

Sustainability Report 2021



What this report is about

This is Ework Group's annual Sustainability Report. The report describes our sustainability and responsible business-development initiatives. It also shows how we look at the value chain in our operation, including how social, ethical and environmental issues are managed.

All data reported refer to 2021 unless stated otherwise.

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Message from the CEO

Ework Group's long-term business plan includes integrating sustainable business practices throughout the value chain. This by mitigating sustainability risks, grasping opportunities and by steadily improving sound governance, compliance, processes, tools and organization.

Ework Group is a UN Global Compact Signatory since 2017. We are committed to incorporate the Ten Principles of the UN Global Compact into our strategy, policies and procedures, and to establish a culture of integrity and continuous improvements. We are also committed to engage in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

At Ework Group, we are committed to leverage our knowledge and business to contribute to the transformations needed in order to achieve the SDGs. We have identified 5 primary goals where our efforts have the greatest potential for impact.



By sharing this report, we continue our ongoing work of engaging in meaningful dialogue with our stakeholders and promoting a transparent process for steady improvement. This Sustainability Report is our Communication on Progress.

Karin Schreil, CEO of Ework Group

About Ework Group

A sustainable business model

When we started Ework in 2000, the goal was to cater for the needs of both professionals and organizations by matching the right competence with the right assignment – and vice versa. We know that this builds stronger professionals, organizations and societies. That's why we are still passionate about it.

With the Verama platform as our centerpiece, we create new opportunities and expand our offerings to contribute to a more dynamic, well-functioning and future-proof market for the contingent workforce.

Our services to clients include sourcing of individual consultants as well as managed services, expert services and technical platforms to manage contingent workforce. We also offer solutions for supply chain financing.

Our services to consultants include finding new and interesting assignments, proper conditions and contract management, support during the assignment as well as administrative and financial services to enable consultants to focus on their core skills.

We have no employed consultants. Instead, we continuously work to grow our network of consultant suppliers. To match consultants with assignments, we assess skills, personality and motivational factors.

Read more about our offerings on our website www.eworkgroup.com or in the Annual Report 2021.

Ework Group was founded in Stockholm 2000. Today we are present in Sweden, Norway, Denmark, Finland and Poland. Ework's shares are listed on Nasdaq Stockholm.

336

EMPLOYEES

14

14 OFFICES IN
4 COUNTRIES

11 827

CONSULTANTS
ON ASSIGNMENT

Stakeholder engagement and materiality

At Ework Group, we believe that continuous dialogue with our stakeholders is crucial for enabling inclusive and sustainable growth. Without the feedback of our stakeholders, we risk missing out on valuable insights and opportunities for improvement.

We engage with our stakeholders on an ongoing basis to understand the issues that are most important to them and have mapped those issues against potential risks and impacts of our business to identify the topics of highest priority.

Our key stakeholders are clients, consultants and suppliers, employees and owners.

Stakeholder	Core interest	How we address interest
Clients	<ul style="list-style-type: none"> • Quality service delivery • Business ethics and integrity • Cyber security and data protection • Responsible sourcing and sustainable supply chain 	<ul style="list-style-type: none"> • Customized offering • Management systems (Quality, Information security, Environment) • Code of Conduct
Consultants and suppliers	<ul style="list-style-type: none"> • Quality • Healthy working relationships • Diversity, Inclusion and Equality • Business ethics and integrity • Cyber security and data protection 	<ul style="list-style-type: none"> • Evidence based matching • Management systems (Quality, Information security) • Code of Conduct
Employees	<ul style="list-style-type: none"> • Health and safety • Competence development • Diversity, Inclusion and Equality • Leadership 	<ul style="list-style-type: none"> • Development plan and Education • Policies • EDI committee • Work environment committee • Leadership training
Owners	<ul style="list-style-type: none"> • Economic performance and value creation • Responsible management • Business ethics and integrity 	<ul style="list-style-type: none"> • Management systems (Quality) • Leadership training • Code of Conduct

Clients and Consultants

The smart and sustainable way to match competence with assignments

Our main way of working for a sustainable society is through our business model, where diversity and equal opportunities are a central component. The reason is simple – clients, the company and wider society want to utilize the competence that's there, regardless of how it's packaged.

Our business model promotes diversity and equal opportunities for matching consultants. We have no consultants employed, and can therefore match assignments with the most suitable consultants from the whole market impartially. This process is called "Matched by Ework".

