

YOUR PRODUCTIVITY PARTNER

Annual Review 2019



C R A M O



Cramo's strategic approach to sustainability

In 2019, we advanced sustainability in many areas. We continued investing in the development of our framework, Cramo Care, and worked systematically to improve our sustainability targets. We worked in a joint project with one of our major customers to investigate the requirements for a CO₂-free construction site. Our part in this project was to identify how we could eliminate the carbon footprint of our equipment. We also put special focus on our people through our people promise “We are Shapers”.

During the year, we updated our sustainability strategy to align with our new business strategy Cramo NXT. It enables us to take the lead in advancing sustainability in the rental industry and to move towards circularity.

Sustainability as a foundation for our business

Rental is a sustainable business model for managing assets. It enables more efficient use of equipment and, at the same time, reduces the demand for non-renewable resources. Our sustainability strategy is in line with and mutually supportive of our business strategy, which is aimed at strengthening our long-term focus from the perspective of all our stakeholders. Our ambition is to lead the way in advancing sustainability in the rental industry and to meet the requirements of our stakeholders and of internationally agreed standards.

Sustainability has a direct impact on our internal value creation through growth, return on capital and risk management. It also generates value for our customers and other stakeholders, leading to greater cost-effectiveness, improved access to products with the highest safety and environmental standards, and a reduced environmental impact.

We have assured our position as a sustainability frontrunner in our industry. Through our updated sustainability strategy, we will further increase the focus on sustainable customer use, transports and logistics as well as sustainable sourcing in parallel with improving internal operations.

Maria Karlsson
Vice President, Sustainability, Cramo

The key elements of our sustainability strategy:

1. Moving towards circularity

Responsible sharing of resources is the core of our business. Our ambition is to work together with our customers and other stakeholders to further decrease the environmental and social footprint of rental equipment and to meet customer demands by focusing on sustainable customer use, transports and logistics and sustainable sourcing. Cramo NXT enables us to take the lead in advancing sustainability in the rental industry, as the digital leader and a leading partner for services. Through Cramo NXT, we are moving towards circularity.

2. Cramo Care – our model for responsible business

Cramo Care is our model for responsible business, integrating sustainability into all parts of our organisation. We have a strong focus on business ethics, occupational health and safety, mitigating our environmental impact and taking an active role in the communities we operate in.

The enablers of our sustainability strategy:

1. Value-creating targets include both financial and non-financial objectives

Our key performance indicators and value-creating targets allow us to monitor and continuously improve our performance and to meet the requirements of our customers, investors, employees and other stakeholders.

2. Overall responsibility lies with Group Management, whereas operational responsibility and employee engagement lie with country managers

Cramo Group Management has overall responsibility for the strategy and policies. Country managers are responsible for their implementation and integration at the country level.

3. Relevance and continuous improvement are strengthened through an active dialogue with all stakeholder groups and partnership development initiatives with front-line actors

Strategic partnerships with leading experts and our stakeholders put us at the forefront in developing sustainable rental solutions.

Cramo and circularity

1. Replacing the concept of a consumer with that of a user

Responsible sharing of resources is the core of our business. Rental replaces the concept of a consumer with that of a user, which enables more efficient use of equipment and reduces the demand for non-renewable resources.

[Read more](#) 


2. Replacing non-renewable fuels

Cramo's ambition is to step-by-step increase the use of renewable energy internally as well as among customers. Our target is to have 90% electric-powered units within the energy-powered fleet by 2023 and >90% renewable electricity at our depots.

[Read more](#) 


3. Sustainable sourcing

Sustainable sourcing is an area where we have identified potential improvements. Our ambition is to work with Original Equipment Manufacturers to further decrease the environmental and social footprint of rental equipment.

