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This Report marks a milestone for OneCo. This is the first time we publish a report that demonstrates the breadth of our activities in relation to our shared responsibility for creating a sustainable future.

At OneCo, we have always worked systematically and purposefully with sustainability, ably assisted by the expectations of our clients and the commitment of our own employees. We believe that the key to lasting change and development is to make sure that our work with sustainability is integrated into our day-to-day operations.

Where does OneCo stand today and where do we go from here? OneCo's Sustainability Report is meant to provide an insight into our overall priorities, objectives and results and shed light on which activities and standards we should follow in our work. We want to use this Report to demonstrate where we stand and what our objectives are. Openness is a prerequisite for the ability to improve.

Substantial investments will be made in both Scandinavia and the world to attain the UN's Sustainable Development Goals and the goals of the Paris Agreement. With our deliveries. we help enable necessary changes in society. We build and upgrade critical infrastructure, our solutions contribute to better resource utilisation, and we supply facilities that produce renewable energy. The future is electric, and we are part of it. To visualise this even better, we will classify our activities according to EU taxonomy going forward. This will not only be useful for future lenders and investors, but will also help other interested parties gain an understanding of our operations from a sustainability perspective.

Stricter requirements for responsible operation — phase-in of electric vehicles and increase in the number of women in the company. In our experience, we are facing stricter and stricter requirements for the way we run our business. Increased focus on external environmental impact and responsible operation will require a willingness to adapt and a critical look at existing delivery models.

The objective in certain areas is attainable and the means obvious. The greatest contributor to climate emissions in our own Group is travel and transportation and, more precisely, our car fleet. Here we are already in the process of phasing in electric cars. In other areas, it will take us longer to reach our objectives. One example can be the goal to raise the share of women among our employees. The starting point is great — we are proud of our apprenticeship programme. It is now time to develop it further so that more women opt to become part of the industry and our company.

# OneCo as an inclusive and responsible employer

Aars AS, which is our primary owner, is an important supporter of our work with sustainability. They both place requirements on and inspire us. We draw our inspiration from, among other things, "Møller Medvind", which is Aars' initiative for securing permanent, full positions for people with "holes in the CV", while tidying things up in a rogue industry. The "Møller Medvind" method helps educate young people from the Norwegian Labour and Welfare Administration, who have not previously been given the chance they deserve. We will work with similar solutions at OneCo. as well.

Being a responsible employer is a matter of course to us. Therefore, good cooperation with trade union officials and the occupational safety and health service is a priority to us. We regard this as particular important in our HSE work and the work for ensuring orderly working conditions as well as wage rates across the entire industry. Job satisfaction, employee engagement and trust are essential to our success in attaining our goals. We are off on our journey.

# **CONTENTS**

# **About OneCo and Our Operations**

Our Values

**Our Strategy** 

Facts for 2021

Organisation

Services Provided by OneCo

Our Stakeholders

# OneCo's Services Are Vital to the Green

## **Transition**

Development of the 5G Infrastructure

**Electrification of Transport** 

Road and Railway

Expansion

Power Development

Solar Cells

# **Our Approach to Sustainability**

A Sustainable Business

Our Work with the UN's Sustainable Development Goals

**Our Internal Climate Account for 2021** 



# **Our Values**

Ever since we launched our company in 2011, we have had the same values: Generosity, Long-term perspective and Passion.



# Long-term perspective

Our drive is long-term. We believe in the value of long-term relationships with clients and suppliers. Our actions and deliveries must have long-term credibility. We must be desired as a supplier again.



# **Passion**

It is all right for us to be passionate about our deliveries. We will cultivate the good qualities of passion to make room for commitment.



# Generosity

We know that people who are met with generosity become good team players and reach further than they are expected to. This is why generosity is of importance to us.

# **Our Strategy**

OneCo has had formidable growth since it was founded in 2011. This growth has largely been driven by acquisitions. 2021 has been less about growth and more about consolidation, with a greater focus on profitability.

A new strategic plan for the period until 2024 was prepared in the autumn of 2021. This plan emphasises profitable growth along with a greater focus on digitalisation, improvements of the existing business and market opportunities in the green transition.