A lot of clients need to gear up their businesses fast. This requires knowledge that has nothing to do with name, sex, ethnicity, age or appearance. Matched by Ework enables us to provide a digital matching process that minimizes discrimination by moving the focus to the individual's knowledge and skills, away from emotional criteria. This enables the company to satisfy consultant expectations to access assignments, while also playing an active role in developing more diversity and equal opportunities in wider society through innovation.

Quality

Quality for our **clients** means they can rely on our services to consistently meet their expectations and requirements.

Quality for our **consultants** means they can rely on our support to consistently meet their expectations and requirements throughout the term of the assignment.

To succeed, our quality work is based on the following objectives:

Stakeholder Satisfaction

We always strive to meet our stakeholder's needs and expectations. The quality of our work shall be equivalent or exceed our strongest competitors.

To achieve this, we:

- Regularly measure stakeholder satisfaction
- Listen to and review feedback from our stakeholders
- Translate stakeholder needs and feedback into improved- or new services and ways of working

Operational Excellence

To meet our stakeholder's expectations, we strive for excellence in everything we do.

To achieve this, we:

- Set clear goals and work eagerly to reach them
- Align- and manage clients- and consultant expectations to ensure the right quality of services and mutually beneficial solutions
- Define and measure service and process performance to ensure high and consistent quality levels and identify opportunities to improve
- Make knowledge and training relevant and accessible to ensure employees are skilled and informed

Continuous Improvement

Challenging the status quo, ourselves and our clients is embedded in our company culture, and we always strive to improve our services, our delivery, and our collaboration.

To achieve this, we:

- Drive a culture that encourages all employees to learn from others and contribute with improvement initiatives
- Continuously capture feedback, data and insights from stakeholders as well as independent market analysts and advisors
- Ensure that appropriate governance, processes and tools are in place to adapt our services, delivery and collaboration to the needs and implement necessary changes

During 2021, we conducted a satisfaction survey targeting all our clients and consultants on assignment. We asked how suppliers and clients rank the collaboration with Ework Group and how likely the clients are to recommend Ework Group to others (Net Promotor Score).

Suppliers gave us an average result of 4,25 (on a scale of 1-6) grading the collaboration. The result can be compared to previous year (2020) when we got an average result of 4,6. Our goal is to reach 5,0.

Clients gave us on average result of 4,65 (on a scale of 1-6) grading the collaboration, and we got a Net Promotor Score of +7. Our goal is to reach NPS +20.

Employees

People is at the core of our business and human capital management is how we create value for individuals, organizations and the society. We connect thousands of people to meaningful work and enable individuals and organizations to reach their full potential. Our success in creating value for our stakeholders depends on our ability to take good care of, and unleash the potential of our own people. They are our most valuable asset.

We strive to be an attractive employer for our employees and aim to offer a workplace that stimulates creativity and initiative and where people can develop together.

At Ework Group,c we encourage our employees to be themselves and respect others for who they are. Our diversity makes us strong and creates an inclusive and welcoming workplace where everyone's individuality is highly valued. When our employees are happy at work, we also thrive as a company.

Employee engagement

We want all to be proud of being part of Ework Group, where our most powerful tools are the company values: Alert, Eager and Professional. The values represent our directing principles and guide our beliefs, attitudes, and behavior in all aspects of work. Our values express how we operate to be successful and ensure that we approach every stakeholder and task with the right mindset and ambition.

During Autumn 2021, we conducted a company-wide program, Values in Action, with intention to grow as individuals, co-workers, and as a united organization. The approach to working on culture in the program builds on the science of individual value system and how we can unlock potential and actions when we find bridges between what motivates us as individuals with what the organization needs to live its values and reach its vision. Before the program started, we measured value statements on a seven-point scale. The same statements was measured after the end of the program and the results showed great positive progress in all areas.

	August 2021	November 2021	Change
I can articulate my most important personal values	5,2	5,8	+0,6
I know how I can use my personal values in my work and life	5,5	5,9	+0,4
I clearly understand what a good respectively poor example is, of our shared values at Ework Group	5,2	6	+0,8
Our shared values are a great guide for actions and decisions in my work	5	5,6	+0,6
In my team, we have a clarity in how to work with our shared values	4,6	5,5	+0,9
In my team, we regularly have discussions around our shared values	3,3	4,8	+1,5
The leaders around me are strong role models for our shared values	4,8	5,7	+0,9

99,4% know what our shared values are

To assess employee engagement, we conduct regular employee surveys. This is an important channel for our employees to influence and make their voices heard. The questionnaires are sent to all employees to answer anonymously and results are presented per country and department.