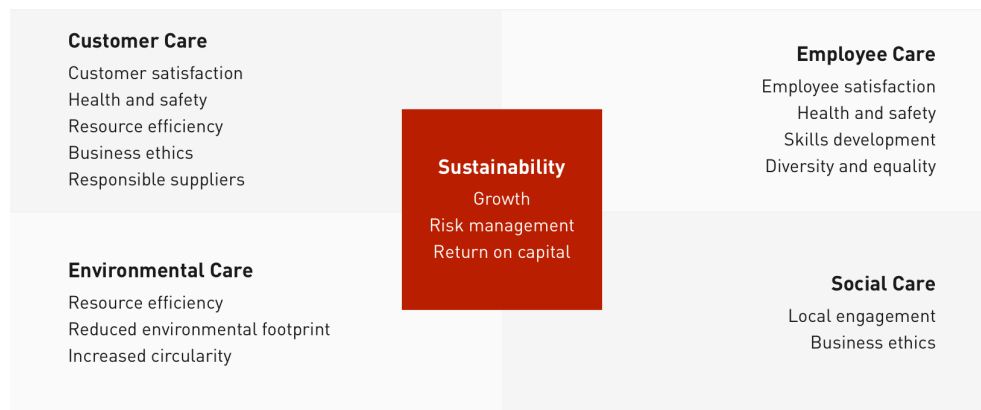
[Read more](#) 

4. Increasing the life span of rental units

Periodic maintenance of our equipment as well as refurbishing or renewing our site huts is part of our business model, and it increases the life span of our rental units.

[Read more](#) 

Cramo Care material aspects



Strategic targets

	Strategic target	Target	Outcome 2019	Outcome 2018	Outcome 2017	Outcome 2016	Status ¹
Customer Care	Most satisfied customers in the industry	CSI ² steady over 75	75	75	73	72	✓
		Share of units powered by electricity within the energy powered fleet: 90% by 2023 ³	85%	n/a	n/a	n/a	○
Employee Care	Zero accidents	LTIR ⁴ 0 by 2023	9.7	8.8 ⁵	9.9	13.7	✗
Environmental Care	Zero emissions	Emissions ⁶ (tonnes/MEUR sales) <15 tonnes/MEUR by 2023	19.4 ⁷	15.6 tonnes/MEUR	17.5 tonnes/MEUR	18.4 tonnes/MEUR	○
Social Care	Top ranking in business ethics	0 legal proceedings (human rights, corruption, environment)	0	1 ⁸	0	0	✓

1 ✓ On-going – excellent progress or target achieved ○ On-going – on track ✗ On-going – not on track

2 Weighted average. Hungary and Slovakia are for statistical reasons excluded from the survey

3 New KPI since 2019

4 Number of work-related accidents with at least one full day of absence / million working hours

5 The result from 2018 is adjusted from 9.5 to 8.8 due to adjusted numbers of working hours

6 CO₂e emissions, scope 1 and 2 (relative to sales). A market-based method is used to calculate the CO₂e emissions from electricity

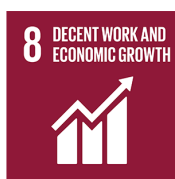
7 The increase in CO₂e emissions scope 1 and 2 (relative to sales) is due to the demerger of Adapteo in 2019 and the acquisition of KBS Infra in 2018. KBS is included for the first time in the reporting for 2019

8 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

Aiming to exceed stakeholder expectations

The foundation of our sustainability strategy is a materiality study that identified our stakeholders' top priorities and our major impacts throughout the value chain. Our ambition is to exceed our stakeholders' requirements.

The Sustainable Development Goals have also been part of the materiality study. We have identified three goals where our actions have the highest impact:



These, as well as all the other goals, are taken into consideration throughout the strategy development process.

Our biggest impacts occur beyond our direct control. Therefore, we have to work in partnership with suppliers, customers and other stakeholders to tackle these challenges and seize opportunities throughout the value chain.

Impacts throughout our value chain

	Major negative impacts	Major positive impacts
1. Supply chain	<ul style="list-style-type: none">• resource use• environmental risks• health and safety risks• corruption risks• human rights risks	<ul style="list-style-type: none">• innovation focused on resource efficiency, increased circularity and improved safety
2. Cramo	<ul style="list-style-type: none">• resource use• health and safety risks	<ul style="list-style-type: none">• rental as a resource-efficient alternative to owning• improved safety• strong values and well-anchored ethical guidelines
3. Transportation	<ul style="list-style-type: none">• resource use	<ul style="list-style-type: none">• transport optimisation
4. Customer use	<ul style="list-style-type: none">• resource use• health and safety risks• corruption risks	<ul style="list-style-type: none">• resource efficiency• waste reduction• enabling safe working environments
5. End of life	<ul style="list-style-type: none">• waste• environmental risks• health and safety risks• corruption risks• human rights risks	<ul style="list-style-type: none">• innovation focused on increased circularity• controlled phase-out of outdated equipment

Since 2009, Cramo has been a signatory to the UN Global Compact, supporting the ten principles with respect to human rights, labour, environment and anti-corruption.