# Facts for 2021



Number of employees: 2,840



CO2 emissions: 11,537



Share of women: 9 %



Revenue: NOK 4.706 billion



Female executives: 17 women (equal to 13% of all executives)

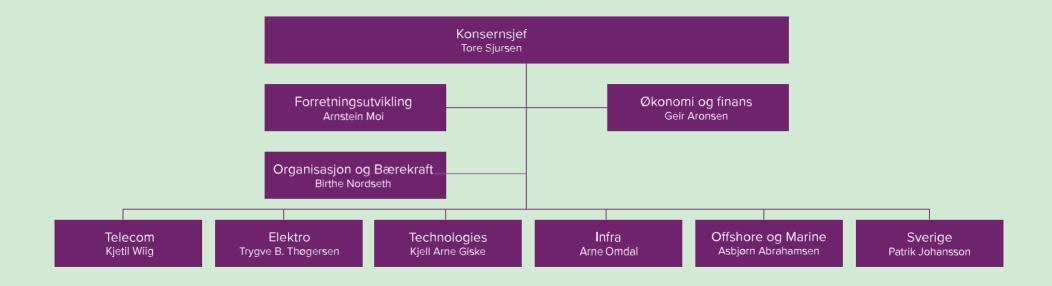


EBITDA: NOK 206 million



Apprentices: 241 (equal to 8% of all employees)

# Organisation





## Security

OneCo supplies security and access control systems to owners of infrastructure critical to society, commercial buildings, public buildings, hotels and hospitals. We design and supply new systems, upgrade existing security solutions and perform maintenance, as needed.



## Telecom

We supply nationwide operation, maintenance and development services to several operators in the mobile and broadcasting industries. We are a leading, independent service provider of technical services and strategic solutions to the telecommunications and mobile industries. We supply across

the entire value chain, and our services comprise design, planning, project planning, construction, installation and maintenance of fixed-line and mobile networks for leading operators, network owners and system suppliers. In addition to being a local partner to companies, municipalities and power companies, we also supply to the private market.



## **Electric power**

We work with generator controls for small power plants, large district heating systems, incinerators and district heating plants as well as the construction and operation of distribution and regional grids. We can also supply analyses and project planning.



## **Power**

OneCo supplies complete power solutions for the construction and installation industry, including service and maintenance, to both corporate clients and the private market.



## **Automation**

We provide system integration solutions and automation systems in the areas of water and wastewater, industry, foods, construction, power, communications and offshore operations.



## Marine and offshore

OneCo is an independent turnkey supplier of power and installation services for the rig and ship market. Our main areas include: Power, automation and instrumentation, heat trace, hydraulics and mechanics, pipes and structures.



## Road and railway infrastructure

OneCo supplies complete electrical engineering installations from design and project planning to installation and technical operation/maintenance for road, railway and tunnel infrastructure



## Renewable energy

OneCo is a system-independent provider of installation services to water and wind power plants. We also supply solar installations to residential and larger office and industrial buildings.



# **Electrical engineering services**

OneCo provides electrical engineering services for all types of household tasks. We assist with planning and implementation.

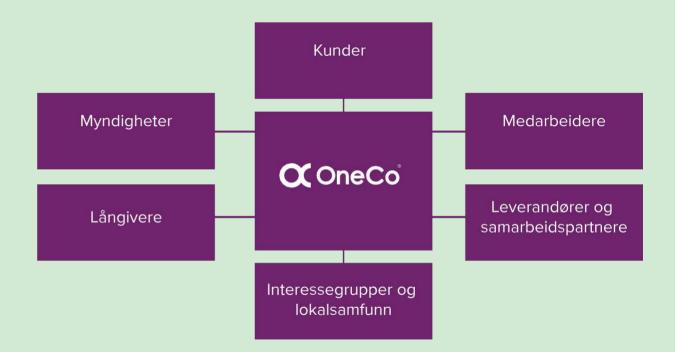
# Our Stakeholders

New and existing clients place requirements for and increasingly demand sustainable projects and services. Public and private companies that want to buy sustainable products from their subcontractors place requirements on suppliers. Investors and lenders increasingly demand sustainability in their financing.

Employees want to work at companies that contribute to solving the environmental and climate challenges of our times. Being an attractive and responsible employer is essential to attracting the professionals of today and tomorrow.