The survey focus on a number of areas related to; energy, collaboration, recovery, information, leadership presence and motivation.

- 76% of the respondents stated that their own energy level was at a satisfactory level (3-4 out of 4)
- 79% of the respondents experienced the internal collaboration as good or very good
- 79% of the respondents stated that they feel motivated or very motivated

From the fourth quarter of 2021, we started measuring employee Net Promotor Score (eNPS). The target for eNPS was set to +50. In October the result was +36 and in November +32. eNPS will be measured continuously as part of the employee surveys during 2022.

Health & Safety

To promote good health and prevent causes of ill health at the workplace, functioning work environment management is important. Our systematic effort with the work environment is a natural part of our daily operations and is done in collaboration between employees and trade unions.

The goal of our work environment work is to create a physically, mentally and socially healthy workplace that is developing and where employees experience job satisfaction, security and have the opportunity to influence their work. Our employees should be able to have a life in balance and have energy left for private life after the end of the working day.

We carry out systematic work concerning the work environment to prevent ill health and accidents at the workplace. Systematic work environment management includes investigating, implementing and monitoring risks in the work environment.

The work is ongoing and is a natural part of all our operations and in addition, we perform:

- Yearly physical inspection of the work environment at each office
- Monthly fire protection control at each office
- Yearly psychosocial risk assessment
- Employee engagement surveys every 6th week with exception for summer break
- Individual check in as part of recurring employee talks

An important part of our preventive efforts for the work environment is information and training efforts. Our employees should have a good knowledge of the risks involved in their work and how they can avoid the risks.

Work Environment Committee

At Ework, we have a Work Environment Committee with selected employee representatives who systematically follow up and support the work at our offices and on a central level. The committee meet on a monthly basis to review work environment issues e.g. assess employee surveys, reported incidents and identified opportunities to improve. The committee also has a joint meeting with HR 4 times a year or more often if necessary. When significant changes is to be implemented or special event occur, the Work Environment Representatives perform risk assessments and support with mitigating actions.

During 2021, the Work Environment Committee and its representatives has had an important role in communicating and guiding the organization to introduce and maintain precautionary measures.

Equality, Diversity & Inclusion

Our organization is characterized by the perception that all employees are equally worth regardless of sex, gender identity, ethnicity, religion, disability, sexual orientation or age. All our activities should be based on openness for ethnic and social diversity, and gender equality.



Equal rights, equal opportunities

By diversity we mean the difference that makes us all unique. An interplay between our differences makes diversity a success factor and to achieve this we strive for an inclusive business.

Our approach is not solely governed by legal requirements. As a player operating in an international market, it is of great importance that our reality reflects society and customers and that we can in practice show an international strength and breadth. This provides a significant strategic dimension.

Our common view of equal treatment:

- Everyone has equal human value regardless of gender, gender identity, gender expression, ethnicity, disability, sexual orientation, age, religion or other beliefs.
- We see diversity as a strength and value differences
- We have zero tolerance for all forms of harassment and discrimination
- We must have a healthy working environment with good working conditions

We carry out goal-oriented work to promote our employees' equal rights and opportunities in working life, as well as to promote equal treatment and prevent discrimination. In the work with Active Measures, we investigate risks, analyze causes and take the necessary measures.

A risk assessment performed in October 2021 presented the following results:

- 100% of respondents say that Ework Group is a company free from threats and violence,
- 100% stated that Ework Group is a company free from sexual harassment,
- 97% stated that the company is free from bullying,
- 94% stated that all employees, regardless of ethnicity, sexual orientation, disability and religious affiliation, are given the same opportunities at Ework Group,
- 97% stated that bullying linked to any of the grounds of discrimination does not occur, while 89% answered that they have not been subjected to any form of violation linked to the grounds of discrimination from external customers.

33% of all employees responded in the risk assessment survey. We will put intentional efforts into increasing the response rate during 2022.

Active Measures

We focus mainly on the following areas in our Active Measures: working conditions, recruitment and promotion, education and skills development, parenting, salaries and other terms of employment.