Efficient internal operations

Our sustainability platform establishes clear targets and ways to monitor performance and priorities. To uphold our commitment, and to ensure the quality and relevance of our solutions, we work for continuous improvement.

We have established a Group-wide structure of Cramo Care managers in every country. Together with the country managers and local specialist functions, Cramo Care managers work to develop and implement local action plans based on our sustainability strategy. Local target setting and action plan development are part of the business planning and budgeting process, and follow-up is conducted on a regular basis.

Internal organisation, roles and responsibilities

Group Management

- Ownership of policies
- Ownership of Group sustainability strategy

Vice President, Sustainability

- Development, anchoring and monitoring of Group sustainability strategy and policies, together with Group specialist functions
- Ensure clear roles and responsibilities, monitor commitment at Group and country level
- Stakeholder dialogue
- Partnerships for sustainable development

Country Manager

- Implementation and integration of Group sustainability strategy and policies at country level
- Ensure commitment at country level
- Local stakeholder dialogues

Cramo Care Manager

- Development and implementation of action plans at country level, together with local specialist functions
- Coordinate sustainability reporting at country level



Cramo aspires to lead the way in advancing sustainability in the rental industry and to continuously mitigate our impact across the value chain. Our rental solutions provide safe, resource-efficient options for our customers, enabling them to excel in meeting their stakeholders' requirements and expectations.

from the Cramo Care Policy

Aiming for ISO certification in all markets

We aim to have the most satisfied customers in the industry and a leading market position in our chosen markets. In 2017, we made the decision that all our markets should be certified according to ISO 9001, ISO 14001 and ISO 45001, or similar standards.

In 2019, we continued the work to establish and implement common Group policies, targets and processes with a focus on quality, environmental improvements, and health and safety. During the year, Estonia and Poland finalised their certification processes for ISO 9001 and became two of five Cramo markets that are certified. Estonia also finalised its certification process for ISO 14001 and ISO 45001. A decision was made during the year to extend the deadline for when all markets need to be certified, from 2020 to 2023.

Advancing sustainability in the rental industry

The rental industry experiences the same kind of sustainability challenges that Cramo does, and cooperation is sometimes needed to meet those challenges. The European Rental Association's (ERA) Sustainability Committee was established in 2013 with Cramo as an active member. We are also an active member of the ERA's Technical Committee, which has a strong focus on product safety. Through our membership and together with other rental companies, we are advancing sustainability in our industry.

In 2019, the ERA conducted a study on the carbon footprint of rental equipment. Depending on specific user practices, it's estimated that renting instead of owning can lead to significant reductions in CO₂ emissions, in the range of 30% and sometimes over 50%. The parameters with the most influence on the carbon footprint of equipment are intensity of use, using the right equipment for the job, transportation and maintenance.

During the year, the ERA also initiated a Sustainable Supplier Assessment project. The aim of the project is to develop an industry-wide approach to sustainability assessment that can be completed once by the supplier and then used to meet multiple requests from rental companies.



Nasdaq ESG Transparency Partner

It is vital that our customers, investors, employees, suppliers and other stakeholders trust that we conduct business in an ethical, transparent and lawful manner. During the strategy period, we have increased our focus on sustainability reporting, and, in 2019, Cramo became a Nasdaq ESG Transparency Partner. We will annually report environmental, social and governance data to the Nasdaq ESG Disclosure Portal, further improving our transparency.

Reporting to the CDP

Cramo is focused on being the most climate- and resource-efficient rental solutions company. We have been reporting to the CDP since 2013; in 2019, we received a score C (D in 2018). The improved result shows greater awareness and ability to report on our progress. We are continuously improving our way of managing and following up on our carbon footprint.

Moving towards circularity

Sustainability is embedded in our strategy, and we have assured our position as a sustainability frontrunner in our industry. During the year, we updated our sustainability strategy, in line with our Cramo NXT business strategy. In the upcoming years, we will increase our focus on sustainable customer use, transports and logistics as well as sustainable sourcing. Our aim is to have the most satisfied customers in the industry and to work together with our customers, suppliers and other stakeholders to further decrease the environmental and social footprint of rental equipment.

We will also continue to improve our internal operations, integrating sustainability into all parts of our organisation. We will maintain our sharp focus on business ethics, occupational health and safety, mitigating our environmental impact and taking an active role in the communities we operate in.