OneCo works actively to meet these requirements and has summarised and mapped what is expected of us — and what we in turn expect from our subcontractors and cooperation partners.

When sustainability is implemented in the right way, it gives both OneCo and our stakeholders the opportunity to make decisions for slashing costs, increasing productivity, reducing environmental impact, supporting growth and making long-term decisions.





There is wide agreement cutting across party lines that Norway should pursue an industrial policy that enables greater economic growth by means of the green transition and the electrification of society. This is clearly manifested in both the Solberg Government's White Paper no. 13 and the Støre Government's Hurdal Platform. They mention several major industrial investments such as battery factories, hydrogen production, data storage centres, electrification of the Norwegian continental shelf, etc.

These are ventures requiring large amounts of electric power. Electrification of the car and ferry transport is also a well-defined policy that should be realised within a short period of time.

As a consequence of the underlying industrial policy and selected locations, combined with the electrification of the continental shelf and the transport industry, investments will be needed in both new production and transmission capacity.

# OneCo's role and responsibility in the green transition

Greater focus on sustainability and a society that increasingly puts an emphasis on the transition to renewable energy sources opens up a number of business opportunities for OneCo. We must safeguard this opportunity by ensuring that we make our deliveries as climate-neutrally as possible. Specifically, this means that we set the same standards for our wholesalers and subcontractors too.

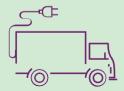


# Development of the 5G Infrastructure

The Government has allocated NOK 560 million for the development of fast broadband in the countryside in the period until 2025, and NKOM is drawing up a plan of what an alternative transmission grid should look like by 2030. The transmission grid is the primary route in the power grid, connecting producers and consumers in different parts of the country with each other. Billions of kroner will be spent on broadband development at speeds of at least 100 megabits per second for households and businesses in the countryside. This is based on various grants and the innate market competition of telecom operators. The investments in the development of 5G and the transmission grid enable Norway's digital transformation and IoT: "The Internet of Things".

# OneCo's contribution to Norway's digital transformation

OneCo has made considerable headway with the development of 5G, the fixed-line network and the transmission grid. We are a decentralised organisation and are thus well positioned to contribute to Norway's digital transformation. We currently provide services to Telenor, Telia and Altibox, as well as to other smaller players.



# Electrification of Transport

2021 was a record year for new car registrations in Norway. According to statistics from the Norwegian Road Traffic Advisory Council (OFV), a total of 176,276 new passenger cars were registered in Norway in 2021. 113,715 (64.5%) of these were electric cars. Should the trend in sales continue, there can be at least 500,000 electric passenger cars in Norway as early as March this year.

## Increase in the number of electric utility vehicles

Moreover, we are expected to see a material increase in the number of electric utility vehicles as early as 2022. Over the course of 2022, there will be around 30 electric delivery van models to choose among on the Norwegian market compared to nine battery-powered van models in 2019. According to the Norwegian Road Traffic Advisory Council (OFV), 2021 witnessed the registration of 32,292 delivery vans in Norway. 17% of these were electric compared to just 8.5% for the previous year. Higher permissible payload (compared with fossil fuel-powered vans) as well as longer range make electric utility vehicles more relevant to an ever increasing number of people.

Moreover, efforts have been redoubled to increase the rate of electrification of vehicles such as buses and ferries. OneCo has built several charging installations for "heavy charging" in 2020 and 2021, thus developing solid competence within this area.



# Power Development

Both NVE and Statnett as well as Statkraft emphasise that we need to generate renewable power to reach our climate targets. Technological development has drastically slashed the lifetime cost for renewable energy measured in cost per energy unit produced. Demand for fossil fuels will fall, and demand for renewable energy will rise. At the same time, the costs for development of renewable energy will drop. The need to develop the infrastructure (the power grid) to distribute generated electricity will also become highly relevant.

# OneCo's role in power development

Energy efficiency improvements in private households and the distribution of consumption during the day are turning into more important factors for optimising energy generation and transmission costs in a modern energy market. It is also in this area that OneCo offers system solutions that can optimise energy consumption for individual consumers.

OneCo currently helps with the construction and upgrade of power plants. In addition, we offer services where we build and operate the power grid. This is a prerequisite for ensuring enough electric power with stable availability to the end customer.