- **Working conditions** and the working environment are adapted to suit all employees regardless of sex, gender identity, ethnicity, religion, disability, sexual orientation or age.
- **Recruitment and promotion.** We strive for diverse work groups with even ethnical, cultural and gender distribution. Our goal is that the underrepresented gender should amount to at least 40%. Working groups that have not achieved this result should take active measures to achieve a more even gender distribution. During 2021, we established the role of a Talent Acquisition Partner who is responsible for e.g. to further develop the recruitment process to welcome greater diversity among applicants. Succession planning is planned to be a focus area for the business in 2022 and inclusion and diversity is a component of this work as well as promoting an even gender distribution in different positions.
- **Education and skills development.** All employees have equal opportunities for education and skills development. To ensure this, all employees have annual employee reviews and an individual development plan. A survey completed during 2021 showed that 94% of the employees feel that equal opportunities for education and skills development are provided. A new digital learning platform will be implemented during 2022 including a wide variety of topics to be offered to all employees.
- **Parenthood.** Working conditions must be adapted so that our employees can combine their working life with their responsibilities as parents. This applies to e.g. to working hours, staff conferences, meetings, training and travel. Women and men are given equal opportunities to be a parent or take time off for childcare. A survey from the autumn of 2021 says that 95.5% of the respondents who are parents believe that Ework Group provides the right conditions for achieving balance in life as a parent.
- **Salary and other terms of employment.** We systematically compare women's and men's wages and carry out annual wage surveys. We assess and evaluate our employees based on objective salary criteria. The salary comparison is taken into account within and between groups of employees. Measures are taken to address differences that cannot be explained by anything other than gender.

EDI committee

Every year, an Equality, Diversity & Inclusion (EDI) committee is appointed with representatives from different parts of the organization with different backgrounds and skills. The EDI Committee is involved in investigating and evaluating the work with equal treatment. Furthermore, they also runs initiatives to strengthen our organization and act as a “Champions” in the area of EDI, which employees can reach out to when identifying risks or opportunities to improve.

One of the focus areas for the group in 2022 is to increase knowledge and strengthen individuals in the company regarding harassment or pressure from customers and suppliers.

Number of employees and Gender split

Employees	2021			2020			2019		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Sweden	188	39%	61%	189	36%	64%	212	39%	61%
Poland	97	28%	72%	54	35%	65%	43	47%	53%
Finland	11	27%	73%	9	11%	89%	11	18%	82%
Denmark	10	40%	60%	9	33%	67%	15	27%	73%
Norway	30	27%	73%	23	22%	78%	25	28%	72%
Total Ework Group	336	34%	66%	284	34%	66%	306	38%	62%
Leaders		45%	55%		40%	60%		46%	54%
Management		78%	22%		68%	32%		65%	35%
Board		72%	28%		74%	26%		71%	29%

	2021	2020	2019
Sick leave			
Long-term sick leave	1,0%	1,4%	3,4%
Short-term sick leave	6,9%	2,3%	1,0%
Number of confirmed cases			
Discrimination	0	0	0
Work environment accident	0	0	0
Fatal accident	0	0	0

We have the following policies in place:

- Work environment
- Rehabilitation
- Discrimination
- Equality
- Competence Development
- Bullying
- Harassment
- Threats and violence

Environmental sustainability

Climate change is a general issue for all people and should be addressed by all companies.

We strive to reduce our environmental footprint and make a positive impact by focusing on sustainable procurement of goods and services, and by reducing our power usage, waste and business travel.

Focus areas:

- Use of transportation with the least possible impact on the environment
- Invest in digital meeting solutions to reduce need for business travel
- Implement digital solutions as part of our operations with clients and consultants to reduce paper consumption
- Use of renewable energy in all our offices
- Inspire employees to reduce energy consumption



In addition, our business model allow for us to influence a large number of companies in our supply chain. Being a supplier to Ework Group includes being required to operate in an environmentally sound manner and be willing to minimize environmental impacts within their reach.

Travels

Travel has been identified as a significant environmental aspect for the Ework Group. Therefore, we have put effort into implementing and training our employees in digital meeting tools to reduce the need for business travel.

The global covid pandemic had a positive impact on our travel patterns in 2021. To help reduce the spread of infection, updated travel guidelines were introduced and business travel was sharply reduced. After the pandemic, we will focus on keeping business travel to a minimum.

Travel by Air and Rail

	2021	2020	2019
Distance (km)	143 379	110 905	592 429
Total Co ₂ kg	13 320	14 468	75 708



Environment Team

At Ework Group, we have an Environmental Team with selected employee representatives who systematically follow up and support the work at our offices and on a central level. The team meet on a regular basis to measure progress, plan and follow-up actions as well as review any reported incidents and identified opportunities to improve.

Environmental Management & ISO 14001

Ework Group's commitment to protect the environment is stipulated in our Environmental Policy. Our Environmental Policy outlines our precautionary approach to environmental management within the company and throughout the value chain. The Environmental Management System (EMS) outlines our processes and practices that enable our organization to reduce our environmental impacts and increase our operating efficiency.