Cramo NXT enables us to take the lead in advancing sustainability in the rental industry and to move towards circularity.

2020

Implementation of the new sustainability strategy will start in 2020. We will continue the work to establish and implement common Group policies, targets and processes with a focus on quality, environmental improvements, and health and safety. We will also continue to raise issues concerning sustainability and responsible sharing in the European Rental Association and other forums.



Dialogue with stakeholders seen as an investment

Through our marketing and communications efforts, we want to ensure all stakeholders have a strong buy-in to the Cramo brand and our key initiatives. We invest in active dialogue as well as support the business, management and employees with information, which is accessible, relevant and gives increased understanding for our business.

How we communicate and cooperate with our stakeholders

Customers

Priorities	Activities and channels
<ul style="list-style-type: none"> • issues included in Cramo's mission – Shared resources simplified; vision – Your productivity partner in rental and beyond; and value proposition – Credibility, Creativity and Commitment • health and safety • business ethics • resource efficiency • operational excellence • responsible suppliers • innovations ensuring future success • strong brand 	<ul style="list-style-type: none"> • depots and online solution • ombudsman • safety and other training programmes • co-development projects related to innovations and resource efficiency • digital solutions enhancing operational excellence • customer satisfaction survey • news releases, websites, social media and local customer magazines • events, fairs and seminars • Annual Report including sustainability

Personnel

Priorities	Activities and channels
<ul style="list-style-type: none">• mission, vision and values• employee satisfaction• health and safety• diversity and equality• skills development• development plans and goals• business ethics and sustainability issues• performance management	<ul style="list-style-type: none">• People strategy• People promise• Code of Conduct• safety training• programmes for health and well-being• Cramo School and Cramo Academy• Cramo Dialogue• new employee brand expression• intranet and employee magazine• employee events• Great Place to Work• Annual Report including sustainability

Investors and shareholders

Priorities	Activities and channels
<ul style="list-style-type: none">• market environment• performance and business value• operations• corporate responsibility• reporting• strategy• financial position• mergers and acquisitions	<ul style="list-style-type: none">• stock exchange releases• business reviews, half-year financial report and financial statements bulletin• Annual Report including sustainability• Board of Directors' report• Group website and social media• Corporate Governance Statement• Annual General Meeting• investor and analyst meetings and events

Partners and suppliers

Priorities	Activities and channels
<ul style="list-style-type: none">• responsibility throughout the supply chain• energy efficiency and other environmental aspects• safety• efficient processes• promoting sustainability and sharing	<ul style="list-style-type: none">• supplier evaluation criteria• implementation of Supplier Code of Conduct• co-development projects to find safe, resource-efficient solutions• digitalised solutions, such as purchase-to-pay solution• purchase system (supplier catalogue)

Local communities

Priorities	Activities and channels
<ul style="list-style-type: none">• engaging with and supporting local communities	<ul style="list-style-type: none">• Group- and country-level charities and sponsorships• partnership with SOS Children's Villages• job opportunities and traineeships for people outside the labour force

Trade and other associations

Priorities	Activities and channels
<ul style="list-style-type: none">• developing sustainability and the attractiveness of the rental industry as a future employer in Europe• promoting the sharing economy	<ul style="list-style-type: none">• active member of the European Rental Association (ERA)• member of the UN Global Compact• Cramo's President and CEO is a Board member of ERA

Media

Priorities	Activities and channels
<ul style="list-style-type: none">• digital leader in our industry• major deals and acquisitions• sustainability and responsibility• strategy and business	<ul style="list-style-type: none">• press releases• management interviews• websites and social media

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Customer Care




Strategic target: Most satisfied customers in the industry

Priority will be given at all times to our customers' key concerns – safety at construction sites, resource efficiency and strong business ethics. Cramo contributes to our customers' success by enabling them to provide safe working environments, reduce their energy usage, limit their climate impact and minimise waste. An active dialogue and collaboration with our customers and other stakeholders are key to the further development of sustainable rental solutions.

