



SUSTAINABILITY REPORT RELACOM GROUP 2014

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CEO Message

A Sustainable Society – A Must for Relacom and Our Customers

Relacom sits at the heart of today's 'connected' society. Each day, we take part in the planning, construction and maintenance of telecommunications and fibre networks. Energy companies hire us to collect data from industries and properties to determine their exact energy consumption. We install solar panels, wind power solutions and smart communications solutions that give more people access to new technology. When severe weather hits, Relacom responds quickly to help restore public services.

We often serve as a link between operators, network owners, end-customers and suppliers. In this capacity, we are able to influence processes to help promote sustainable development for customers, employees, suppliers and the community at large.

In our efforts to help promote and contribute to creating a sustainable society, in 2011 we launched a sustainability programme based on our core values, our code of conduct and Global Compact's ten principles. During 2014, we have continued to develop our sustainability programme to further

'We often serve as a link between operators, network owners, end-customers and suppliers.'

integrate it into our daily operations. Last year we decided to raise the profile of health and safety within the framework of this programme. As part of providing this initiative with a unified structure, in 2015 Relacom is implementing the Occupational Health and Safety Assessment Series Standard OHSAS 18001, which means that we are working even more systematically to ensure good health and to minimize the risk of incidents.

We want all of Relacom's stakeholders to feel confident that we supply services at the best possible level of service, competence and safety, at the same time as we take responsibility for both the environment and the community we work in. By adopting a far-sighted approach and respecting the community around us, we are creating an attractive workplace, reducing our environmental footprint and helping our customers reach their sustainability goals.

The sustainability programme is a necessity for both Relacom and our customers in our work to build a modern infrastructure that supports environmentally-responsible social development.



Veronica Ezeyza-Alvear
President & CEO

About this Report

This sustainability report encompasses all companies within the Relacom Group, with the exception of Relacom Maintenance. The report aims to provide a transparent account of our sustainability work during 2014.

Organizationally, the Relacom Group is to a certain extent decentralized, which means that its various companies operate according to national and local circumstances and with some measures of independence. Some of our core areas are managed centrally (Relacom Group). As a result, this report is organized into the following chapters: Relacom Group, Relacom Sweden, Relacom Norway, Relacom Finland, Relacom Denmark and Orbion Consulting.

The report is based on the guidelines for sustainability reporting issued by the Global Reporting Initiative (GRI), in which we report in accordance with GRI G4. Relacom has chosen to report at the Core level.

This is the Relacom Group's second report issued in accordance with the framework of GRI's guidelines. The report describes Relacom's work on sustainability issues and covers the 2014 calendar year, unless otherwise indicated in the text.

Our first report was published in 2012 and followed the GRI G3 guidelines. No significant changes have occurred during the reporting period.

Limitations in the reporting of indicators

G4-10 Reports according to our annual report. All employees who work more than 60% count as full-time employees. Relacom has no employees working less than 60%.

G4-11 We only report for Relacom SWE, NOR, FIN, Orbion.

G4-EC1a For the economic value distributed see our annual report.

G4-LA1b We only report employee turnover in percentage and not by gender and age, we report in accordance with internal procedures.

G4-LA6a We do not publish statistics on the gender distribution due to high male representation in the workforce.



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About Relacom

Relacom is a leading technology service supplier and offers strategic solutions to customers within telecom, machine-to-machine (M2M) and power supply as well as technical consultancy services within network infrastructure and communications.

Relacom combines broad experience and cutting-edge technical expertise with an innovative approach to provide service that exceeds our customers' expectations. Relacom has a broad range of services and extensive geographic coverage in each country where we are active. In partnership with fellow subsidiary company Orbion Consulting, we can offer our customers turnkey solutions. These factors combined make Relacom the obvious choice of partner in the industries in which we work.

Our Operations

Relacom runs a broad operation that covers everything from constructing, maintaining and expanding nation-wide telecom and fibre networks to gathering qualitative data within the energy sector. Relacom's work also includes providing wireless communication at workplaces and in homes as well as installing network applications for retailers and logistics companies (M2M).

Our customers include international and local companies, municipalities, energy providers, network owners and consumers.

Organization

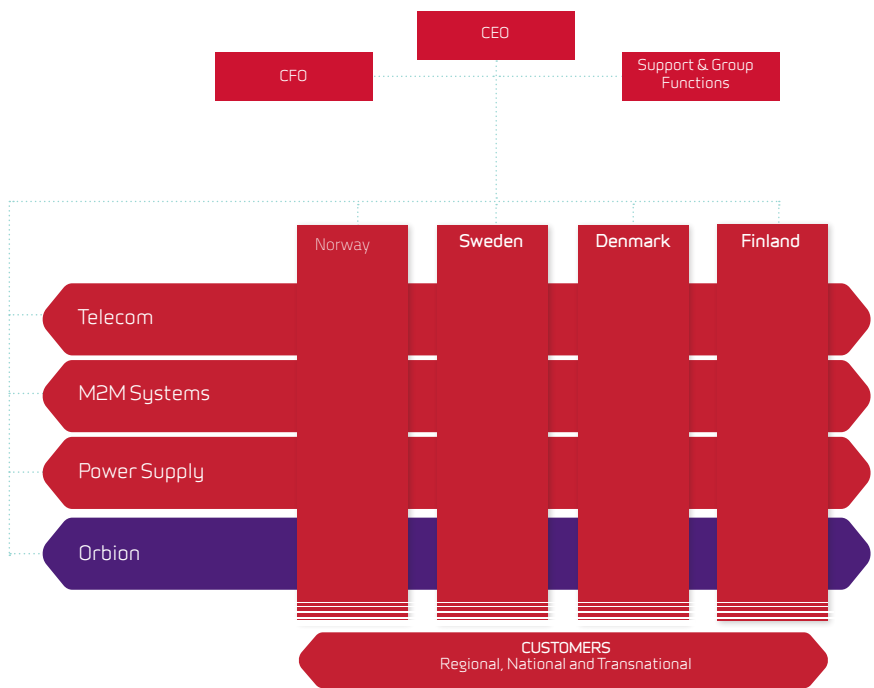
The countries operations are to some extent self managed and conducted independently. Each country is headed by the respective general managers. Global support functions include human resources, finance, communications and the-

se are shared between our companies. Guidelines, targets and visions are decided jointly at the group level. The Group includes Relacom Sweden, Relacom Finland, Relacom Norway, Relacom Denmark and Orbion Consulting. Relacom Group's CEO is Veronica Ezezya-Alvear.

Relacom is active in four business areas and supplies the following products and services:

- » **Telecom** – planning, building and maintaining fixed and mobile networks and supplying state-of-the-art fibre solutions at the local and national levels
- » **M2M** – communications solutions that include design, planning, implementation, day-to-day operation and maintenance within the IT/retail and infrastructure segments
- » **Power Supply** – energy meter readings, the construction of distribution networks, maintenance, case management and service
- » **Technical Consultancy Services** – network infrastructure and communications

Image 1. Our Organizational Structure.



Company Name
Relacom Group (Relacom Management AB)

Countries of Operation
Sweden, Norway, Finland and Denmark

Number of employees
Total: 3 833 Sweden: 997
Norway: 1 903 Denmark: 88
Finland: 647 Orbion: 198

Location of Headquarters
Stockholm, Sweden

Revenue
4,76 Billion SEK

For further financial information please see the annual report for Relacom Management AB.

Corporate Governance

Relacom Management AB is Relacom Group's parent company and is owned by Nordea Bank, DNB Bank and HSH Nordbank. The company's shareholder meeting is the Group's prime legal entity. Decisions made by the shareholders are to be converted into directions, frameworks and targets by the board of directors and communicated to the Group's management team.

The Group's management team is responsible for guiding the company to meet the targets set by the board of directors according to the directions given and within the frameworks set. Below this executive level, the Group is managed by management committees and along solid reporting lines. To ensure responsible decision-making, Relacom has developed what is known as our Group Authorization Schedule. This document defines levels of authority for key positions regarding the right of attestation and the right to make decisions on behalf of the company.



Sustainability Management

Our Values

The impression Relacom leaves on the community is influenced by how we run our operations, for example how efficient our processes are and how we manage our production and create tools to meet our customers' and stakeholders' requirements and expectations. Another example is that our employees are covered to 100% by collective bargaining agreements. The Relacom Group shares a common set of core values, code of conduct and an anti-corruption policy that all its companies are expected to follow. These form the basis for our sustainability programme.

Our core values are:

- » **Experience:** We are proud of our history, which has given us unique experience within our industry. This experience – which allows us to solve the most complex of problems – is critical to our success. We see each day as an opportunity to develop, learn and share what we know.
- » **Presence:** Close dialogue and active listening are critical to understanding the needs of our customers and colleagues. These skills help us take a proactive approach and fulfil our commitments. We are present both on a personal level and in a geographical sense
- » **Innovative power:** We are creative and dare to think outside the box in order to meet customers' needs and find the best solutions. We see a dynamic environment as an opportunity, and we adapt to suit the circumstances.

Relacom has been aligned with Global Compact since 2012. Global Compact is a UN initiative that works in support of human rights, labour, the environment and anti-corruption. Companies that take an active stand for these issues can ratify the initiative's principles.

This means that Relacom agrees to work in accordance with the UN's ten basic principles for responsible enterprise. Each year, we prepare a report entitled Communication on Progress that summarizes how Relacom is supporting and working in harmony with Global Compact and the initiative's principles.

A Brief Summary of our Code of Conduct:

- » Relacom respects human rights and our growth is based on a sustainable and responsible approach in which our employees play a key role. Relacom aims to be the benchmark in our industry and to offer an attractive working environment that attracts new employees
- » Relacom strives to employ a long-term environmental strategy to minimize our negative environmental impact and to follow the precautionary principle.
- » Relacom strives to establish long-term relationships with suppliers and to achieve sustainable advantages through cooperation.
- » Relacom obeys the laws and regulations of each country in our business activities

We are committed to prevent corruption in all its forms and tolerate it neither in our own business, nor in those with whom we do business.

Compliance

During 2014 we have no non-compliance regarding laws and regulations and no significant finds. Nor have we any grievances reported regarding environment, social aspects and products and services.

Image 2. Our Sustainability framework.



Anti-corruption

Relacom employees have various forms of contact with representatives from companies and other external parties. On such occasions, there is always a risk that our employees will be exposed to improper inducement. This is particularly true of those who deal with procurements, contracts and wage negotiations. Employees may not realize that offers and benefits that they receive from people they meet in their professional roles may be illegal. Relacom's management group has drawn up a policy that applies to all Group companies and employees.

In turn, country representatives are responsible to inform the organization about the content of the policy and for ensuring that it is followed. Country representatives inform and help employees to understand how they are expected to act in different situations in connection with our customers. Whenever a new staff member is employed, they are informed about the policy and our whistle-blower function. No incidents occurred during 2014.

Supply Chain

Relacom engages a number of suppliers and, to ensure that each of them lives up to Relacom's and our customers' values, we have chosen to work with a handful of large distributors based in the Nordic region. We have consciously chosen companies that are based in the countries in which we operate.

Relacom's contractors are screened through a qualification process that imposes requirements on their environmental, health and safety work and their business ethics. During 2015, a process is being developed that aims to ensure that Relacom's contractors and suppliers uphold our values.

Each country's operations are affiliated with and approved through EcoVadis, a database in which sustainability documentation is evaluated.

Did you know?

Relacom Group has in 2014 joined EcoVadis and successfully been evaluated by their CSR auditors.

EcoVadis operates the 1st collaborative platform, allowing companies to assess the environmental and social performance of their global suppliers. EcoVadis ratings are compatible with the GRI/G3 and ISO 26000 standards. EcoVadis helps businesses reduce risks and drive performance and innovation in their supply chain.