# Solar Cells

From being extremely conservative in its solar power estimates, the International Energy Agency (IEA) now envisages that solar energy will account for 80% of the growth in energy production until 2030, thus increasing its share of the power generation market from 8% for 2019 to 30% for 2030. IFE and Susoltech have prepared a Roadmap for the Norwegian Solar Cell Industry towards 2030 together with the Norwegian Solar Energy Cluster. The purpose of this Roadmap is to produce, among other things, a joint snapshot of the potential and opportunities for solar power in Norway. The Roadmap estimates that the cumulative annual revenue from installation of photovoltaic systems, solar farms, processing industries and floating solar power stations in Norway will amount to between NOK 60 and 118 billion for 2030. Revenue from the other parts of the industry comes in addition to this.

We also now envisage a greater demand for system solutions integrating solar power, batteries and electric car charging. OneCo has acquired solid expertise in this area and has delivered several exciting projects in 2021.

**Economic Growth and Electrification of Society** 

# OneCo's Services are Vital to the Green Transition

Our clients, employees, owners as well as society at large expect OneCo to contribute to the positive and sustainable development of the Group.

We will continue to work internally to reduce our own climate footprint by making good choices of suppliers, equipment and subcontractors.

In addition, sustainability is about being a responsible employer who works for important civic values such as equality, diversity, working environment free of industrial injuries, job satisfaction and employee engagement.

Being a responsible employer means that we must always comply with the applicable acts and agreements both internally and at our subcontractors. Good business practice is a prerequisite for our operations, and our ethical guidelines (Code of Conduct) describe how it is attended to.

We must be open and transparent in our operations and ensure good information about our business to all interested parties.

# We anchor our sustainability work in the following standards:

- The UN's Global Compact and the UN's 10 Principles for Corporate Sustainability.
- The UN's Sustainable Development Goals constitute the world's common working plan to eradicate poverty, fight inequality and stop climate change by the year 2030.
- SBTi: The Science Based Targets initiative, which helps companies set targets for reducing their greenhouse gas emissions in accordance with the Paris Agreement, where the goal is to keep the increase in global temperatures below 1.5 C. Company-specific targets will be reviewed by an independent research panel that checks the targets against the Paris Agreement.
- ISO 14001 Environmental Management, which is the most reputable international standard for environmental management systems.
- Eco-Lighthouse, which is an environmental management system for companies that want to document their environmental efforts and improve their environmental performance in the areas of occupational safety and health, waste management, energy use, procurement as well as transport.

OneCo's Work with the UN Global Compact

# A Sustainable Business

Our most important goal is to safeguard OneCo's viable operation. Viable operation means that we must generate profit by operating in accordance with the applicable acts, regulations and Norwegian business standards. We are continually working to improve all aspects of our business. We are aware that a positive bottom line is essential to ensuring lasting, stable employment, quality of delivery, satisfied clients, good occupational safety and health as well as return to our owners.



# **UN Global Compact**

OneCo is a member of the UN Global Compact, which is a global network for companies that want to work with social responsibility and contribute to sound and sustainable corporate practices. The UN Global Compact is currently the world's largest initiative for corporate social responsibility.

OneCo recognises and complies with the core conventions on freedom of association and the right to collective bargaining, the prohibition of child labour and forced labour and the prohibition of discrimination.



# Freedom of Association and the Right to Collective Bargaining

# Freedom of association is a matter of course at OneCo.

All of OneCo's business areas have collective bargaining agreements that regulate employment relationships with employees and cooperation between parties.

As an employer, OneCo was a member of the Confederation of Norwegian Enterprise (NHO), the Employers' Association Spekter and the Federation of Norwegian Enterprise (Virke) at the end of 2021. The cooperation with trade union officials and the occupational safety and health service is regarded as constructive and good, with established forums for cooperation and dialogue in all business areas. The degree of association varies from

one company to another and is an individual choice that is made by each individual employee.

A group-wide cooperation conference across business areas was conducted in the autumn of 2021, with the participation of the senior management, chief trade union officials and chief safety representatives in all business areas. The theme of the cooperation conference was strategy, cooperation sustainability and information. The cooperation conference was regarded as a positive and beneficial initiative by both parties, and the intention is to continue it in the future.