– from the Cramo Care Policy

Customer Care

Topics	Key performance indicator	Target	Outcome 2019	Outcome 2018	Outcome 2017	Outcome 2016	Status ¹
Customer satisfaction	Customer Satisfaction Index (CSI)	CSI ² steady over 75	75	75	73	72	✓
	Share of operations covered by ISO 9001 (relative to sales)	All operations covered by ISO 9001 by 2023	77% ³	80%	81%	82%	○
Customer use	Share of units powered by electricity within the energy powered fleet ⁴	90% by 2023	85%	n/a	n/a	n/a	○
	Energy usage from site huts	220 kWh/m ² by 2023 ⁵	229 kWh/m ²	231 kWh/m ²	233 kWh/m ²	235 kWh/m ²	○
	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	11,433 individuals, a 10% decrease	12,698 individuals, a 28% increase	9,895 individuals, a 7% decrease	10,622 individuals	✕
	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 2023	78%	78%	78%	67%	○
	Share of diesel-powered heating equipment of total heating fleet	9.6% by 2020 (equals a 40% reduction vs 2016)	11.2%	11.3%	12.4%	16.0%	○

	Share of Stage I-III diesel engines of total rental equipment with diesel engines	16.8% by 2020 (equals a 70% reduction vs 2016)	18.3%	25.2%	39.5%	56.0%	
Sustainable sourcing	Share of purchase spend covered by Supplier Code of Conduct ^{4,6}	>60% by 2023	30%	n/a	n/a	n/a	
	Share of critical suppliers managed by Group Sourcing that has been subject to anti-corruption, human rights, health and safety and environmental risk assessment ⁴	25% by 2023	0% ⁷	n/a	n/a	n/a	

1  On-going – excellent progress or target achieved  On-going – on track  On-going – not on track

2 Weighted average. Hungary and Slovakia are for statistical reasons excluded from the survey

3 The decrease in share of operations covered by ISO 9001 (relative to sales) is due to the demerger of Adapteo in 2019 and the acquisition of KBS Infra in 2018. KBS is included for the first time in the reporting for 2019

4 New KPI since 2019

5 Updated target after the demerger of Adapteo

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

7 A model for anti-corruption, human rights, health and safety and environmental risk assessment will be developed in 2020, implementation will start in 2021

ISO Management Standard 9001 has been implemented in Finland, Sweden, Norway, Estonia and Poland. Certification is ongoing, with all Cramo markets targeted.

Monitoring customer satisfaction

Our vision of being “Your productivity partner in rental and beyond” is based on the motto that our customers’ success is our success. We have gained our customers’ trust throughout the years by working closely together with them and by living and acting according to our values Credibility, Creativity and Commitment. Our strategic target is to have the most satisfied customers in the industry.

In 2019, the target for customer satisfaction, Customer Satisfaction Index >75, was reached, with a result of 75 (75 in 2018) and a Net Promoter Score of 55. Important aspects of customer relations, such as product and service quality, were all rated high with delivery quality on top with an index of 85. The result is based on over 900 customer interviews, conducted within nine of our eleven markets. The smallest markets, Hungary and Slovakia, are for statistical reasons excluded from the survey.

Target of zero accidents

Safety is our first priority and integral to our business. We have established solid processes and guidance to

ensure the safe handling of our equipment. Cramo also provides a wide range of safety equipment and more comprehensive safety solutions as well as external safety training to customers, subcontractors, suppliers and other external parties. Our vision is zero accidents at job sites. Cramo follows and continuously monitors national laws as well as industry-specific safety regulations. Safety data sheets are available for all our equipment in our product database. Equipment that is returned to Cramo from customers is inspected following established check lists and routines. We also conduct periodic maintenance based on information that we receive from the manufacturers as well as from our 11,000 digitally connected units. The periodic maintenance is carefully planned in accordance with our planning framework.

Internal training is conducted on a regular basis to ensure that all our employees have the right knowledge to be able to handle our equipment safely. External safety training for customers, subcontractors, suppliers and other external parties is provided in Finland, Sweden, Norway, Germany, Austria, Lithuania and Poland. In 2019, a total of 11,433 (12,698 in 2018) individuals participated in Cramo's safety training programmes, including fall protection training as well as training on how to use the equipment in a safe and efficient way.

Continuously modernising our fleet

We work proactively to comply with the latest environmental regulations and drive development even further. With a modern fleet of equipment, we aim to be a sustainability frontrunner in the rental industry. By doing so, we can also help our customers achieve their sustainability targets.

We see an increasing demand from customers regarding electrification and renewable fuels. 85% of the units within our energy-powered fleet are today powered by electricity, and we are continuously working to increase that number. Our target is to have 90% of our energy-powered fleet powered by electricity by 2023.

