

## Targets and KPIs

### CUSTOMER CARE

Prioritized development areas	Strategic goal	KPI	Baseline 2016	Goal 2020
• Customer satisfaction	Most satisfied customers in the industry	• Customer Satisfaction Index	72.6	Steady >70
		• Share of operations (relative sales) covered by ISO 9001	82%	100%
• Health and safety (at customer site)	Zero accidents related to equipment from Cramo	• Number of individuals participating in safety training	10,622	10% increase per year (from 2018)
		• Share of countries (excl. countries with less than 3 depots) providing external safety training	67%	100%
• Resource efficiency (at customer site)	Industry leading in innovation	• Energy usage from rented modules	171 kWh/sqm	13% reduction
		• Share of diesel powered heating equipment	16%	40% reduction
		• Share of Stage I-III diesel engines	56%	70% reduction
• Business ethics	Building trust among customers	• Number of legal cases	0	0
• Responsible suppliers	Zero violations of Supplier CoC	• Share of signatories of new Supplier CoC	0%	100% of contract suppliers

## Targets and KPIs

### EMPLOYEE CARE

Prioritized development areas	Strategic goal	KPI	Baseline 2016	Goal 2020
• Health and safety	Zero accidents	• LTIR (work related accidents)	13.7	< 5,0
		• Share of operations (relative sales) covered by OHSAS 18001	60%	100%
• Skills development	Knowledge-based company	• Training hours/employee	1.75 days	3 days
• Diversity and equality	Zero discrimination	• Number of legal cases of discrimination	0	0
		• Share of female depot employees	11%	>15%
		• Share of female managers	12%	>15%

# Targets and KPIs

## ENVIRONMENTAL CARE

Prioritized development areas	Strategic goal	KPI	Baseline 2016	Goal 2020
• Resource efficiency	Zero emissions	• CO2 emissions, scope 1 and 2 (relative sales)	18 tonnes/MEUR	≥ 20% decrease
		• Energy usage, scope 1 and 2 (relative sales)	95 MWh/MEUR	≥ 20% decrease
		• Share of waste to recycling	49%	> 60%
		• Share of waste to landfill	21%	< 15%
		• Share of mixed waste	38%	< 20%
		• Share of operations (relative sales) covered by ISO 14001	82%	100%

# Targets and KPIs

## SOCIAL CARE

Prioritized development areas	Strategic goal	KPI	Baseline 2016	Goal 2020
• Business ethics	Top ranked	• Number of legal cases		
		of human rights	0	0
		of corruption	0	0
		of environment	0	0
		• Share of employees getting business ethics/CoC-training annually	73%	100%