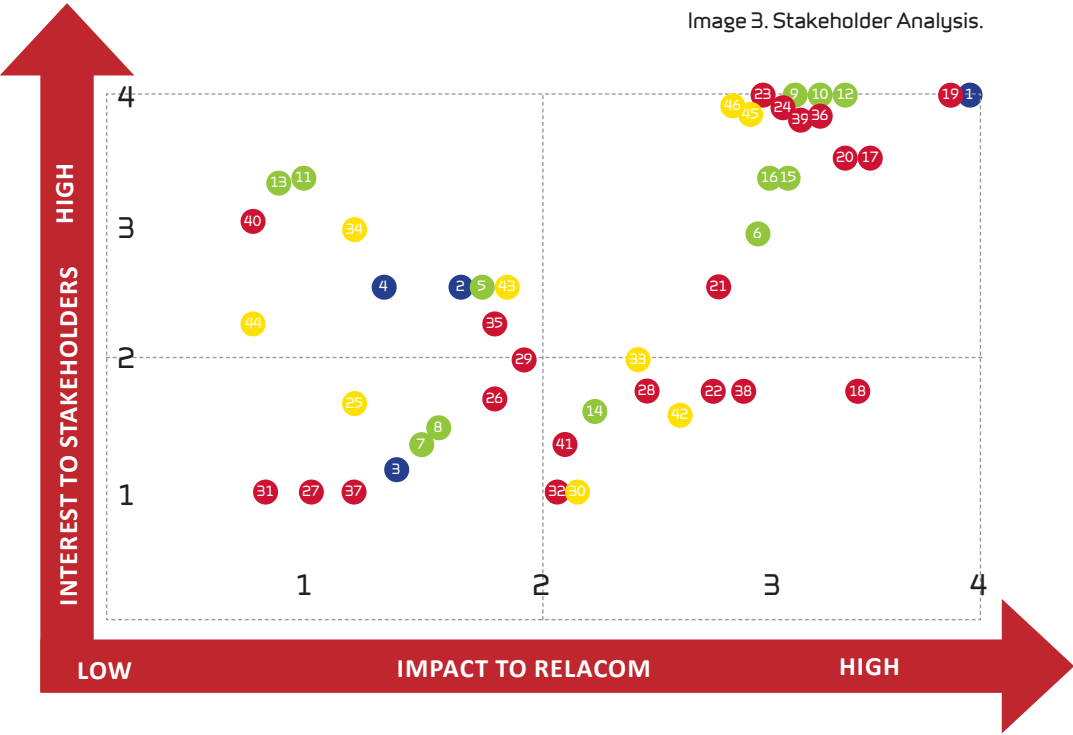
Did you know?

We support UN Global Compact

As of 2012, Relacom is a UNGC signatory. This commitment entails working in accordance with the UN's ten fundamental principles for responsible business. The Global Compact includes: Principles for human rights, labour conditions, environment and anti-corruption.

We also submit a report annually, entitled 'Communication on Progress', which summarises our commitment to the Global Compact's ten principles.

Stakeholders



- | | | |
|---------------------------------------|---|--|
| 1 Economic Performance | 17 Employment, | 33 Supplier Human Rights Assessment |
| 2 Market Presence | 18 Labor/Management Relations | 34 Human Rights Grievance Mechanisms |
| 3 Indirect Economic Impacts | 19 Occupational Health and Safety | 35 Local Communities |
| 4 Procurement Practices | 20 Training and Education | 36 Anti-corruption |
| 5 Materials | 21 Diversity and Equal Opportunity | 37 Public Policy |
| 6 Energy | 22 Equal Remuneration for Women and Men | 38 Anti-competitive Behavior |
| 7 Water | 23 Supplier Assessment for Labor Practices | 39 Compliance |
| 8 Biodiversity | 24 Labor Practices Grievance Mechanisms | 40 Supplier Assessment for Impacts on Society |
| 9 Emissions | 25 Investment | 41 Grievance Mechanisms for Impacts on Society |
| 10 Effluents and Waste | 26 Non-discrimination | 42 Customer Health and Safety |
| 11 Products and Services | 27 Freedom of Association and Collective Bargaining | 43 Product and Service Labeling |
| 12 Compliancen | 28 Child Labor | 44 Marketing Communications |
| 13 Transport | 29 Forced or Compulsory Labor | 45 Customer Privacy |
| 14 Overall | 30 Security Practices | 46 Compliance |
| 15 Supplier Environmental Assessment | 31 Indigenous Rights | |
| 16 Environmental Grievance Mechanisms | 32 Assessment | |

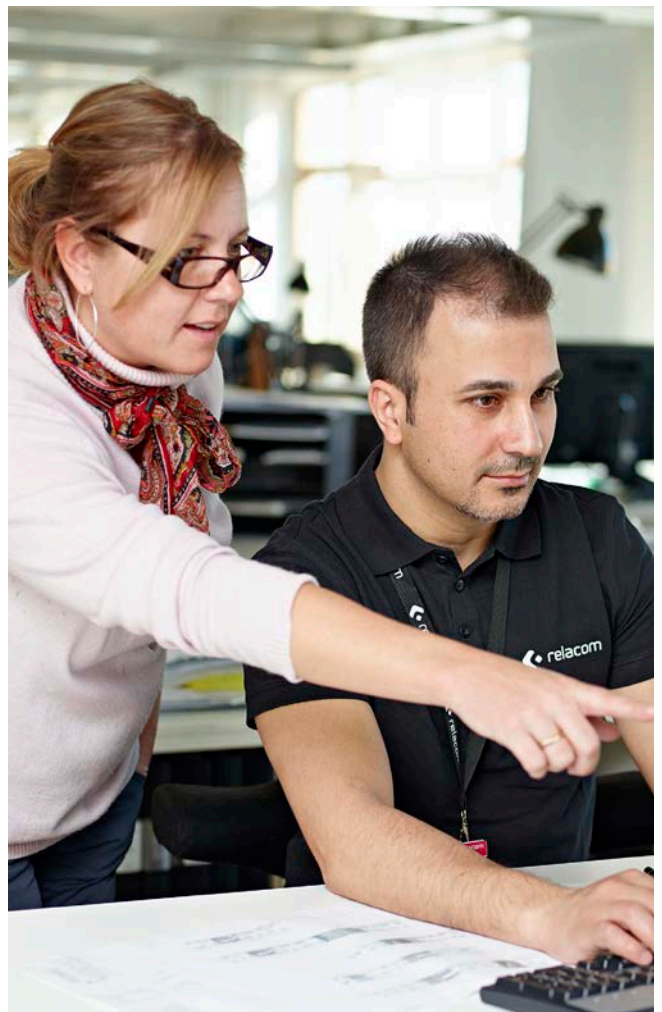
Our Stakeholders

An important part of our sustainability efforts and a necessity for understanding our stakeholders' needs and expectations is holding an active dialogue with them. Doing so supports development and forms the basis for this report. Relacom's operations affect, and are affected by, a large number of different stakeholders. A good and open dialogue is important for developing and building long-term relationships. Our employees meet stakeholders daily in various forums and the majority of our stakeholder relations are established in our meeting and communications channels. Meetings with clients and contractors occur on a daily basis. Customer surveys, employee satisfaction surveys, annual general meetings, proxy meetings, supplier meetings, trade fairs, industry meetings and meetings with employer organizations are conducted throughout the year. Collaborative projects conducted with public employment services and upper secondary schools are additional examples of situations where we meet and communicate with our stakeholders.

Materiality Analysis

A materiality analysis has been conducted in accordance with the guidelines found in GRI G4 to find out which aspects our internal and external stakeholders think are important. The aspects in GRI G4 have been rated on a scale of 1-4, where 1 is 'not important' and 4 is 'very important'. Stakeholders, such as customers, employees and owners, have contributed to this analysis. The internal valuation incorporated the results from stakeholder dialogues held over the year. Each company sent questions to all its stakeholders. To the left is a summary of the result and it summarizes all aspects in the stakeholder dialogue. The companies' operations differ from each other. Therefore all aspects are not applicable for all companies. The index shows which aspects each country reports.

Image 4. Our business environment.



Our Markets







Relacom Sweden



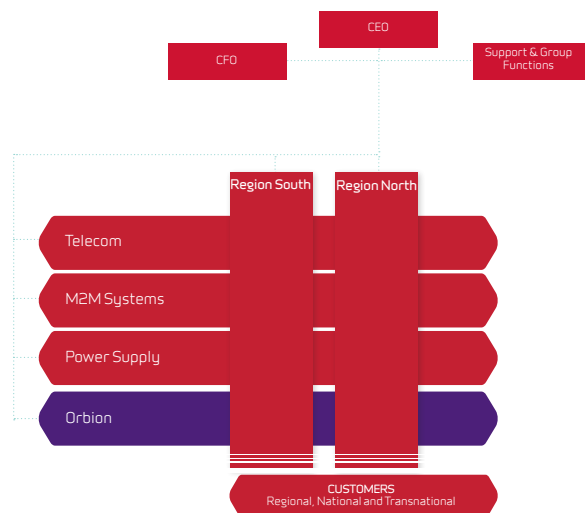
Relacom Sweden's operations cover the country from north to south. As figure 5 shows, our operations are divided into three business areas: Telecom, Power Supply and machine-to-machine (M2M). The organization is managed by Sr. Vice President and General Manager Karl-Göran Svensson, and a designated manager exists for each respective region and area.

The goal of reducing the environmental impact of our products and services informs our entire operation. Our environmental work aims to find solutions that are both good for the environment and that benefit our customers and employees. Energy, climate, work in sensitive areas, chemicals and waste are focus areas within our environmental work.

Systematic Environmental Work

Relacom's environmental work corresponds and adheres to the requirements found in the ISO 14001 standard and are integrated into Relacom's business management system. All work related to environmental issues is managed by Relacom's management and supported centrally by Relacom's environmental coordinator. Our environmental work does not only influence our own operations, but extends to our subcontractors and suppliers, too. All our contractors are reviewed against our environmental requirements. During 2015, we plan to begin a review of our contractors based on our environmental requirements.

Image 5. Sweden Organizational Structure.



Climate

We take climate change seriously and work actively to reduce carbon dioxide emissions caused by our services and transports. The results of climate change, such as extreme weather, changes in rainfall, snowfall and ice, have a direct financial impact on our industry and our customers.

Since 2013 we have used a GPS system to plan our assignments more carefully and to optimize our travel, so as to reduce our emissions. This increases the overall efficiency

of our operations and reduces both costs and carbon dioxide emissions from transports. Our aim is to make our travel efficient through better production planning.

Energy use in the form of electricity, heating and cooling is one of our most critical environmental issues. Thus, when Relacom's head office was to be relocated in mid-2014, energy use was a significant factor in our choice of location. It is still difficult to pinpoint the exact amount of energy used at our smaller, rented offices, where electricity and heating are included in the leasing fee. Our property division is responsible for establishing procedures for reporting on and following up energy use together with our property owners.

We have also taken important steps to reduce travel related to meetings, including installing solutions for online meetings with external parties, such as customers and suppliers. For daily internal administrative work meetings, we use the online tool Microsoft Lync (video, instant messaging, telephony). In 2014, efforts were also made to introduce web-based training. All these measures help to significantly reduce the number of trips we take and reduce our environmental impact.

TABLE 1. ENERGY CONSUMPTION WITHIN THE ORGANIZATION [GJ]

G4-EN3 a

	2014	2013	2012
Diesel	70905	79675	91166
Petrol	958	1069	1749
Total	71863	80744	92915

TABLE 2. ENERGY CONSUMPTION WITHIN THE ORGANIZATION [GJ]

G4-EN3 c

	2014	2013	2012
Electricity	3024	2643	3297
Heating	9387	10177	10951
Total	12411	12820	14248

TABLE 3. DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1) [T]

G4-EN15 a

	2014	2013	2012
Fuel (Diesel, Petrol)	5173	5815	6692

TABLE 4 ENERGY INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 2) [T]

G4-EN16 a

	2014	2013	2012
Electricity, heating	184	192	209

Waste

Both waste minimization and responsible waste management are vital for reducing our environmental impact and ensuring sustainable development. Waste management procedures are an integrated part of our operations. Through our agreement with a waste contractor, we can both reuse and recycle waste generated by our operations. The same requirements and procedures for handling waste also apply to our subcontractors.

Our ambition is to ensure that all waste from our own operations is recycled at as high a rate as possible. All our places of business have collection stations for waste. The stations consist of containers for collecting office waste and for the recycling of cables and construction waste from our field operations. We have also implemented procedures for proper waste handling and transportation for locations other than our offices where we carry out assignments.