In 2019, Cramo in Finland signed the Work Machine Green Deal agreement of the Association of Finnish Technical Traders. It includes targets regarding, for example, increasing the share of electric-powered machines in the rental fleet. The commitment will be handed over to the Finnish Ministry of the Environment.

Our systematic approach to reducing environmental impacts also includes refurbishing or renewing our site huts, including their heating equipment. We are continuously working to improve the environmental and health standard by choosing more sustainable materials and by making the site huts more energy efficient. The improvements are partly based on an environmental and health assessment conducted by an external party in 2017, analysing every single site hut component, including the flooring, windows and insulation used. In 2019, the average energy usage in our site huts decreased from 231 kWh/m² to 229 kWh/m².

Innovation through partnerships and joint development projects

Cramo's ambition is to play an active role in developing sustainable solutions – not just to meet existing requirements and regulations, but to contribute to further development towards a more sustainable world. An active dialogue and structured cooperation with customers and other stakeholders are key components of this strategy.

Projects with customers cover several sustainability areas, ranging from energy and fuels to mutual information-sharing targets and to finding new rental solutions, such as temporary constructions, and to learning more about accidents and incidents and how to prevent them. Together with other stakeholders, we address different areas, such as promoting the sharing economy and social integration, i.e. how we as a company and as individuals can help provide experience and contacts with the working world.

Aiming for fossil-free construction sites

Strategic partnerships with customers put us at the forefront in developing sustainable rental solutions and services. During 2019, we worked in a joint project with one of our key customers to investigate the requirements for a CO₂-free construction site. Our part in this project was to identify how we could eliminate the carbon footprint of our equipment. The project is continuing in 2020 and includes an evaluation phase conducted by an external evaluator.

At the end of 2019, a research and development project run by eight partners within the Norwegian construction industry received a NOK 14 million grant from Enova, Forskningsrådet and Innovasjon Norge. The aim of the project is to investigate opportunities for emission-free construction sites. Cramo is one of the partners and, as part of the project, will test battery-powered machines.

Fossil-free heating solution in the centre of Oslo

Cramo offers a wide range of heating equipment. In 2017, we set a target to decrease the total heating fleet's share of diesel-powered heating equipment by 40%. We are very close to achieving that target.

In 2019, Cramo delivered fossil-free heating to the AF Group construction project Bispevika in the centre of Oslo. The B6a project comprises a total of nine different buildings, all connected by one large basement

level. The whole construction site is heated with district heating provided through a solution delivered by Cramo. Close cooperation with our customer has made it possible to find the most optimal route for the district heating.

Scaffolding for the Estonian e-waste Lighthouse

Reducing and handling waste properly is a strong focus for Cramo. In 2019, we provided scaffolding for the Estonian e-waste Lighthouse, an installation created by sculptor Elo Liiv in the central square of Telliskivi Creative City. The Lighthouse, symbolising the 125 cubic meters of electrical and electronic waste generated in Estonia in one day, should be seen as a reminder of the importance of recycling to reduce the carbon footprint.

Knowledge sharing

Sharing knowledge and learning from each other's experience is key to our success. In 2019, we were able to share effective sustainability knowledge both internally among our employees and externally with customers, suppliers and investors.

Cramo's Vice President of Sustainability, for example, gave a presentation on "Employee Commitment as a Driver for Sustainability" at the Volvo Construction Equipment EMEA's business update meeting in October. The presentation was broadcasted live to the organisation in Europe, Middle East and Africa. It was a great way of sharing effective sustainability learnings and maybe one step closer to a carbon-neutral construction business.

2020

In 2020, we will start implementing the new sustainability strategy with an increased focus on sustainable customer use, transports and logistics as well as sustainable sourcing. We will continue to develop our rental offering and services in partnership with our customers, suppliers and other stakeholders.