# **Forced Labour**

OneCo performs regular supervision of its subcontractors, making sure that their terms of employment comply with universal tariff agreements and other conditions in the industry. This work was impacted somewhat by Covid-19 in 2021, and the number of inspections has been low in relation to our ambitions. No discrepancies have been identified in any performed supervisions.



# **Equality and Discrimination**

OneCo works actively for an inclusive and healthpromoting working life where none of our employees or anyone else doing any work for OneCo — shall experience harassment, bullying or negative attention.

Our annual "OneCoPlus" survey indicates that 2% of our employees have experienced bullying and/or harassment in the last 3 months. This is below the national average that is estimated at 5%. We are actively working to further improve our performance through local measures in cooperation with the working environment committee and the Occupational Health Service. A group-wide "warning poster" for notification of reprehensible circumstances has also been prepared in 2021.

Our work to improve equality and prevent discrimination will put a particular emphasis on the need to improve the gender imbalance within the Group. With a share of women of 9% within the Group, we consider this to be our most important challenge during the strategy period. This does not mean that diversity when it comes to ethnicity, age, race, religion or disability is of any less importance to us. However, our experience is that we as a group

have made further progress in these areas. This applies, in particular, to ethnicity/race/religion. We are currently employing a number of people from different nations, and we are proud of the community we have built.

This also applies for age. We are currently characterised by a material spread in the age composition of our employees. The youngest ones are 17 years of age, while the age of the oldest ones is 70 years, which is the internal retirement age within the Group.

Greater female participation will make a positive contribution to our working environment, bottom line and the quality of our deliveries. A better gender balance will also strengthen our reputation and increase our attractiveness as an employer across genders. In our experiences, both genders master the job just as successfully. OneCo wants to help make visible the industry as an attractive industry for everyone.

In 2021, we have implemented several measures to improve the gender imbalance, and this work will be reinforced in 2022 with a number of new initiatives.

# **HSE**

At OneCo, short-term results should never come at the expense of employee safety. We either work safely or we do not work at all. We have a vision for zero injuries resulting in sickness absence and work purposefully to achieve it.

At the same time, a large part of our employees have physically demanding jobs in environments, where injuries can easily occur. This includes jobs on construction sites, on rough terrain, in unfamiliar locations with many people, in confined spaces — or jobs involving a particularly high level of stress.

We have not managed to realise our vision for zero injuries in 2021 and have an estimated H-value of 10.9. Most injuries originate in falling in rough terrain or are minor cut and pinch injuries. Extremely few of the injuries in 2021 resulted in sickness absence of more than 3 days. Since injuries have been recorded in different ways in the various business areas, the H-value in 2021 is only an estimate.

# **Thorough Covid-19 measures**

In 2021, large parts of society were affected by the Covid-19 pandemic. And so was OneCo. Despite heavy restrictions and partial

partial lockdowns, total sickness absence for 2021 stood at 5.0%, with short-term absence totalling 2.4%. Otherwise, total absence stands approximately at industry levels.

We have worked extensively on various Covid measures throughout the entire pandemic. There have been no remarks on this work during any inspections performed by external supervisory authorities.

## The Group's first joint employee survey

The Group's first, joint employee survey was carried out in 2021 with a response rate of 82%. It contained questions on a variety of topics, among other things, occupational safety and health, management, development, safety and communication.

The survey indicates high employee satisfaction and high levels of trust between employees and managers. Areas for improvement include internal communications and tools for efficient work.

This has been addressed with the implementation of a group-wide "OneVoice" communications channel at the beginning of 2022.

## Establishment of a group-wide HSE network

2021 also marked the establishment of a group-wide HSE network, with participants from all business areas within the Group. The purpose of the network is to discuss HSE across companies and to find common solutions and projects, wherever appropriate.

Key topics include competence building, awarenessraising and shared resource utilisation. Standardisation and preventive measures to reduce the risk of adverse events, accidents and injuries.

The HSE work is closely linked to the operations and helps build a good HSE culture. This applies both out in the field and at our offices. Managers are supposed to have a good knowledge of risk factors in connection with our operations and implement, based on these, risk mitigation measures in advance of their assignments. Fitters working out in the field must follow up with on-site job safety analyses and take operating responsibility for their own and other people's safety.