TABLE 5. OTHER INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 3) [T]

G4-EN17 a

	2014	2013	2012
Transport	5,85	8,21	8,53

TABLE 6. TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD [T]

G4-EN23 a

	2014	2013	2012
Non-hazardous waste			
Recycling	423	558	479
Incineration (mass burn)	215	216	237
Landfill	122	9,14	7,25
Other (mixed recycling and incineration)	65,5	9,11	9,97
Hazardous waste			
Recycling	11,6	46,7	72,7
Total	837	839	806

Reduced our
CO2 fuel
emissions by

11%



Our Customers

To achieve and maintain world-class operations, customers' needs and expectations must be both understood and met. Relacom focuses on having a close dialogue with customers and suppliers through continuous meetings where needs and expectations are identified. Our customers expect Relacom actively to pursue quality-assurance and sustainability, including reducing our environmental impact, ensuring a safe workplace and being socially responsible. Our customers expect us to apply these expectations to our suppliers and contractors, and that we follow up on their compliance with these requirements. In 2014, our purchasing department, together with our environmental and work environment coordinator, has clarified these requirements in our qualification process. All new contractors and suppliers have been reviewed on the basis of our environmental and workplace safety requirements. Relacom's goal is to take responsibility for quality, the environment, occupational health and other social aspects throughout our supply chain. In 2015, a process will be developed for auditing compliance with our requirements.

At Relacom, we are aware of the importance our customers place on privacy. To this end, we have implemented procedures to ensure that customer data is handled in a safe manner. This measure resulted in no cases of lost customer data being reported during 2014.

Customer Satisfaction

Customer satisfaction is a cornerstone of Relacom's business strategy. Good service is one of the most important

factors for customers when choosing a supplier. We believe that the key to success is maintaining a close dialogue with our customers, and we constantly monitor customer satisfaction. We register and promptly follow up all customer complaints and then implement corrective measures to ensure these deficiencies do not reoccur. Managing and resolving customer complaints are also important factors in improving our operations. We measure the average time for resolving complaints within our business areas, and results are followed up monthly.

Cooperation with Suppliers

Carefully considered purchases allow Relacom both to reduce environmental impact and to lower actual purchase costs. Relations with our suppliers are characterized by high-level business ethics, objectivity and professionalism. Relacom's purchasing policy requires that all our suppliers comply with our code of conduct. We only work with suppliers who meet our stated requirements concerning quality, environmental impact and ethical guidelines. We ensure that all Relacom suppliers are evaluated before beginning to work with them. Evaluations are based on references and customer satisfaction, financial stability, business systems, delivery service and support. Should a supplier lack delivery capacity or have other problems, a new evaluation is conducted.

At Relacom, we believe that long-term, close cooperation with our suppliers delivers better quality and profitability for everyone. For example, Relacom regularly meets with our key suppliers to follow up their performance in fulfilling their assignments and to identify where improvements can be made.



Great Stories – Service that Surpasses Customer Expectations

Many Relacom employees receive top marks from our customers. In 2014, the company was involved in many time-consuming and challenging assignments. Even so, we succeeded in achieving positive customer experiences. The following is a selection of comments that we received from satisfied customers during the year:

Regards from a very satisfied customer in Stockholm:

'Excellent attitude and skilled technicians. Couldn't have been better!'

TeliaSonera sent a thank-you e-mail to Relacom:

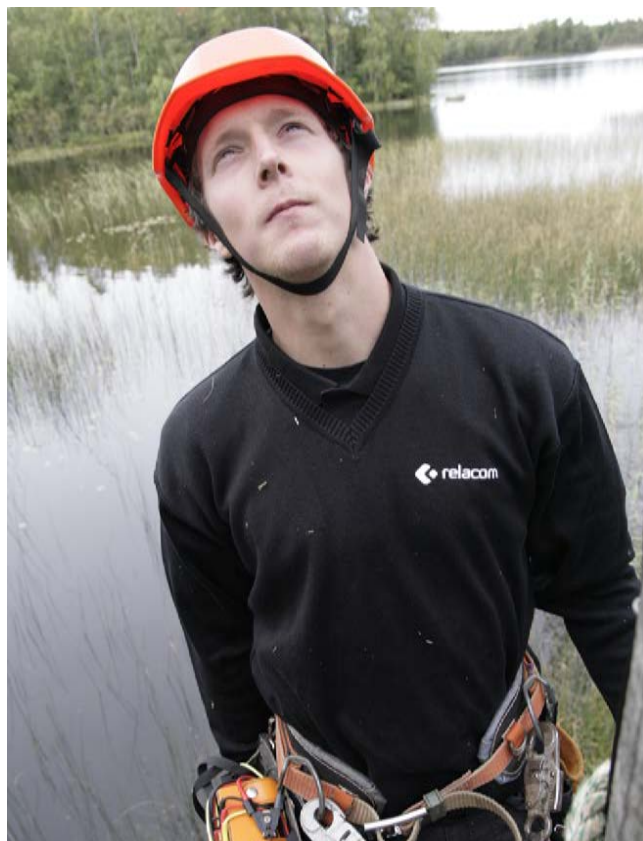
'We have now achieved 99.12% population coverage for 4G, which was our target for 2014. This means that, during the year, we have been able to give an additional one million Swedes the ability to surf much faster. We'd like to send a big THANK YOU to you all for your efforts in helping us reach this important goal. It's a real feat considering all the challenges we've encountered during the year.'

Regards from a very satisfied customer in Borås:

'We were treated well, they were flexible when booking times and handled our case promptly. And these are precisely the qualities I consider important. I'm exceptionally satisfied.'

A handwritten note to our technician, Per Hallenberg, from our customer, SOS Alarm:

'Hi Per, I didn't get to say goodbye before you left. I assume it went well anyway. ☺ I locked up and checked things before I went home. Everything you've done looks great. Thanks so much for your help with everything!'



Reduced our
unsorted waste
by

25%



An Attractive Employer

Relacom is a service company and our employees are our company's most important asset. Our goal is to be an attractive employer that attracts skilled personnel and a company where employees feel at home and want to develop together.

Systematic Efforts to Improve our Work Environment

A good working environment helps business development, encourages physical and psychological well-being, helps motivate employees, improves quality of life, encourages employees' personal development and contributes to greater work and traffic safety. Relacom systematically improves the work environment through regular surveys, implementing improvement measures and following up the status of our operations. This helps us to prevent illness and accidents at the workplace and creates a better working environment for everyone.

Work environment considerations include physical, technical and psychosocial conditions that are important for creating a good working environment. Managers and executives work with employees, safety officers, the occupational health strategist and others to achieve well-functioning and satisfactory solutions. In 2014, the Swedish Work Environment Authority conducted an inspection that led to a focus on improving our work on psychosocial aspects. We conducted a risk assessment and developed action plans. We also clarified the risk assessment aspects in our policy documents for systematic work environment-improvement efforts. The Work Environment Authority was very pleased with our efforts, and we are now working to follow up our action plans. Not only are we required to comply with Swedish work environment legislation, but our customer agreements also contain clear health and safety rules that we follow. We have not noted any deviations from these commitments during 2014.

Sweden's Best Workplace

In November, Relacom once again conducted an employee survey through Great Place to Work. Employee participation increased by 11 per cent, which we see as a positive change and one that highlights the importance of creating forums where change is possible. The survey highlights both areas for improvement and our strengths as an employer. We are proud to see that our improvement efforts that began after the 2013 survey have yielded good results. This is particularly true in the areas concerning fostering confidence in managers and leaders, feeling proud of Relacom, and enjoying good camaraderie in the workplace. During 2015, Relacom will continue working to further improve the 2014 results,

TABLE 7. SELECTION OF STATEMENTS FROM 2014 EMPLOYEE SURVEY

	2014
1	Employees are given lots of responsibility.
2	My work is meaningful – 'it's not just a job'.
3	When the organization does well, everyone benefits.
4	I am proud of the way we contribute to society.

In 2014, a number of new claims received high scores. We are especially pleased that employees feel that they share in the company's success and are proud of our contributions to society.

Professional Development

All the necessary training needed to perform high quality services, both external and internal, is available through our Relacom Academy training portal. The portal allows us to expand professional development within Relacom, which, in turn, contributes to developing the organization and increasing our competitiveness on the market. We identify needs in the organization and create training opportunities that match demand. The range of training offered is determined, in part, by Relacom's overarching strategies as stated in our business plan, demand from our customers and input from managers based on professional development interviews held with staff. In this way, our employees have better opportunities to develop and we strengthen Relacom's collective expertise at the same time. The number of training hours undertaken in 2014 was approximately 9 hours per person, which is an increase of 2.5 hours per person. In part, this increase is due to the mandatory e-learning training on work environment for managers and leaders and the increased focus on CPR training.

Whether technician, manager, or administrative staff, the same possibilities for professional development must be available. Within the professional development field, we also have a training programme that helps employees develop within the company. The programme describes what training is required to advance to a specialist position or to take on a management role.

TABLE 8. TOTAL NUMBER AND RATES OF NEW EMPLOYEES HIRES AND EMPLOYEE TURNOVER BY AGE GROUP GENDER AND REGION*

G4-LA1a

2014	<30	31-50	>51	TOTAL
<i>Women</i>	3	8	4	15
<i>Men</i>	12	13	17	42
TOTAL	15	21	21	57

TABLE 9. STAFF MOBILITY [%]

G4-LA1b

	2014
Total staff turnover	1,7

* Number who concluded their employment in 2014, based on total permanent and trial-period employees.



Preventive Work Environment

Relacom wants to be a leader in the industry when it comes employee safety and dedication. In a safe and pleasant work environment, our employees are given the ability to develop and deliver high-quality service to our customers. Relacom always prioritizes our employees' and customers' health and safety. We strive to achieve Relacom's vision of zero accidents. The foundation for achieving this goal is following legislation and rules. During 2014 we had more accidents resulting in leaves of absence than we had in 2013. However, the total number of hours of leave has decreased. All accidents are investigated by the responsible manager together with the work environment strategist or work environment coordinator.

Health and safety is included in all collective agreements and supplementary contracts are continually agreed upon with the various labour organizations. Every third month, the Central Safety Committee meets to discuss work environment-related issues, such as accidents, incidents and changes within the organization. The committee meetings include the personnel director, the work environment strategist, the work environment coordinator and the principal safety officer. The meetings focus on measures for reducing sick leave and injuries.

TABLE 10. ACCIDENTS AND SICK LEAVE STATISTICS

G4-LA 6a

	2014	2013	2012
Injuries*	8	6	9
<i>Work-related accidents resulting in death</i>	0	0	0
<i>Work days lost due to work-related illness</i>	0	0	0
<i>Days lost due to work-related accidents</i>	236	428	850
<i>Sick leave as a percentage of total work time **</i>	3,5	3,5	3,3

*Injuries include work-related accidents that led to sick leave

**Average for the entire year



Extreme Weather

Summer 2014 in Sweden went down in history as one of the most extreme in many years. This also made for an intensive summer for Relacom's employees. During the period June-September, we carried out 17 per cent more assignments than in 2013. A large part of this increase was directly due to problems caused by weather.

Lightning Destroyed Cables and Electronics

On a single day at the end of July, over 45,000 lightning strikes were recorded, which caused widespread damage to the telecom and electrical networks.

On the west coast and in southern Sweden, weather-related problems started in early June and continued throughout the summer.

Forest Fire in Västmanland – Relacom Kept Communications up and Running

At the end of July, the largest forest fire in Sweden since the 1950s broke out and about 14,000 hectares of forest were damaged or destroyed in Västmanland's forests. At the same time, power to all the phone and mobile stations in the area was knocked out, which impacted both fixed-line and mobile communications locally. During the most critical period, Relacom kept local stations running by providing them with emergency power on a daily basis. We even had a mobile station on site to ensure police and rescue personnel had access to critical radio communications.

Severe Floods Affected Telephony, Data and Mobile Connections

In late August, southern Sweden was hit by severe flooding, with roads washed away and flooded residential areas. In Malmö, a month's worth of rain fell in just one day. Many of Relacom's technicians worked long shifts to ensure the operation of all the cable and switching stations in the flooded areas.

*From June to September, Relacom Sweden carried out 17 per cent more assignments compared with the same period in 2013.



Network technician Daniel Kahrle was one of many technicians who were out repairing the damaged network. 'We were very busy, for sure, but I don't see that as a problem. During this kind of intense period a lot of us are out helping and you know you're being of help and are making things easier on your workmates. It's the end-customers who suffer if we don't solve the problems.'