Employee Care

Strategic target: Zero accidents

Cramo offers safe, stimulating workplaces for all our employees, where men and women of different ages and backgrounds have the same opportunities for development. We aspire to provide a stimulating environment for professional and personal development. A systematic and preventative approach to safety should always be the highest priority.
– from the Cramo Care Policy

Employee Care

Topics	Key performance indicator	Target	Outcome 2019	Outcome 2018	Outcome 2017	Outcome 2016	Status ¹
Health and safety	LTIR (Number of work-related accidents with at least one full day absence/million working hours)	0 by 2023	9.7	8.8 ²	9.9	13.7	⊗
	Share of operations covered by ISO 45001 or similar (relative to sales)	All operations covered by ISO 45001 or similar by 2023	64%	61%	63%	60%	○
Diversity and equality	Number of legal proceedings (discrimination and sexual harassment)	0 legal proceedings	0	1 ³	0	0	✓
	Share of female employees within the operational organisation (administrative HQ functions excluded)	15% by 2023	11%	11%	10%	11%	⊗
	Share of female managers	20% by 2023	17%	16%	14%	12%	○

1 ✓ On-going – excellent progress or target achieved ○ On-going – on track ⊗ On-going – not on track

2 The result from 2018 is adjusted from 9.5 to 8.8 due to adjusted numbers of working hours

3 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

We have successfully implemented the ISO 45001 Occupational Health and Safety Management System or the like in Finland, Sweden and Estonia. Our aim is certification in all Cramo markets.

Our people promise

Cramo's people promise, "We are Shapers", emphasises our decision to focus on our employees and demonstrates our belief that they are one of the main sources of our future success and continuous growth. The people promise clarifies what people can expect from their journey as an employee at Cramo. Collaborating, sharing knowledge, supporting and helping each other as well as being open-minded and innovative are valued traits that are encouraged.

In addition, all employees are actively offered various opportunities for development and for shaping their own career. Cramo Development is our framework for our employees to grow and develop throughout their entire lifecycle at Cramo. The framework defines the kind of behaviour and professional know-how that are expected of employees at different levels. The expectations are based on Cramo's common values and our strategy. The framework supports and guides our employees in their personal and professional growth in a clear, inspiring manner throughout their time at Cramo.

Shaper Award

The Shaper Award is our concept for awarding employees who have shown that they are true Shapers. A Shaper is a person who lives and acts according to, or even above, what is expected of employees and leaders in our company; a Shaper is a good role model for Cramo.

In 2019, a new approach with a stronger focus on our core values and a broader scope of nominated employees was added to the Shaper Award. Among almost 90 nominations, three winners were announced and awarded with an educational grant.

Occupational health and safety

At all times and throughout the Cramo Group, priority is given to systematic and precautionary safety work, including risk assessment and identification of potential hazards.

Managers at all levels play a key role in implementing systematic and precautionary safety work. During 2019, Cramo provided two days of training for all managers and safety representatives in Sweden; the training included theoretical aspects as well as practical cases from the operations. The aim has been to increase knowledge and awareness, in accordance with the strategic target of zero accidents.

In May, Cramo arranged the very first Health, Safety and Environment (HSE) week in Norway. The overall aim was to further strengthen a common safety culture and to ensure that employees and other stakeholders experience Cramo as a safe and healthy workplace. The week was filled with different activities, ranging from seminars and team building events to healthy food and friendly competitions among the depots. HSE week was an instant success.

In 2019, the lost time injury rate (LTIR) increased to 9.7 (8.8 in 2018). The absentee rate increased to 4.4% (4.3% in 2018) and the lost day rate decreased to 0.12% (0.22% in 2018). The decrease in lost day rate indicates less severe accidents in 2019 than in 2018.

Cramo Care manager meeting with focus on occupational health and safety

In May, we held a two-day meeting for Cramo Care managers together with local health and safety specialists. The aim was to further develop our common occupational health and safety platform, taking into consideration both internal and external stakeholder expectations.

Cramo Care managers play a key role in implementing our sustainability strategy. Regular meetings, both physical and online, on different subjects establish a solid platform for sharing knowledge and learning from each other's experiences.

Diversity and equal opportunities

A corporate culture based on diversity contributes to the positive future development of Cramo. We want to offer men and women of different ages and backgrounds similar development opportunities. This is stated in our diversity policy, which has Group-wide application.

The share of female employees in the operational organisation was 11% by the end of the year (11% in 2018) and the share of female managers was 17% (16% in 2018).

Different experiences and educational backgrounds are seen as strengths, and all forms of discrimination are to be counteracted. In 2019, there were no cases of sexual harassment or discrimination reported in Cramo's operations.

Decentralisation of HR development

In 2019, a decision was made to decentralise HR development. With this change, the HR development function that was part of the Cramo Group Management structure since 2016 was removed during the year, and HR development is now handled by local HR managers. The decision enables a more effective management of personnel issues to better meet local needs and priorities.