Both executives and employees must be familiar with the manner of reporting and follow-up of deviations. We constantly work with this.



# **Privacy Protection**

At OneCo, we have worked with privacy protection/GDPR along two axes in 2021:

- · Updating and quality assurance of
- · documents. Training and awareness-raising.

In the spring of 2021, we reviewed all privacy/ GDPR documents within the Group, putting them together and adapting them into group-wide templates applicable across all Group companies.

In the autumn of 2021, we carried out a group-wide privacy campaign involving all employees. The focus of the campaign was awareness-raising and training. Privacy/GDPR is an extensive area, and the purpose of the campaign was to make the topic as down-to-earth and simple as possible for each individual person.





OneCo plays an important role in the development of a greener and more sustainable society. We work purposefully to realise our own ambitions and fulfil our corporate social responsibility.

We have given priority to measures within 4 of the UN's Sustainable Development Goals:



## **Quality education**

With more than 200 employed apprentices at any given time, OneCo trains the professional of the future. This means that more than 12% of our operating personnel are apprentices (8% of the total number of employees). We facilitate in-service training and specialisation and provide skills enhancement through participation in projects and assignments. OneCo has arranged for people without an "adequate resume" to get the opportunity for getting a job with OneCo — as well as an apprenticeship if they so desire.

## 2020-2024 target

To raise the number of apprentices and make sure that they pass the apprenticeship examination within the standard period of time. To hire people with inadequate resumes according to the same model as Møller Medvind.



## **Gender equality**

OneCo will work actively to improve the gender imbalance in the Group.

## 2020-2024 target

To increase the share of women in the Group to 12%.



# Decent work and economic growth

With its 2,840 employees, OneCo is a larger employer. Our values are Long-term perspective, Passion and Generosity. This should be prominent in all of our actions. To ensure good and safe working conditions, we shall abide at all times by the applicable acts and agreements.

## 2020-2024 target

To ensure sustainable operations and governance in connection with the implementation of universal international standards and certificates across all business areas within the Group. To uphold our vision of zero injuries resulting in sickness absence among our own employees and anyone else working for OneCo.



## Stopping climate change

OneCo will reduce the climate and environmental footprint of our operations. We will reduce our own climate footprint by 50% by the year 2030 and achieve climate neutrality in the long term. To attain this goal, we must slash the use of fossil fuels, opt for environmentally friendly products and raise the level of competence in sustainable project implementation.

## 2020-2024 target

To reduce our own climate emissions from our service vehicles by at least 30%. To raise the level of expertise of our own employees with regard to sustainable project implementation.



# Baseline for our climate accounting

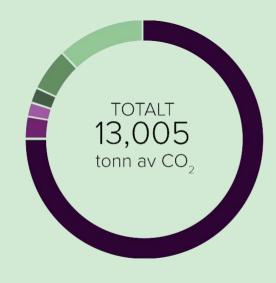
2020 forms the baseline for our performance in greenhouse gas emissions. The exception here is business trips, where the baseline on account of Covid-19 is 2019. We have undertaken to half our own emissions by 50% by 2030 using SBTi. We have reduced our internal emissions in 2021 by 9%.

We divide our climate account into three parts based on the SBTi standard for climate accounting and the GHG protocol:

# 2020 Greenhouse gas emissions (percentage)



- Elektrisitet 3 %
- El-biler 0 %
- Tienestereiser 2 %
- Avfall 2 %
- Brensel og energirelaterte aktiviteter 6 %
- Innkjøpte varer og tienester 6 %



# 2021 Greenhouse gas emissions (percentage)

Transport 83 %

Flektrisitet 3 %

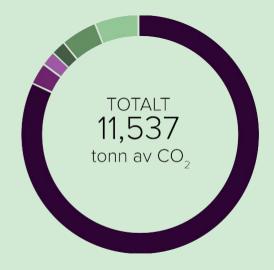
El-biler 0 %

Tjenestereiser 2 %

Avfall 2 %

Brensel og energirelaterte aktiviteter 5 %

Innkjøpte varer og tjenester 6 %



The change from 2020 (baseline) to 2021 indicates that we have reduced our greenhouse gas emissions by 9%.