Ework Group AB has been ISO 14001 certified since 2012. This International Standard helps us as an organization to achieve the intended outcomes of our EMS, which provide positive impact for the environment, the organization itself and our stakeholders. In beginning of 2021, we renewed our certification in Sweden. During the year, we have worked to implement our EMS also in other parts of our organization and by the end of 2021, we were awarded the ISO 14001 certificate also in Norway. The goal is to have all our subsidiaries countries certified by end of 2025.

Governance

Sustainability is a vital part of running a responsible business and being a good corporate citizen.

All policies and rules as well as processes covering sustainability apply to our entire organization. Policies and rules are reviewed on an annual basis.

Quality Management

Ework Group's Quality Management System (QMS) describes how we systematically plan, lead, control, follow-up and develop our business in a sustainable manner.

The QMS is reviewed annually to ensure adequacy, effectiveness and alignment with the strategic direction of the organization. This is done through i) Internal review conducted by Quality Manager, ii) Internal audit conducted by independent Auditor having competence of relevant standards, iii) Management review conducted by the Executive Management Team, and iii) External audit conducted by Auditor from certification body.

During 2021, we have made significant updates of our QMS and prepared for ISO 9001 certification. As part of the certification processes, an external audit was conducted.

The Auditor concluded the following positive observations:

- Digital media is frequently used for meeting instead of travelling.
- Continuous risk management processes are well implemented.
- Very clear incident management process with both visual and written descriptions.
- A very communicative audit guide has been established. The guide describes processes; Customer Satisfaction, Operational Excellence and Continuous Improvement with links to relevant documents.
- All interviewed employees describe a very well-implemented ISO 9001 implementation process with good introductions and training.
- All interviewed employees demonstrate a very clear knowledge of their responsibilities and powers and show great commitment and awareness.

Code of Conduct

As the source of governance for all decision making across the company, Ework Group's Code of Conduct sets the principles with which personnel work together and with outside stakeholders. It provides guidelines for our business practices, which must be followed by all Ework Group personnel. The Group Code of Conduct is aligned with international frameworks and norms, as well as legislations. It outlines the ethical principles, which applies to all employees as well as any third-party contributing to our services, products or other business activities.

In late 2021, we implemented a separate Supplier Code of Conduct to further clarify the ethical guidelines applying to Ework Group's suppliers. During 2022, these rules will be implemented in all new contracts with suppliers.

Anti-Corruption

Ework Group's Anti-Corruption Policy provides practical guidelines on how to evaluate and avoid unethical behavior. We have zero tolerance of any type of corruption and have a high level of internal control. Employees can anonymously report suspected cases through our whistleblowing service. It is highly unusual for us to identify cases of corruption among employees or suppliers. No cases of corruption were confirmed during 2021.

Whistleblower

Ework Group promotes and supports sustainable and ethical business practices. To enforce our zero-tolerance policy towards corruption, illegal actions and misconduct, we offer an opportunity for everybody to speak up anonymously through our Whistleblower service. It is part of the responsibility of each representative of Ework Group to report misconduct. We guarantee there will never be a risk of any form of retaliation.

To ensure that any reports will be treated confidentiality, securely and/or anonymously, all reports shall be submitted through a system provided by Whistleblower Software. We have also set up an internal reporting channel where the Deputy CEO and the General Counsel has been appointed as receivers of the reports as they are considered as independent and unbiased in their respective positions.

The whistle blower will receive feedback on what measures have been taken or are planned to be taken within a reasonable timeframe. The whistle blower will at all time also be able to follow up the report and/or provide additional information to the report in the system provided by Whistleblower Software.

Cyber security and data protection

At Ework Group, we value the privacy of our clients and other stakeholders. We work in compliance with national laws of the countries in which we operate, as well as with EU General Data Protection Regulation. The overall responsibility for the data security is the Head of IT & Security of Ework Group.

Ework Group AB has been ISO 27001 certified since 2020.

Human Rights

Ework Group commits to respecting human rights in our Human Rights Policy. We recognize our responsibility to protect human rights and our ability to contribute to the advancement of human rights in the world. We work to protect and promote human rights, for example via our binding Code of Conduct for suppliers. By signing our Code of Conduct, our suppliers agree to support rights to exercise freedom of association, collective bargaining and other basic rights. It also covers providing equal employment conditions and providing proper compensation, as well as commitment to zero tolerance against discrimination, child labour and any form of forced labour.

