliminate harmful gaseous emissions (e.g. air pollutants, toxic fumes); (b) eliminate harmful solid emissions (e.g. scarce metals, use of hazardous fertilizers); (c) eliminate harmful liquid emissions (e.g. spills, chemical fluids).	SDGs 3, 6, 11, 12, 14 and 15		Comply with Danish legislation
	BE06	Operations emit no greenhouse gases To be Future-Fit, a company must emit net zero GHGs as a result of its own operational activities and its energy consumption. Net GHG emissions here means total GHG emissions, less any emissions that are permanently sequestered or adequately offset.	SDG 13		Negative net emission due to adequate offset
	BE17	Products do not harm people or the environment To be Future-Fit, a company must ensure that the goods and services it provides to others are not likely to cause harm to people or the environment through their use and (in the case of physical goods) at their end of life.	SDGs 3, 6, 11, 12 and 14		Comply with Danish and EU legislation

Gubra's future-fitness

	#	Break-Even Goal (BE)	Contribution to SDGs	Status	Actions taken
Pollution The environment is free from pollution	BE18	Products emit no greenhouse gases (GHG) To be Future-Fit, a company must ensure that none of its products emit greenhouse gases.	SDG 13	●	No direct GHG emissions from products
	BE07	Operational waste is eliminated To be Future-Fit, a company must (a) eliminate all avoidable waste generation; and (b) reuse, recycle or otherwise repurpose any remaining waste.	SDGs 11, 12 and 14	●	Recycling system implemented but external facility handlers of waste can only partly document recyclability.
Waste Waste does not exist	BE19	Products can be repurposed To be Future-Fit, a company must ensure that: (a) whatever remains of the goods it supplies can be separated at the end of their useful life, to maximize their post-use recovery value, and (b) its customers have ready access to recovery services capable of extracting such value.	SDGs 11, 12 and 14	●	Not applicable to scientific consulting services
	BE08	Operations do not encroach on ecosystems or communities To be Future-Fit, a company must: (a) protect such areas where it is already present, and (b) take steps to avoid or mitigate negative outcomes when moving into new areas.	SDGs 1, 6, 11, 13, 14 and 15	●	Company operations do not encroach on ecosystems or communities
Physical presence Our physical presence protects the health of ecosystems and communities	BE09	Community health is safeguarded To be Future-Fit a company must: (a) seek to anticipate and avoid concerns from communities potentially affected by its activities; (b) impartially assess any concerns that do arise; and (c) ensure it effectively and transparently manages those concerns.	SDGs 11 and 16	●	Comply with Danish legislation Public hearing regarding new building
	BE10	Employee health is safeguarded To be Future-Fit a company must: (a) ensure the safety of all workers, (b) foster physical health (e.g. through proactive positions on exercise, nutrition and smoking), and (c) foster mental wellbeing (e.g. zero tolerance of bullying and harassment).	SDGs 2, 3, 5, 6 and 8	●	Comply with Danish legislation
	BE11	Employees are paid at least a living wage To be Future-Fit a company must pay all its employees at least a living wage.	SDGs 1, 2, 3, 6, 8, 10 and 11	●	Comply with Danish legislation
	BE12	Employees are subject to fair employment terms To be Future-Fit, a company must: (a) ensure the company does not use child labour, (b) ensure employees' freedom of association, (c) structure contracts to include fair working hours, and (d) accommodate appropriate periods of leave from work.	SDGs 5 and 8	●	Comply with Danish legislation
People People have the capacity and opportunity to lead fulfilling lives					

Gubra's future-fitness

	#	Break-Even Goal (BE)	Contribution to SDGs	Status	Actions taken
People People have the capacity and opportunity to lead fulfilling lives	BE13	Employees are not subject to discrimination To be Future-Fit, a company must be proactive in investigating and monitoring key practices – such as recruitment, pay structures, hiring, performance assessment and promotions – to ensure that no discrimination occurs, however unintentional it may be.	SDGs 5 and 10		<ul style="list-style-type: none"> Comply with Danish legislation. Annual anonymous Job Satisfaction Survey conducted. However, systematic monitoring systems not in place.
	BE14	Employee concerns are actively solicited, impartially judged and transparently addressed To be Future-Fit, a company must put in place appropriate mechanisms to identify and manage employee concerns, so the potentially serious issues and legitimate grievances do not go unaddressed.	SDGs 5, 10 and 16		Annual anonymous job satisfaction survey conducted
	BE15	Product communications are honest, ethical and promote responsible use To be Future-Fit, a company must: (a) ensure users are informed about any negative impacts of its products, (b) ensure users are not subject to false or misleading claims about the benefits of its products, and (c) ensure products are marketed only to those capable of making informed purchasing decisions.	SDG 12		Comply with Danish legislation
	BE16	Product concerns are actively solicited, impartially judged and transparently addressed To be Future-Fit, a company must therefore put in place effective internal controls to actively solicit, impartially judge and transparently address customer concerns relating to the environmental and social impact of the goods or services it delivers.	SDGs 12 and 16		Industry standard QA system in place
Drivers Social norms, global governance and economic growth drive the pursuit of future-fitness	BE04	Procurement safeguards the pursuit of future-fitness To be Future-Fit, a company must (a) have policies and processes in place that enable it and its employees to anticipate where negative supply chain impacts are likely to occur; (b) avoid them where possible; and (c) take measurable steps to address concerns that arise.	SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15 and 16		Procurement has been done according to ethical consideration. However, implementation of 'Supplier Code of Conduct' is ongoing.