- Less driving
- Less waste
- Less flying

# Direct Emissions from Our Own Operations



The transition from fossil fuel-powered to electric service vehicles for OneCo will be our most important contribution to reducing our direct greenhouse gas emissions. OneCo had a total of 1,400 service vehicles at the end of 2021. 30 of these were electric at the end of 2021.

# What are we planning to do next to further reduce our emissions?

Our goal is for at least 50% of all new service vehicles to be electric.

Nevertheless, part of our deliveries require an output that cannot be met by today's service vehicles. This applies, in particular, for assignments that are

carried out far away from urban areas and in regions with little or no possibility whatsoever for charging. Nevertheless, technological development in service vehicles is expected to go fast, and we are working with the hypothesis of at least 70% of our service vehicle fleet being electric by 2030.

We are confident that we will achieve our objective of slashing our CO2 emissions by half in good time before 2030 by following our service vehicle replacement plan.





Strøm

Fjernvarme

# Indirect Energy Emissions from Our Own Operations

The use of power in the buildings we rent constitutes scope 2.

## What have we done so far?

In the vast majority of buildings we rent, we have already implemented energy efficiency measures such as light management, reduction of temperature during the night and use of LED lighting. Therefore, we consider that there is relatively little to gain from the reduction in emissions in connection with energy efficiency improvements.

# What are we planning to do to further reduce our emissions?

The reduction in greenhouse gas emissions in connection with power will come as a consequence of renting less area than we do today and of utilising better the area of the premises that we rent. Specifically, in 2021, we have mapped all premises that we rent, their type, contract period, estimate power consumption, etc.

Similarly, we have performed an internal mapping of our employees' expectations for the use of home office solutions post-Covid. All employees who are not currently working out in the field on our clients' premises were invited to take part in an internal home office survey. The results of the survey indicate that 23% of the women and 20% of the men would like to continue to work remotely 2-3 days a week going forward. In the long run, this can help reduce the number of permanent office workplaces and lead to more flexible use of the office space we rent. A reduction in the number of rented square metres will also lead to a decrease in power consumption. However, we have not quantified this in 2021.

# Waste



Flyreiser



Avfallsbehandling



Varer og tienester

Transport





Ansattes reiser til og fra jobb

Our waste figures are riddled with immense uncertainty and constitute more of an estimate than a specific indication. Waste is primarily disposed of directly on the construction site or through an approved waste disposal company. We have not mapped with sufficient quality the amount of waste we produce annually.

In addition, we perform assignments for our clients, where we handle production waste as part of our services. We make sure that waste is securely handled and disposed of, but have not been sufficiently conscious of registering this as client waste rather than as our own waste.

# Objective for our further work with waste management

To increase the quality of our waste reporting, we have entered into a group-wide agreement with Norsk Gjenvinning for handling of waste that is not disposed of on the construction site. In additional, we will also review our waste management in relevant forums in order to ensure sufficient understanding for and competence in how to handle the item of waste management in our climate account.

## **Business travel**

To obtain an as realistic basis of comparison as possible against a "normal situation", we have opted to use 2019 figures as a baseline for business travel.

2020 and 2021 have been Covid-19 and abnormally affected by strict travel restrictions. Our experience from the pandemic indicates that we can conduct a substantial part of our meetings digitally, and we assume that the number of business trips will be permanently reduced compared to 2019. At the same time, we see a need to meet in person and will resume part of our meeting activities again once the situation normalises.

## Goal for business travel in 2022

At the end of 2021, we are still heavily affected by restrictions and have not set specific goals and guidelines for our travel in 2022. Nevertheless, our goal is to give a priority to conducting meetings with a duration of less than half a day digitally if attendance in person will otherwise require using aircraft.

### Goods and services

As part of our work to produce a realistic picture of the environmental performance of our suppliers, we have mapped the environmental certifications of clients that in total exceed 80% of our purchases of goods and services in 2021.

OneCo uses local subcontractors for tasks such as. for example, digging and blasting. Going forward, we will clarify our requirements to these subcontractors. We will take active steps to ensure a greater focus on sustainability across our entire value chain.



