

CUSTOMER CARE

Prioritized development area	Strategic target	KPI	Target	Baseline 2016	Outcome 2017	Outcome 2018	Status ¹
Customer satisfaction	Most satisfied customers in the industry	Customer Satisfaction Index (CSI)	CSI ² steady over 70	72	73	75	√
		Share of operations covered by ISO 9001 (relative to sales)	All operations covered by ISO 9001 by 2020	82%	81%	80%	O
Health and safety (at customer site)	Zero accidents related to equipment from Cramo	Number of individuals participating in external safety training provided by Cramo to customers, subcontractors, suppliers and other external parties	10% increase per year from 2018	10,622 individuals	9,895 individuals, a 7% decrease	12,698 individuals, a 28% increase	√
		Share of countries providing external safety training (excluding countries with less than 3 depots)	All countries with more than 3 depots providing external safety training by 2020	67%	78%	78%	O

¹ √ On-going – excellent progress or Target achieved O On-going – on track x On-going – not on track

² All units, weighted average

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Resource efficiency (at customer site)	Industry leading in innovation	Energy usage from rented modules and site huts	149 kWh/m ² by 2020 (equals a 13% reduction vs 2016)	171 kWh/m ²	168 kWh/m ²	166 kWh/m ²	x
		Share of diesel-powered heating equipment of total heating fleet	9.6% by 2020 (equals a 40% reduction vs 2016)	16.0%	12.4%	11.3%	O
		Share of Stage I-III diesel engines of total rental equipment with diesel engines	16.8% by 2020 (equals a 70% reduction vs 2016)	56.0%	39.5%	25.2%	O
Business ethics	Number of legal proceedings (human rights, corruption, environment)	Building trust among customers	0 legal proceedings	0	0	0	√
Responsible suppliers	Zero violations of Supplier CoC ²	Share of signatories of new Supplier CoC	All contract suppliers have signed the Supplier CoC by 2020	A new Supplier CoC was developed in 2016, implementation started in 2017	48%	54%	O

¹ √ On-going – excellent progress or Target achieved O On-going – on track x On-going – not on track

² The Supplier Code of Conduct covers environmental, health and safety, human rights and anti-corruption and bribery matters

EMPLOYEE CARE

Prioritized development area	Strategic target	KPI	Target	Baseline 2016	Outcome 2017	Outcome 2018	Status ¹
Health and safety	Zero accidents	LTIR (Number of work-related accidents with at least one full day absence/million working hours)	<5 by 2020	13.7	9.9	9.5	O
		Share of operations covered by OHSAS 18001 or similar (relative to sales)	All operations covered by OHSAS 18001 or similar by 2020	60%	63%	61%	O
Diversity and equality	Zero discrimination	Number of legal proceedings (discrimination and sexual harassment)	0 legal proceedings	0	0	1 ²	x
		Share of female employees within the operational organisation (administrative HQ functions excluded)	>15% by 2020	11%	10%	11%	x
		Share of female managers	>15% by 2020	12%	14%	16%	√

¹ √ On-going – excellent progress or Target achieved O On-going – on track x On-going – not on track

² In 2018, there was one case of sexual harassment reported in Cramo's operations. The case was investigated by the company, which took actions, and was also heard in a court of law. The company was not a party in the legal proceeding.

ENVIRONMENTAL CARE

Prioritized development area	Strategic target	KPI	Target	Baseline 2016	Outcome 2017	Outcome 2018	Status ¹
Resource efficiency	Zero emissions	CO ₂ e emissions, scope 1 and 2 ² (relative to sales)	<15 tonnes/MEUR (equals >20% decrease vs 2016)	18.4 tonnes/MEUR	17.5 tonnes/MEUR	15.6 tonnes/MEUR	O
		Energy usage, scope 1 and 2 (relative to sales)	<76 MWh/MEUR (equals >20% decrease vs 2016)	94.5 MWh/MEUR	89.2 MWh/MEUR	92.5 MWh/MEUR	x
		Share of mixed waste ³	<20% by 2020	38%	30%	28%	O
		Share of operations covered by ISO 14001 (relative to sales)	All operations covered by ISO 14001 by 2020	82%	81%	80%	O

¹ ✓ On-going – excellent progress or Target achieved O On-going – on track x On-going – not on track

² A market-based method is used to calculate CO₂e emissions from electricity.

³ Austria, Germany and Hungary are excluded due to difficulties obtaining the information required from suppliers.

SOCIAL CARE

Prioritized development area	Strategic target	KPI	Target	Baseline 2016	Outcome 2017	Outcome 2018	Status ¹
Business ethics	Top ranked	Number of legal proceedings (human rights, corruption, environment)	0 legal proceedings	0	0	0	√
		Share of employees getting business ethics/CoC ² -training annually	All employees getting business ethics/CoC-training annually	73%	77%	33%	x

¹ √ On-going – excellent progress or Target achieved ○ On-going – on track x On-going – not on track

²The Code of Conduct covers environmental, health and safety, human rights and anti-corruption and bribery matters