Gubra's future-fitness

	#	Break-Even Goal (BE)	Contribution to SDGs	Status	Actions taken
Drivers Social norms, global governance and economic growth drive the pursuit of future-fitness	BE20	Business is conducted ethically To be Future-Fit, a company must: (a) identify high-risk areas for ethical issues within the business, (b) adopt a public commitment to ethical conduct, and (c) establish internal controls to ensure it lives up to that commitment.	SDG 16		<ul style="list-style-type: none"> Code of conduct implemented Internal control system not in place
	BE21	The right tax is paid in the right place at the right time To be Future-Fit, a company must: (a) commit publicly to a responsible tax policy; (b) adopt a transparent approach to tax reporting; and (c) not deliberately seek ways to obey the letter but not the spirit of regional tax laws.	SDGs 9 and 10		Comply with Danish and EU legislation
	BE22	Lobbying and corporate influence safeguard the pursuit of future-fitness To be Future-Fit, a company must: (a) implement internal controls to ensure that the organization does not lobby, or seek to influence, against Future-Fit outcomes; and (b) disclose details of the lobbying contributions it makes.	SDG 16		Internal control system not in place, but donate to green lobby organizations.
	BE23	Financial assets safeguard the pursuit of future-fitness To be Future-Fit, a company must: (a) have policies and internal controls in place that enable it and its employees to anticipate where negative investment impacts are likely to occur; (b) avoid them where possible; and (c) take measurable steps to address concerns that arise.	SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15 and 16		Internal control system not in place

Appendix

Calculations and documentation of Gubra greenhouse gas (GHG) emissions 2021 according to Scope 1, 2 and 3 below. We have used the online measuring tool <https://www.carbonfootprint.com> to calculate our carbon emissions.

Climate indicator		Input 2021		CO ₂ emissions (tonnes/year) 2021
-	Nothing to report. In 2019, Gubra switched from gas to district heating. See Indirect Emissions Scope 2.	-	-	0
Total – Scope 1				0
Indirect Emissions – Scope 2				
Electricity	Gubra purchases electricity from True Energy	kWh	700,324.59	111
District heating	In August 2019, Gubra switched from gas to district heating. CO ₂ emissions are calculated via the website: https://www.carbonfootprint.com	kWh	630,020.00	115
Restoration of farm house and operations	Calculated on the basis of CO ₂ footprint per sqm per year over 50 years.			2
Total – Scope 2				228
All Other Indirect Emissions – Scope 3				
Water	CO ₂ emissions are calculated via the website https://www.carbonfootprint.com	m ³	1,540.40	1
Waste	CO ₂ emissions are calculated via the website https://www.carbonfootprint.com	kg	93,748.00	2
Commute transportation emissions	The calculation is made on the basis of the GHG protocol and the Danish Energy Agency's values for calculating the CO ₂ footprint.			131
Flight travels	In 2021, we flew 12 return flight trips primarily within Europe and to the US. Carbon emissions from planes at high altitude have an increased effect on global warming. We have multiplied our aviation emissions by DEFRA's recommended Radiative Forcing factor of 1.891. CO ₂ emissions are calculated via the website: https://www.carbonfootprint.com			8
Total – Scope 3				142
Total CO₂ emissions (tonnes/year)				370

Scope 1 – All Direct Emissions from the activities of an organisation or under their control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.

Scope 2 – Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.

Scope 3 – All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.

Appendix

Offset		CO ₂ emissions (tonnes/year) 2021
Kasigau, Wildlife Works	In 2021, we sponsored The Kasigau Corridor REDD Project - Phase II The Community Ranches giving 3,000 verified carbon unites administrated by Verra Registry.	3,000
Total CO₂ offset (tonnes per year)		3,000





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