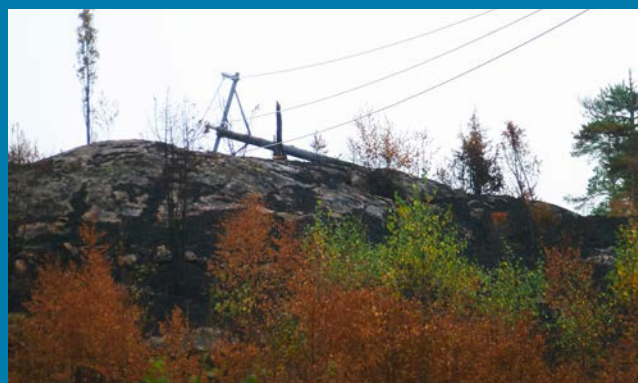


Photo: Holger Ellgaard – Wikipedia

The forest fire in Västmanland. Lots of poles and power lines were destroyed, which meant that all power had to be shut off.



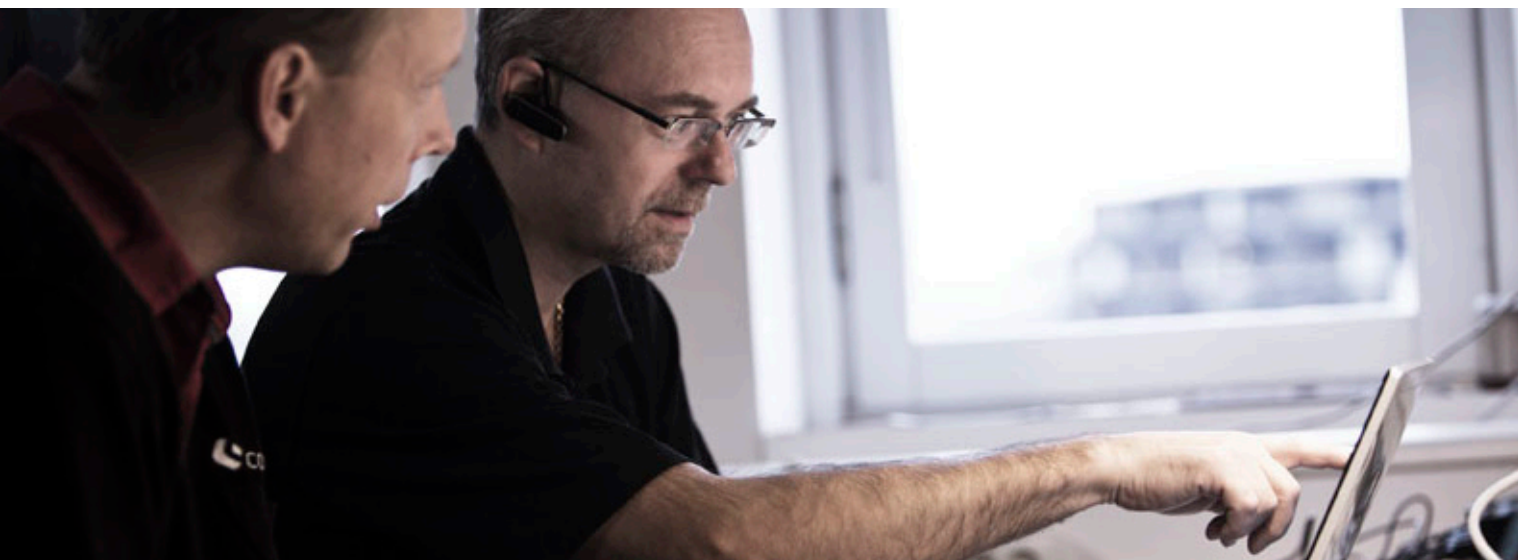
Despite the extreme conditions, Relacom, along with several other actors, held the waters back, greatly helping to minimize damage.

A man with a short haircut, wearing a dark grey hoodie, is shown in profile, leaning over and working on a server rack. His hands are positioned on the front panel of a server unit, which has several red indicator lights and green status LEDs. The background is dark and filled with server racks, suggesting a data center environment. A computer mouse is visible on a desk in the background.

17%
more assignments



Relacom Norway

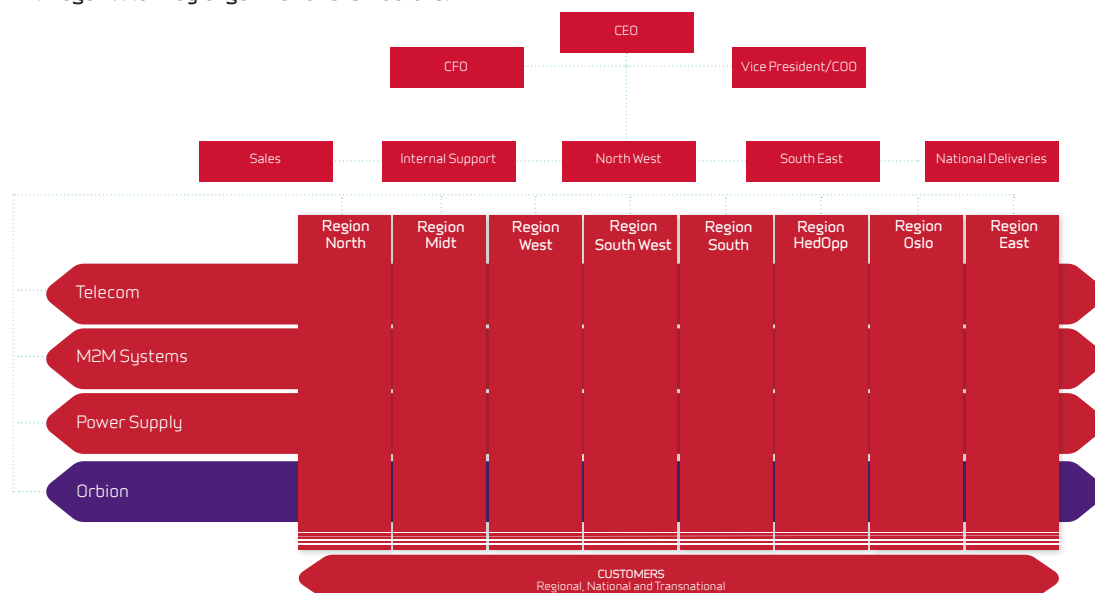


Relacom Norway provides its services throughout the country. Operations are led by General Manager Øystein Knudsen, and the company provides services in telecommunications, power and M2M (machine-to-machine).

We take the environment seriously

Customers, public authorities and the community can be confident that we are working to minimise our environmental impact. By adopting a long-term approach and showing respect for our environment, we focus on creating an attractive workplace, reducing our impact on the environment and helping our customers achieve their sustainability targets.

Image 6. Norway Organizational Structure.



Relacom is ISO 14001 certified. The company provides products and services that meet the environmental requirements of our customers and society at large. These products and services are constantly being improved to reduce energy consumption and environmental impact. We impose the same environmental requirements on our suppliers as we do on ourselves.

Our environmental areas

- » We focus on reducing the pollution caused by our vehicles.
- » We handle our waste in accordance with the requirements of local authorities.
- » We take consideration of our surroundings when planning and implementing our work assignments.
- » We are conscious of the importance of the natural environment, historic sites and their surroundings and are vigilant in avoiding damaging or destroying them.
- » We do not use paper unnecessarily and reserve its use for when absolutely vital.
- » We prefer electronic meetings to physical ones when this is satisfactory.
- » We take all environmental complaints seriously and do our utmost to rectify any damage and ensure that such situations do not recur.

Climate

We take climate change seriously and work actively to reduce carbon dioxide emissions caused by our services and transports. The results of climate change, such as extreme weather, changes in precipitation, snowfall and ice, have a direct economic impact on our industry and our customers.

To protect the environment against CO₂ emissions and reduce our costs, we are focused on achieving an annual average reduction in our vehicle fleet's fuel consumption by 5%, adjusted for sales levels. In 2014, we managed to achieve a reduction. Further measures have been put in place to achieve our target next year. Relacom has also focused heavily on reducing travel over the past year by increasing the number of electronic meetings.

TABLE 11. ENERGY CONSUMPTION WITHIN THE ORGANIZATION [GJ]

G4-EN3 a

	2014	2013
Diesel	92577	93414
Petrol	2991	3366
Total	95568	96780

Table 12. DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1) [T]

G4-EN15 a

	2014	2013
Fuel (Diesel, Petrol)	6889	6978

Waste

Both waste minimisation and responsible waste management are vital for reducing our environmental impact and ensuring sustainable development. Waste management procedures are an integrated part of our operations. Through our agreement with a waste contractor, we can both take advantage of and recycle waste generated in our operations. The same requirements and procedures for handling waste apply to our subcontractors.

Our waste-related environmental goals mean that all facilities must have a well functioning system for collecting and delivering waste and returns, something that our suppliers also need to adhere to.

TABLE 13. TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD [T]

G4-EN23 a

	2014
Non-hazardous waste	
Recycling	19,6
Incineration (mass burn)	0,71
Hazardous waste	
Recycling	31,0
Total	51,3



Our Customers

Achieving and maintaining world-class business operations requires understanding and meeting customers' requirements and expectations. Relacom focuses on having a close dialogue with our customers and an active response to their requirements and expectations. Our customers expect Relacom to actively work on quality and sustainability issues that will reduce our environmental impact, produce a safe workplace and assume social responsibility.

Privacy is very important for our customers. This is why we have implemented procedures to ensure the secure management of customer data and, as a result, no instances of lost customer data have been reported during the year.

Customer Satisfaction

Good service is one of the most important factors when customers are choosing a supplier. Attaining a high level of customer satisfaction is the cornerstone of Relacom's business strategy. We believe that the key to success is maintaining a close dialogue with our customers, and we constantly monitor customer satisfaction. We constantly strive to identify areas of improvements that allow us to reach our goal of meeting and exceeding our customers' expectations.

Every month Relacom conducts a customer satisfaction survey (CSS) to a random selection of private customers with whom we are in direct contact. This gives customers the opportunity to provide us with direct feedback on services we have delivered.

Relacom is in the process of identifying possible areas of improvement. To this end, we have decided to introduce two ways of measuring customer satisfaction: the Net Promoter Score (NPS) to measure customer loyalty and the Customer Satisfaction Index (CSI) to reveal areas in need of improvement that can lead to concrete results. These approaches will be implemented during 2015.

Rapid handling of customer complaints

Managing and resolving customer complaints are also key to improving our operations. We deal with customer complaints as quickly and efficiently as possible. We register and promptly follow up all customer complaints and then implement corrective actions to ensure the faults do not recur. We also measure the average time taken to resolve complaints.

Collaboration with suppliers

Relations with our suppliers are characterized by strict business ethics, objectivity and professionalism. Relacom's purchasing policy requires that all of our suppliers comply with our code of conduct. We only enter into collaboration with suppliers who meet the quality, environmental and ethical guidelines laid out in our policy documents. This means all of Relacom's suppliers are evaluated before any collaboration commences. Evaluations are based on references and customer satisfaction, financial stability, business systems, delivery service and support. Should a supplier lack delivery capacity or experience other issues, a new evaluation is conducted.

At Relacom we believe that long-term and close cooperation with our suppliers ensures higher quality and profitability. Relacom regularly follows up our key supplier's performance to identify where improvements can be made.

Our Employees

Relacom sees our employees as a resource and a competitive advantage. As part of this approach, in 2014 we chose to be assessed through Great Place to Work. In January 2014 we carried out an employee survey, which revealed Relacom's strengths as an employer as well as areas for improvement. The results of the survey showed that our employees think Relacom's strengths are in creating a strong work environment, characterized by all-inclusiveness, mutual respect and collaboration. The results also showed that our employees feel that management trusts them and gives them a lot of responsibility.

The areas for improvement identified in the survey were better internal communication and more celebration of special events. These areas are being addressed both by senior management and by individual department managers.

Relacom – An Even Better Workplace

Based on the results, Relacom has established a plan of action to address the identified issues with the objective of making Relacom into an even better workplace. The identified issues were addressed at both local and national level. Each region and department reviewed its results, and together with the employees decided on 1-3 measures at department level. The measures were implemented during 2014.

Annual Employee Survey

A new employee survey will be carried out during 2015. Our goal is to see improvements in the identified areas – on our way to becoming Norway's best place to work.

TABLE 14. COMPOSITION OF GOVERNANCE BODIES

G4-LA-12a

	2014	2013
Women	1	1
Men	7	13
<30	0	0
30-50	2	2
51-68	6	12
Total	8	14

TABLE 15. TOTAL NUMBER AND RATES OF NEW EMPLOYEES HIRES AND EMPLOYEE TURNOVER BY AGE GROUP GENDER AND REGION *

G4-LA1a

2014	<30	31-50	>51	Total
<i>Women</i>	5	3	1	9
<i>Men</i>	71	30	9	110
TOTAL	76	33	10	119

* Number who concluded their employment in 2014, based on total permanent and trial-period employees.

TABLE 16. STAFF MOBILITY [%]

G4-LA1b

	2014
Total staff turnover	4,2

TABLE 17. ACCIDENTS AND SICK LEAVE STATISTICS

G4-LA 6a

	2014	2013	2012
Injuries*	10	23	23
<i>Work-related accidents resulting in death</i>	0	0	0
<i>Work days lost due to work-related illness</i>	0	0	0
<i>Days lost due to work-related accidents</i>	155	396	340
<i>Sick leave as a percentage of total work time **</i>	5,1	5,3	5,2

*Injuries include work-related accidents that led to sick leave

**Average for the entire year

Development Of Skills And Competence

Our goal is for the organisation and every single employee to be in a process of constant development. We effectively develop competence by internal resources involving on-the-job-training and internal courses. External courses are also held where necessary.

Health, Safety and Environment (HSE)

A vital part of having a great workplace means emphasizing a good work environment and safety.

Our long-term objective is to avoid any work accidents at Relacom at all. All near miss must be reported, and any required measures for improvement must be implemented. We also have the long-term objective of reducing sick-leave to a level below 4%. This places particularly stringent requirements on management and also means that every single employee must contribute to achieve these goals.

If we achieve our goals in the fields of health, safety and environment, this will contribute to our becoming an attractive partner for customers, suppliers and authorities.

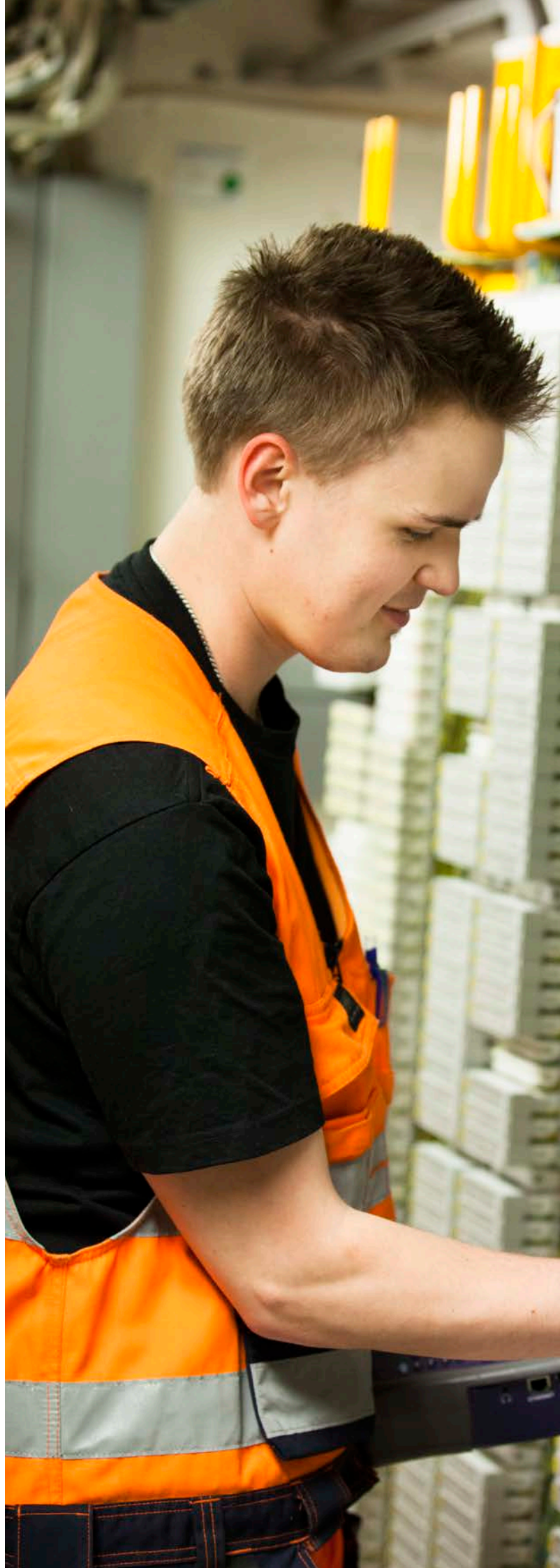


Crisis Management

To deal with the development of potential crises, a steering group has been established consisting of some of the company's senior management under the leadership of the general manager. A permanent emergency response team has been identified and established. This team can be supplemented with additional resources, depending on the scope and degree of severity of the crisis.

The steering group becomes operational when there is either a potential or realized event that could have extremely adverse consequences for our customers and/or employees. The head of the steering group activates the emergency response team when deemed necessary, and by agreement with the head of the emergency response team.

The head of the emergency response team takes operational lead of the situation, and also takes responsibility for debriefing the involved parties and for corrective measures where necessary.



Great Stories and social commitment

Our Apprenticeship System – guaranteeing skilled workers for the future

Relacom is a certified training organisation and has extensive experience in providing on-the-job-training. We offer apprenticeships for apprentices at secondary schools throughout the country. At any given time the company has 150–200 apprentices in the areas Telecommunications, Power and ICT. During apprenticeships, apprentices work alongside an experienced employee in the initial phase and are eventually assigned increasingly independent tasks. At the end of the apprenticeship, the basic aim is for the apprentice to be able to work independently. The apprenticeship training office is responsible for the remaining theoretical studies and tests after completion of the practical period. The apprenticeship system is an advantageously situation for apprentices, companies and society as a whole, and an area the company wants to continue to focus on.

Our social commitment

We want everyone who is connected with Relacom to feel confident that we are doing everything we can to deliver a high level of quality, service, expertise and safety, whilst at the same time assuming responsibility for the environment and the society we are operating in.

Relacom plays an important role in society by ensuring maintenance of telecom infrastructure for the largest Norwegian operators.

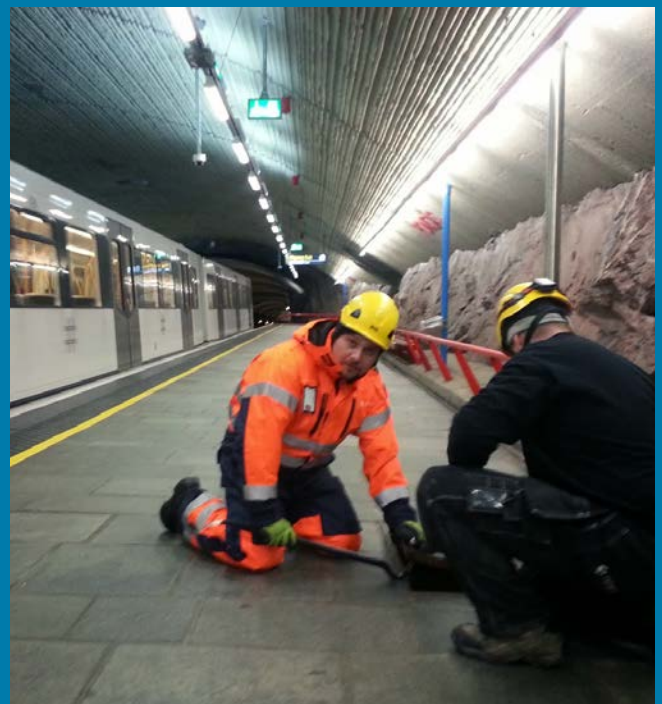
Relacom was an important contributor after the storm in Vestlandet in 2014

Rogaland and Hordaland were seriously affected by lightning damage in December 2014. There was major damage to communication networks, and Relacom was assigned with correcting faults in the network, and restoring affected communications. Immediately after this, Vestlandet was once again hit by bad weather, this time in the form of the storm Nina, leading to very severe damage. Nearly 20,000 people were left without electricity, ferries and flights were cancelled, and telecommunication cables and power poles were severely damaged. Sixty-eight base stations were put out of commission in Hordaland and sixteen in Vest-Agder. Relacom quickly mobilised its own personnel to repair telecommunications following the destruction, but the damage was so extensive that the restoration work is still ongoing, even in 2015.

Relacom has been involved in building Europe's most up to date high-speed mobile network on the metro

On behalf of Telenor, Relacom has been involved in expanding mobile coverage in the metro tunnels for the transport operator Sporveier Oslo AS in Oslo, which are used by several hundred thousand travellers a day.

In January people travelling on the Grorud Line gained 4G coverage in the tunnels from Risløkka to Vestli. From August high-speed mobile networks went live in the sections Storo-Nydalen-Ullevål, Majorstuen-Jernbanetorget and Ellingsrudåsen-Tveita, as well as the Volvat tunnel. So far a total of 26 kilometres of coaxial cable have been installed, so travellers can access the internet with their mobile and laptops, without interruptions in tunnels, as was previously the case.



Demanding work

This work was extremely demanding, as the job had to be done when the metro was closed – a period of just a few hours per night. All the workers also had to be given special safety training in order to be able to work close to railway tracks. But the project was extremely successful, and the plan is for the Sinsen, Carl Berner, Tøyen and Grønland sections to gain full coverage during 2015.



Relacom Denmark



Relacom Denmark's operations are decidedly smaller than those in the other Nordic countries and also differ in nature. This involves working together to drive our core business through a challenging development process in which growth is of prime importance.

Customer Relations

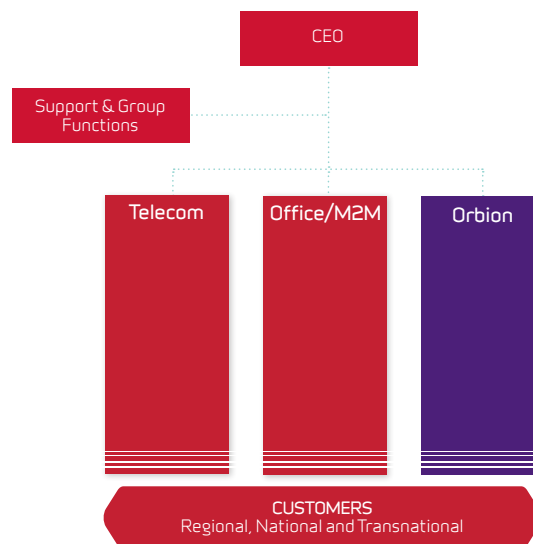
To achieve and maintain world-class operations, customers' needs and expectations must be both understood and met. Relacom focuses on having a close dialogue with customers and suppliers through continuous meetings where needs and expectations are identified.

At Relacom, we are aware of the importance our customers place on privacy. To this end, we have implemented procedures to ensure that customer data is handled in a safe manner. This resulted in no cases of lost customer data being reported during 2014.

Our Environmental Work

The goal of reducing the environmental impact of our products and services influence our entire operation. Our environmental work aims to find solutions that are both good for the environment and that benefit our customers and employees. Energy, climate, work in sensitive areas, chemicals and waste are focus areas within our environmental work. By showcasing Relacom's efforts to promote sustainability,

Image 7. Denmark Organizational Structure.



Did you know?

The FleetFinder GPS information platform provides local fleet owners with affordable, real-time fleet and asset GPS tracking solutions. Generates business intelligence that gives companies the power to detect and eliminate waste and inefficiencies in their daily operations.

we believe that we are sending an important signal to the market, our customers, suppliers, contractors and, not least of all, to our employees.

Systematic Environmental Work

Relacom's environmental work corresponds and adheres to the requirements found in the ISO 14001 standard and is integrated into Relacom's business management system. All work related to environmental issues in everyday operations is managed by Relacom's management and supported centrally by Relacom's executive. Our executive makes sure that our environmental protection measures are being applied. Our environmental work does not only influence our own operations, but extends to our subcontractors and suppliers, too. Our objective is that all our contractors shall be reviewed against our environmental requirements.

Climate

We take climate change seriously and work actively to reduce carbon dioxide emissions caused by our services and transports. The results of climate change, such as extreme weather, changes in rainfall, snowfall and ice, have a direct financial impact on our industry and our customers.

During 2014 we have done several changes that have positive climate impacts. To adjust to a fossil free society and to promote renewable energy we have invested in solar panels. The solar panels are providing for the whole energy consumption of our office in Odense.

We have taken important steps to reduce travel related to meetings, including installing solutions for online meetings with external parties, such as customers and suppliers. For daily internal administrative work meetings, we use the online tool Microsoft Lync (video, instant messaging, telephony). These measures help to significantly reduce the number of trips we take and reduce our environmental impact. We strive to improve the efficiency of our travels therefore we have started to use Fleet Finder as our GPS tracking tools to help improve worker performance, dispatch vehicles more effectively and reduce operating costs and reduce our Co2 emissions.

TABLE 18. ENERGY CONSUMPTION WITHIN THE ORGANIZATION [GJ]

G4-EN3 a

	2014
Diesel	5382
Petrol	11,9
Total	5394

TABLE 19. ENERGY CONSUMPTION WITHIN THE ORGANIZATION [GJ]

G4-EN3 c

	2014
Electricity	635
Heating	610
Total	1245

TABLE 20. DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1) [T]

G4-EN15 a

	2014
Fuel (Diesel, Petrol)	388

TABLE 21. ENERGY INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 2) [T]

G4-EN16 a

	2014
Electricity, heating	89,6

Waste

Both waste minimization and responsible waste management are vital for reducing our environmental impact and ensuring sustainable development. Waste management procedures are an integrated part of our operations. Through our agreement with a waste contractor, we can both reuse and recycle waste generated by our operations. The same requirements and procedures for handling waste also apply to our subcontractors.

Our ambition is to ensure that all waste from our own operations is recycled at as high a rate as possible. All our places of business have collection stations for waste.

TABLE 22. TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD [T]

G4-EN23 a

	2014
Non-hazardous waste	
Recycling	123
Incineration (mass burn)	33,3
Hazardous waste	
Recycling	814
Total	970



Our Employees

Relacom is a service company and our employees are our company's most important asset. Our goal is to be an attractive employer that attracts skilled personnel and a company where employees feel at home and want to develop together.

TABLE 23. TOTAL NUMBER AND RATES OF NEW EMPLOYEES HIRES AND EMPLOYEE TURNOVER BY AGE GROUP GENDER AND REGION *

G4-LA1a

2014	<30	31-50	>51	Total
Women	1	2	0	0
Men	7	4	1	12
Total	8	6	1	15

TABLE 24. STAFF MOBILITY [%]

G4-LA1b

	2014
Total staff turnover	3,5

* Number who concluded their employment in 2014, based on total permanent and trial-period employees.

Systematic Efforts to Improve our Work Environment

A good working environment helps business development, encourages physical and psychological well-being, helps motivate employees, improves quality of life, encourages our employees' personal development and contributes to greater work and traffic safety. Relacom systematically improves our work environment through regular surveys, implementing improvement measures and following up the status of our operations. This helps us prevent illness and accidents at the workplace and creates a better working environment for everyone.

Work environment considerations include physical, technical and psychosocial conditions that are important for creating a good working environment. Managers and leaders work together with staff to achieve well-functioning and satisfying solutions. All professional development talks has been completed.

Preventive Work Environment

Relacom wants to be a leader in the industry when it comes employee safety, enjoyment and dedication. In a safe and pleasant work environment, our employees are given the ability to develop and deliver high-quality service to our customers. Relacom always prioritizes our employees' and customers' health and safety. We strive to achieve Relacom's vision of zero accidents. The foundation for achieving this goal is following legislation and rules. During 2014 we experienced the same number of accidents as in the previous year. However, the total number of hours of leave decreased. All accidents are investigated by the responsible manager.

TABLE 25. COMPOSITION OF GOVERNANCE BODIES

G4-LA12

Management Group 2014	
Women	0
Men	6
<30	0
31-50	5
>51	1
Total	6
Board, 2014	
Women	1
Men	4
<30	0
31-50	3
>51	2
Total	5

Reduced number of days lost due to work related accidents by

50%

TABLE 26. ACCIDENTS AND SICK LEAVE STATISTICS
LA6a

	2014	2013	2012
Injuries*	6	6	2
Days lost due to work-related accidents	15	32	21
Sick leave as a percentage of total work time **	2,0	3,0	3,5

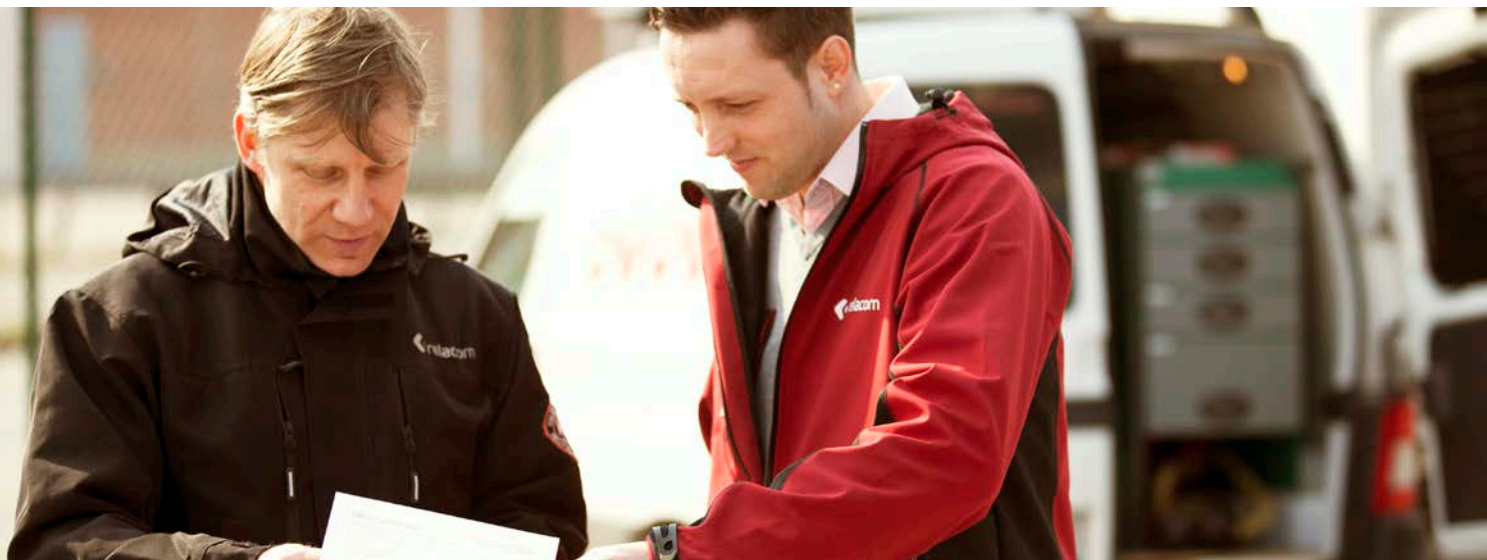
*Injuries include work-related accidents that led to sick leave

**Average for the entire year





Relacom Finland



Relacom Finland Oy is a technology service company that operates nationwide and helps its customers to benefit more from their investments in networks, systems and devices. We are a leading provider in Finland and the Nordic countries for the building, installation and maintenance of ICT networks and systems.

Our diverse expertise extends to telecommunication networks, energy networks, IT onsite services and device lifecycle solutions. Being part of the international Relacom Group, which operates in all of the Nordic countries, in Finland we are known as the leading supplier of network services and solutions.

Relacom is the preferred partner for building, installing and servicing ICT networks and equipment. Relacom provides a natural link between technology and its users.

Our mission is to ensure that customers' ICT networks and equipment provide fault-free service, end-customer satisfaction and commercial value.

Our services are extremely flexible: we can provide managed services with 4-hour SLAs (resolution) to every corner of the Nordic region, or, alternatively, site resident resources for our clients to manage.

We believe that Relacom's way of combining presence, experience and passion provides unique advantages for our customers.

Reduced our
cable ships fuel
consumption by
20%

The Relacom way is to try always to provide service with a smile. Simply put, a service-oriented mindset is part of the Relacom personality. Service is an attitude. We are in a 'people business', providing managed services. When it comes to resourcing and providing managed services with different skill requirements, our goal is to find the most optimal solution for our clients and commit to develop the solution continuously.

Initiative and Service

Here at Relacom Finland, we view initiative as something of a promising form of innovation. Initiative is about willingness and ability to see opportunities and solutions and to move things forward to the benefit of the company. Our appreciation for initiative is based on our company values and, at its best, initiative combines all three of our core values – innovative power, experience and presence. At Relacom, we welcome all forms of initiative and brainstorming. That is why we have introduced a simplified, easy-to-use electronic suggestion box that is available to all our employees via our

intranet homepage at any time. At the same time, we have also established a common set of rules for handling and rewarding initiatives. Typically, initiatives eligible for rewards are fresh and innovative and help streamline our operation. They can also relate to the development of our business, job satisfaction, increasing customer satisfaction, or improving our security. Since each Relacom employee can easily present the most diverse of ideas directly to the Management Team for consideration, we believe that the suggestion box also provides a great tool for promoting interaction between employees and employer. We believe this is a way for us to gain the joint benefits of solutions that facilitate our everyday activities. We are pleased to note that of all the initiatives submitted so far, 24 per cent have been awarded an initiative premium.

The services we provide and the materials we deliver comply with the specifications agreed upon with the customer. Likewise, we are constantly developing our operations and products so as to meet our customers' future expectations and requirements. This also involves the modes of operation included in our quality system – the Relacom Way – being systematically developed together with our staff. In 2014, our work on quality resulted in seven profit centre evaluations conducted in line with the EFQM framework in our different business units, planned inspections of safety equipment and location-specific environmental and/or safety audits, to name a few examples. Another critical aspect of the continuous development of our policies is the regular interaction and co-operation carried out in accordance with our agreed model for collaboration with the employee representatives.

In 2014, we did not have instances of non-compliance with legislation and received no complaints of breach of privacy or loss of data from our customers.

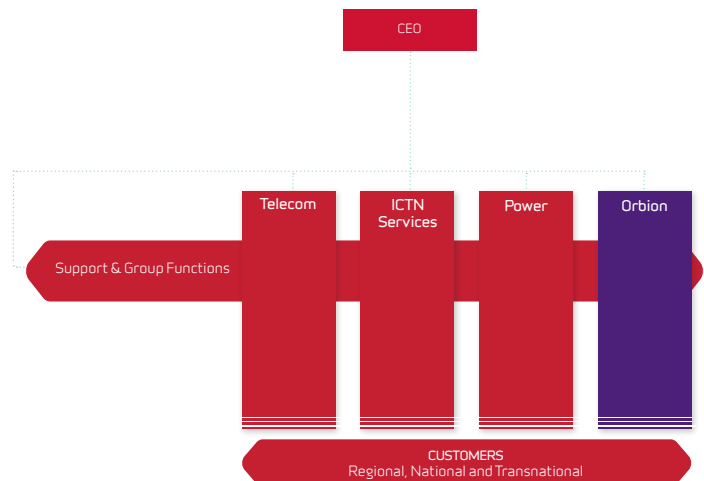
Environment

We are constantly working to develop our environmental management and, in 2014, we developed our processes and placed special emphasis on increasing our personnel's environmental awareness through internal audits and training, among other things. Our environmental system was audited and our ISO 14001:2001 certificate was renewed in 2014. We have not identified any instances non-compliance with laws or regulations, nor registered any grievances about negative environmental impact during 2014.

All our major suppliers are screened via our procurement policy. We actively screen our largest and most important suppliers.

During the year we performed internal audits of our three

Image 8. Finland Organizational Structure.



different offices in 2014, with a special focus on environmental issues. We are going through the proposed changes together with our property manager and have adopted the new practice of reporting on the audits and proposed changes on our intranet.

One of our goals for 2014 was to increase our personnel's environmental awareness. One measure we have taken to reach that objective is to develop a monthly welcome event for our new employees. We have added a review of environmental issues to introductory material, thereby increasing the environmental responsibility and awareness of each Relacom employee from the start of their employment.

In 2014 we drafted a set of instructions describing what to do in case of environmental accidents and exceptional situations, and used these instructions as part of the training given to all of our supervisors and property managers. In addition, we trained all our property managers in matters of waste management and safety, to optimize the waste management in our locations.

Did you know?

We renewed both our ISO 9001 Quality Certification and our ISO 14001 Environmental Certification in 2014. These ISO certifications cover all Relacom Finland's functions and will remain valid for the next three years. In addition, we will apply for OHSAS 18001 certificate in fall 2015.

We also developed a procedure for reporting near-miss situations on our intranet and environmental observations can now also be easily reported through an electronic link within the intranet.

We identified no failures to comply with laws and regulations, nor were any grievances reported in 2014.

Climate

We take climate change seriously and work actively to reduce carbon dioxide emissions caused by our services and transports. The results of climate change, such as extreme weather, changes in rainfall, snowfall and ice, have a direct financial impact on our industry and our customers.

Mission to Reduce CO₂ (NB subscript) Emissions

Over the past few years we have focused on optimizing our existing vehicle fleet to improve the overall operations. To this end, together with our partners, we created a substitute vehicle practice concerning production vehicles. We believe that scaling down our fleet has led to it being used more effectively and with greater consideration. We plan to renew our entire vehicle fleet over the next few years and aim to select vehicles with lower emissions. In 2013, we introduced a vehicle-positioning technique that reduces unnecessary mileage, helps the production planner better optimize driving routes and improves occupational safety for our employees.

Our objective for 2015 is to train the employees in production to focus more on environmentally friendly driving methods.

TABLE 27. ENERGY CONSUMPTION WITHIN THE ORGANIZATION [GJ]

G4-EN3 a

	2014
Diesel	35251
Petrol	387
Total	35638

TABLE 28. DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1) [T]

G4-EN15 a

	2014
Fuel (Diesel, Petrol)	2565

Waste

Both waste minimization and responsible waste management are vital for reducing our environmental impact and ensuring sustainable development. Waste management procedures are an integrated part of our operations. Through our agreement with a waste contractor, we can both reuse and recycle waste generated by our operations.

Environmental Goals: Reduce the Volumes of Unsorted Waste and Paper

Unsorted waste requires considerably management and has a long-term environmental impact. Over the past few years, we have successfully reduced our unsorted waste volumes by providing clearer instructions and training and by auditing our offices. And for 2015, our goal is to reduce the non-recyclable waste even more and to achieve this, we continue educating our employees.

As for paper, our on-going goal is to reduce the amount of needed paper. As of today, we have managed to cut the consumption of paper by half since 2011 and we continue to reduce the usage of paper with the help of mobile tools that enable the acceptance of work while on site, without printing it on paper.

TABLE 29. TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD [T]

G4-EN23 a

	2014
Non-hazardous waste	
Recycling	95,9
Composting	1,23
Incineration (mass burn)	14,8
Landfill	33,3
Other (mixed recycling and incineration)	22,7
Hazardous waste	
Recycling	17,7
Total	186



Our Expertise is Determined by the Success of Our Customer Encounters

In our industry, skills requirements are continuously changing. At the same time as we adapt to meet these changes, we also need to ensure good management of earlier technologies. We are committed to maintaining adequate staffing levels and to upgrading our expertise to comply with the requirements imposed by ever-changing technology and our customers' requirements by means of annual training sessions and through work-based learning. Among other initiatives, in 2014 we implemented a successful customer-driven training project for very end-customer critical technology for 60 technicians. We are also committed to ensuring that our employees work for customers in the agreed manner and thus promote the corporate image of our customers when carrying out assignments at end-customers' premises or homes. Our customers measure the quality of these encounters on a regular basis, including both technical and customer service skills on out technicians.

To ensure we meet our customers' demands for competence, our supervisors engage in annual assessment, planning and development discussions with their subordinates. The combined performance appraisals rating for 2014 was 83 per cent overall. And indeed, we are glad that the scope of our expertise has expanded significantly over the past years. An indication of this is that we doubled the amount of our training days while our customer base broadened over the past few years. Similarly, our customer satisfaction rating for 2014 was excellent. We even managed to exceed the targets set by our main customers for supply reliability for several months.

Our Employees

As a technology service company, employees are our most important asset. We aim to be an attractive employer that interests skilled personnel and a company where our employees feel at home while developing together.

TABLE 30. TOTAL NUMBER AND RATES OF NEW EMPLOYEES HIRES AND EMPLOYEE TURNOVER BY AGE GROUP GENDER AND REGION *

G4-LA1a

2014	<30	31-50	>51	TOTAL
Women	0	2	2	4
Men	20	16	27	63
TOTAL	20	18	29	67

* Number who concluded their employment in 2014, based on total permanent and trial-period employees.

Systematic Efforts to Improve our Work Environment

A good working environment helps business development, encourages physical and psychological well-being, helps motivate employees, improves quality of life, encourages our employees' personal development and contributes to greater work and traffic safety. Relacom systematically improves our work environment through regular surveys, implementing improvement measures and following up the status of our operations. This helps us prevent illness and accidents at the workplace and creates a better working environment for everyone.

Work environment considerations include physical, technical and psychosocial conditions that are important for creating a good working environment. In 2014, we didn't have instances of non-compliance with legislation.

TABLE 31. STAFF MOBILITY [%]

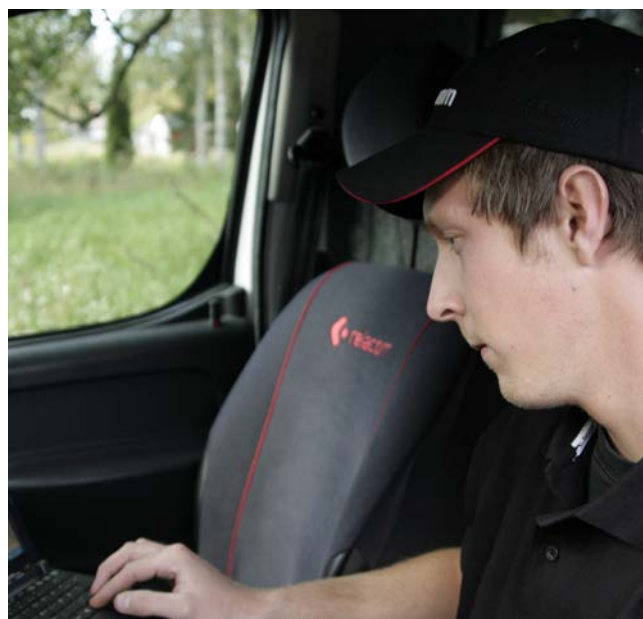
G4-LA1b

	2014
Total staff turnover	3,5

TABLE 32. PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS [%]

G4-LA15

	2014
Women	6
Men	77
TOTAL	83



Professional Development

We take the development of our employees' professional skills seriously and ensure that they are up-to-date by regularly running statutory training courses and courses to promote other aspects of professional know-how and quality. The occupational health and safety group continuously monitors the organisation of statutory training and reports back to management on the implementation of plans.

Our various experts and specialists train our employees and supervisors internally in our different processes, our approaches to work, systems, instructions and guidelines for customers. Supervisors and others are also kept informed by means of short briefing sessions relating to employment matters, induction, wellbeing at work, and staying healthy in the workplace.

Preventive Work Environment

Relacom wants to be a leader in the industry when it comes employee safety, satisfaction and dedication. In a safe and pleasant work environment, our employees are given the ability to develop and deliver high-quality service to our customers. Relacom always prioritizes our employees' and customers' health and safety.

Relacom has a far-sighted model for occupational health and safety. The company's occupational health and safety organization includes 18 employees. Our Occupational Health and Safety Committee met four times last year. Also, the Occupational Health and Safety Group has met fourteen times and actively monitored the development of absence due to illness and the frequency of accidents. The Occupational Health and Safety Group also had held ten occupational health and safety briefings for supervisors. The purpose of these briefings is to highlight important areas related to occupational health and safety that supervisors should take into consideration with respect to their own group. The briefings always address general reports on sick leaves and work-related accidents, occupational safety instructions and topical issues related to occupational health services. Supervisors also have the opportunity to discuss and ask questions about concerns they have related to occupational health and safety. As a qualifying measure of accidents we use Lost Time Injury Frequency (LTIF), which is the standard method in Europe. The measurement period is a rolling 12 months, in which the number of accidents leading to three or more days of sick leave are considered. Our goal is to have zero accidents for every million hours of work.

Lost Working Hours

We monitor working hours lost in proportion to the number of total working hours on a monthly basis. Annual holiday days are not included in total working hours in the calculation. The total number of working hours in 2014 was 1,087,984, while sick leaves totalled 51,983 hours. The average rate of absence was 4.8 per cent.

Generally Relacom Finland focuses on reporting on national level, only exception being absence due to illness, which is monitored in business units. Because of small number of women in our organization, we have decided not to prepare reports on the basis of gender, as this could possibly lead to a breach of privacy.

TABLE 33. ACCIDENTS AND SICK LEAVE STATISTICS
G4-LA6a

	Total
Injuries*	20
Work-related accidents resulting in death	0
Days lost due to work-related accidents	186
Sick leave as a percentage of total work time **	4,8

*Injuries include work-related accidents that led to sick leave

**Average for the entire year



Great Stories – Sustainable and Customer Focus

Relacom Supports Employment for the Young

In 2014, Relacom and vocational adult education centre Amiedu arranged to retrain and upgrade the qualifications of unemployed job seekers aiming to become qualified network installers. In addition to theory, their studies included practical training at Relacom. A total of 11 students graduated from the programme. All participants in the program were satisfied with the content. In addition to support future employment possibilities, the students also received valuable practical experience. During the practical training period, Relacom staff members were able to familiarize themselves with future employees of the industry and to share their expertise.

Besides the Amiedu co-operation, Relacom's Power Unit also offered several training posts for vocational school students in 2014. The Power Unit also recruited many newly-graduated Bachelors of Engineering. **Values:** *Presence, experience and innovative power*

Sustainable Summer Gift for Staff

This year, Relacom wanted to give its employees a somewhat different kind of summer gift. Each Relacom staff member was given the opportunity to use half a work day to perform charity work. Relacom's staff members experienced the joy of giving and inspired joy in those they helped by donating blood, helping their neighbours or helping elderly citizens who need assistance due to old age or who have fallen ill, for example. 'This truly made the sun shine right throughout the summer!' **Value:** *Presence*

Work to Promote a Cleaner Baltic Sea

Relacom's cable ship, Telepaatti, has managed to notably reduce its fuel consumption by reducing speed. Although this deceleration by just 0.3 knots hardly impacts schedules at all, it results in a 20-per-cent fuel saving compared with normal travel speed. This reduced travel speed is one way we are reducing harmful emissions into the Baltic Sea.

Furthermore, in 2014, Relacom donated the money reserved for Christmas bonuses to help protect the Baltic Sea. The money was donated to the Baltic Sea Action Group. **Value:** *Innovative power*

Relacom Now Drives More Economically

Relacom has encouraged its employees to adopt a more economical way of driving through communication and information initiatives, among other things. As a result of

this, we achieved our goal of reducing fuel costs by five per cent in 2014. Relacom's vehicle fleet consists of 380 cars and, annually, our mileage totals approximately 10 million kilometres. As such, a five-per-cent reduction is a significant decrease in the amount of emissions caused by our vehicles. Besides promoting an economical way of driving, Relacom is also investing in more efficient route planning and a further reduction in mileage by using GPS tracking **Value:** *Innovative power*

Relacom Participates in Improving Readiness for National Disruptions

Relacom is a member of the national disruption co-operation group that aims to improve standby for disruptions in key communication and deployment networks and in recovery from such incidents. Among other things, the group collects and analyses data on disruptions for operators who are able to reduce their harmful impacts on society.

In addition to Relacom, the group includes representatives from the Energy Authority, the Finnish Meteorological Institute, the National Emergency Supply Agency, the Contingency Planning Department of the Finnish Ministry of the Interior, the Emergency Response Centre Administration, the Finnish Communications Regulatory Authority and key telecommunications and electricity deployment companies and telecommunications and electricity network contractors operating in Finland. **Values:** *Experience and presence*

New Life for Customers' End-of-Life (EOL) Equipment

Every year, Relacom carries out several major equipment replacement and roll-out projects for its local and nationwide customers. In many cases, the equipment replaced for the customer, such as computers, monitors and Point of Sale (POS) systems, still have technical life cycle left, even if they no longer meet customers' needs.

Instead of standard recycling of the equipment, more and more companies are deciding to use the Reuse Service developed by Relacom. Together with our partners, Relacom manages the de-installation of the equipment using certified data security measures, finds new users for equipment and takes care of the logistics and delivery.

With the help of the Reuse service, the life span of disposed equipment can be extended. For Relacom's customers, the Reuse Service is less expensive than disposal / recycling and it tremendously reduces the environmental impact of the old equipment. **Value:** *Innovative power*



Orbion Consulting



Orbion Consulting is a Nordic technical consultancy firm that offers technical and legal consultancy services within network infrastructure and communications. We are active in the telecom, energy and the safety and security segments.

At present, Orbion employs around 200 consultants, and we are working to increase this number significantly. Orbion shares its HR (health, safety, environment and quality included), purchasing and accounting functions with the Relacom companies in Sweden.

Our consultants have unique industry experience in the networked infrastructure market. Combined with our service delivery models supported by state-of-the-art processes, methods and tools, Orbion ensures consistent quality in delivery, always meeting our customers' expectations.

Embedded Business Development is a natural part of our assignments.

Vision and Values

We work to earn our customers' confidence every day. Orbion Consulting is focused on being a professional and reliable partner who delivers technical consultancy services that help our customers to succeed in an increasingly connected world. This approach is reflected in our values.

Image 9. Orbions values "Combining skills and attitude".



Strategies for the Future

Orbion works hard to identify our role in protecting the environment and we have begun reviewing our environmental impact from both local and global perspectives. These efforts are part of our ISO certification process, which is being implemented in our operations during 2015. ISO 14001 is the standard that describes how an organization should implement and continually improve its environmental efforts. A revised edition of the standard will be issued in 2016 that will include more stringent requirements concerning an organization's consideration of its broader environmental context, requiring that it adopt a broader perspective and identify its role in the global environmental cycle. One of our future visions is eventually to be able to provide customers with environmental solutions through specialist expertise in fields like energy efficiency and sustainable energy. Green will become our new black, so to speak.

Being an attractive employer who can offer its employees a safe, enjoyable workplace with opportunities to develop is very important to us. As such, during 2015 we will begin implementing OHSAS 18001 with the aim of introducing a more structured work method that suits our operations and that includes objectives designed to help Orbion achieve our aim of becoming Sweden's best workplace.

Ethics

All Orbion employees must understand and agree in writing to abide by the company's code of conduct, which harmonizes with the Group's overall policy. As part of their initiation process, new employees are acquainted with the company's ethical requirements and procedures and are informed about Orbion's whistle blower system. We want our work to be characterized by the highest possible level of quality, honesty, openness and responsibility. In line with this aim, we support and protect employees who report suspicions they have about situations that are in conflict with our core values and aims. As an employee of Orbion Consulting, you play an important role in helping us to realize our objective. If, for any reason, you feel unable to discuss a situation or incident with your manager or you consider that your report has not been handled correctly, we encourage you to make use of our whistle blower system. Reporting criminal behaviour, violations of our policies or other ethical deviations, for example, is both simple and risk-free. Information received via our whistle blower function is treated as confidential. You do not need to identify yourself, but choosing not to do so makes it more difficult for us to investigate the situation and provide you with feedback. No cases of corruption occurred in 2014.

Systematic Environmental Work

Orbion shares resources related to environmental work with Relacom AB and, as such, is part of Relacom's environmental management system. This environmental work corresponds and adheres to the requirements found in the ISO 14001 standard and is integrated with Relacom's business management system. Our environmental policy meets all requirements specified in ISO 14001:2004 and our environmental efforts are supported centrally by Relacom's environment officer. Our environmental work not only influences our own operations, but extends to our subcontractors and suppliers, too. All our contractors are reviewed against our environmental requirements. We apply the precautionary principle and have processes in place to ensure that it is followed.

Energy use in the form of electricity, heating and cooling is one of our most critical environmental issues. Thus, when Orbion's head office was to be relocated in mid-2014, energy use was a significant factor in our choice of location. It is still difficult to pinpoint the exact amount of energy used at our smaller, rented offices, where electricity and heating are included in the leasing fee. Our property division is responsible for establishing procedures for reporting on and following up energy use together with our property owners.

We have also taken important steps to reduce travel related to meetings, including installing solutions for online meetings with external parties, such as customers and suppliers. For daily internal administrative work meetings, we use the online tool Microsoft Lync (video, instant messaging, telephony). In 2014, efforts were also made to introduce web-based training. All these measures help to significantly reduce the number of trips we take and reduce our environmental impact.

Orbion Innovation Center

Did you know?

Orbion Innovation Center (OIC) is an industry-leading group of senior advisors. The OIC is an important part of our embedded business development concept and helps our clients to identify barriers, improve performance and excel in using, developing and operating efficient networked infrastructure



Naturally, when planning work in sensitive areas with high ecological and/or cultural value, we follow existing legal requirements. To ensure nothing is overlooked, we have prepared instructions for our project engineers with the explicit aim of minimizing the impact on the surrounding environment and avoiding all unnecessary traffic in these areas.

Customer and Supplier Relations

To achieve and maintain world-class operations, customers' needs and expectations must be both understood and met. Orbion focuses on having a close dialogue with customers and suppliers through continuous meetings where needs and expectations are identified. Our customers expect Orbion actively to pursue quality-assurance and sustainability, including reducing our environmental impact, ensuring a safe workplace and being socially responsible. Our customers also expect us to apply these expectations to our suppliers and contractors, and that we follow up on their compliance with these requirements. In 2014, our purchasing department, together with our environmental and work environment coordinator, has clarified these requirements in our qualification process. All new contractors and suppliers have been reviewed on the basis of our environmental and workplace safety requirements. Orbion's goal is to take responsibility for quality, the environment, occupational health and other social aspects throughout our supply chain. In 2015, a process will be developed for auditing compliance with our requirements.

At Orbion, we are aware of the importance our customers place on privacy. To this end, we have implemented procedures to ensure that customer data is handled in a safe manner. This resulted in no cases of lost customer data being reported during 2014.

Cooperation with Suppliers

Carefully considered purchases allow Orbion both to reduce environmental impact and to lower actual purchase costs. Relations with our suppliers are characterized by strict business ethics, objectivity and professionalism. Orbion's purchasing policy requires that all our suppliers comply with our code of conduct. We only work with suppliers who meet our stated requirements concerning quality, environmental impact and ethical guidelines. We ensure that all Orbion suppliers are evaluated before beginning to work with them. Evaluations are based on references and customer satisfaction, financial stability, business systems, delivery service and support. Should a supplier lack delivery capacity or have other problems, a new evaluation is conducted.

At Orbion, we believe that long-term, close cooperation with our suppliers delivers better quality and profitability for everyone. For example, Orbion regularly meets with our key suppliers to follow up their performance in fulfilling their assignments and to identify where improvements can be made.

Employees

Orbion is a service company and our employees are our company's most important asset, bar none. Our goal is to be an attractive employer that attracts skilled personnel and a company where employees feel at home and want to develop together.

Systematic Efforts to Improve our Work Environment

A good working environment helps business development, encourages physical and psychological well-being, helps motivate employees, improves quality of life, encourages our employees' personal development and contributes to greater work and traffic safety. At Orbion, we systematically improve our work environment through regular surveys, implementing improvement measures and following up the status of our operations. This helps us prevent illness and accidents at the workplace and creates a better working environment for everyone.

Work environment considerations include physical, technical and psychosocial conditions that are important for creating a good working environment. No violations of our work environment policy occurred during 2014.

Sweden's Best Workplace

In November, Orbion conducted its first ever survey via Great Place to Work. The survey highlights both areas for improvement and our strengths as an employer. Orbion ranked well (compared with 'the best' organizations) as concerns the company's own initiatives as an employer. The results concerning our employees' own perceptions of our trustworthiness and reliability were comparatively low, although scores for pride in their work and camaraderie were somewhat higher. The majority of survey respondents consider that employees are given a great deal of responsibility and that they are treated with respect. An action plan for following up on these results has been prepared and the Swedish executive group has appointed a work group to implement this plan. The action plans will be designed to address three separate groups: organization, leaders/managers and employees.

Image 10. Skills and Attitude, a magazine published by Orbion.



Skills&Attitude is a bi-annual magazine published by Orbion. The magazine is used for both internal and external marketing, with the purpose of demonstrating who we are, highlighting our employees, producing reference cases, creating interesting articles together with our customers, and pointing out interesting trends in society. Each number has a special theme based on actual events and adopts either an internal or external perspective.

TABLE 34. SELECTION OF STATEMENTS FROM 2014 EMPLOYEE SURVEY

	2014
1	I am able to take time off from work when I need to
2	Managers/bosses trust that employees are doing a good job without needing constantly to check their work
3	I can recommend our products and services
4	Employees are given a lot of responsibility

TABLE 35. TOTAL NUMBER AND RATES OF NEW EMPLOYEES HIRES AND EMPLOYEE TURNOVER BY AGE GROUP GENDER AND REGION *

G4-LA1a

2014	<30	31-50	>51	TOTAL
Women	3	5	5	13
Men	5	11	5	21
TOTAL	6	16	10	34

TABLE 36. STAFF MOBILITY [%]

G4-LA1b

	2014
Total staff turnover	1,0

* Number who concluded their employment in 2014, based on total permanent and trial-period employees.



Great Stories – Creating a Better Workplace

It is important that we understand what creates a good workplace, regardless of whether an employee is working at a customer site and at Orbion's offices. According to our employees, Orbion's strengths are that our employees are given a lot of responsibility and that they are treated with respect. It was also positive to see that our employees feel that they can be themselves at Orbion and that they feel pride in their work.

The results also show that camaraderie is important at a workplace and many respondents reported that they feel that Orbion's employees care about one another. Areas for improvement identified through the survey were benefits, our efforts related to our working environment and the way we make decisions about the working environment. Orbion also received relatively low scores concerning new opportu-

nities for employees and requests for better offices and tools that contribute to comfort and enjoyment at work.

Naturally, we want to improve. As such, Orbion has earnestly reviewed these results and has prepared action plans for implementation at the executive and team levels that aim to create a better workplace. Each consultant manager has access to their own team's results to allow them to identify measures that are relevant for their team specifically. Improvement requires effort at both the central and local levels. Work to implement the action plans will be carried out in 2015, with a clear structure and follow-up procedure.



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	#	GROUP	SWE	NOR	DEN	FIN	ORBION
Category/Aspect	Indicators	Page					
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Environmental							
Energy	EN3 Energy consumption within the organization		15	n/a	n/a	n/a	n/a
Emissions	EN15 Direct greenhouse gas (GHG) emissions (scope 1)		15	23	29	34	n/a
Effluents and Waste	EN23 Total weight of waste by type and disposal method.		16	23	29	34	n/a
Compliance	EN29 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	8	n/a	n/a	n/a	n/a	n/a
Grievance	"Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms"	8	n/a	n/a	n/a	n/a	n/a
Supplier Environmental Assessment	EN32 Percentage of new suppliers that were screened using environmental criteria	9	14, 15	22	29	33	39
Social							
Employment	LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region		19	26	30	35	41
Occupational Health and Safety	LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities		19	26	31	36	n/a
Training and Education	LA 9 Average hours of training per year per employee by gender, and by employee category		18	n/a	n/a	n/a	n/a
Training and Education	LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category		n/a	n/a	n/a	35	n/a
Diversity and Equal Opportunity	LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity		n/a	25	30	n/a	n/a
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Anti-Corruption	SO4 Communication and training on anti-corruption policies	9	n/a	n/a	n/a	n/a	n/a
Anti-Corruption	SO5 Confirmed incidents of corruption and actions taken	9	n/a	n/a	n/a	n/a	n/a
Compliance	"SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations"	8	n/a	n/a	n/a	n/a	n/a
Overall							
Customer privacy	PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		16	24	28	n/a	n/a
Compliance	PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	8	n/a	n/a	n/a	n/a	n/a