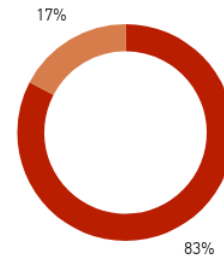
2020

In 2020, our strong focus on health and safety and on gender equality will continue. We will continue the work to establish and implement common Group policies, targets and processes with a focus on occupational health and safety.

Number of employees at end of period: 2,690

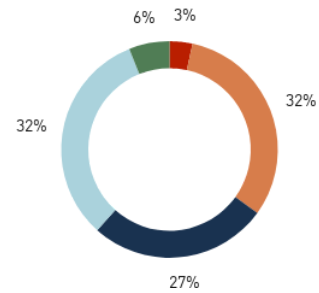
Diversity - Gender 2019 (2018)

■ Men 2224 (2543)
■ Women 466 (496)



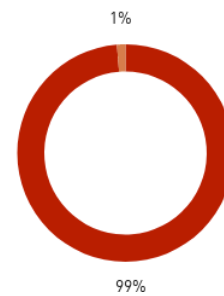
Diversity - Age group 2019 (2018)

■ -23 • 92 (116)
■ 24-35 • 848 (915)
■ 36-45 • 718 (798)
■ 46-59 • 869 (1014)
■ 60- • 163 (196)



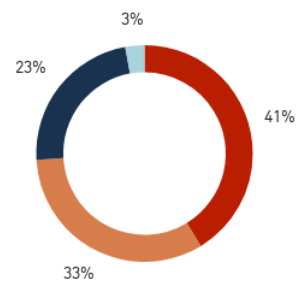
Employee contracts 2019 (2018)

■ Permanent hires 2656 (3049)
■ Temporary hires 34 (66)



Personnel by segment¹ 2019 (2018)

■ Scandinavia 1111 (1104)
■ Finland and Eastern Europe 882 (859)
■ Central Europe 620 (589)
■ Group Functions 77 (90)



¹ Cramo's three business segments: Scandinavia (Sweden, Norway), Finland and Eastern Europe (Finland, Estonia, Lithuania, Poland) and Central Europe (Germany, Austria, Hungary, Czech Republic, Slovakia)

Employees covered by collective bargaining
agreements in 2019

54%

[61% in 2018]

Employee turnover rate in 2019

20%

[19% in 2018]

Rate of new employee hires in 2019

21%

[21% in 2018]

Employees covered by an occupational health and
safety management system

2,641

98% of employees

Employee turnover

	2019	2018
Total	518	486
Men	428	403
Women	90	83
-23	27	36
24-35	186	160
36-45	146	124
46-59	127	117
60-	32	49

New employees

	2019	2018
Total	560	550
Men	439	449
Women	121	101
-23	57	60
24-35	257	266
36-45	134	124
46-59	104	90
60-	8	10

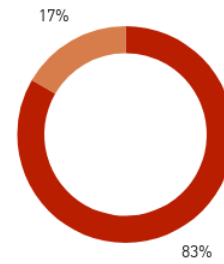
Employees in the operational organisation 2019 (2018)

- Men 2052 (1989)
- Women 250 (245)



Managers 2019 (2018)

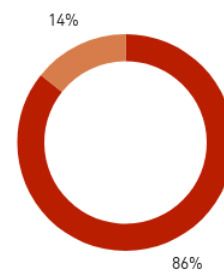
■ Men 371 (395)
■ Women 74 (74)



Group management by gender and age

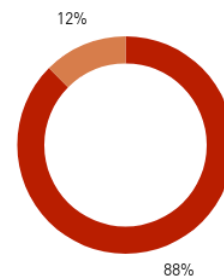
Board of Directors 2019 (2018)

■ Men 6 (5)
■ Women 1 (2)



Group Management 2019 (2018)

■ Men 7 (9)
■ Women 1 (1)



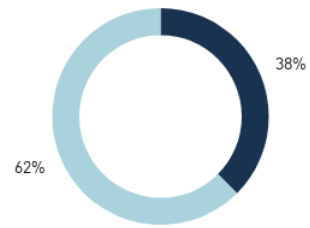
Board of Directors - Age 2019 (2018)

■ -23 • 0 (0)
■ 24-35 • 0 (0)
■ 36-45 • 0 (0)
■ 46-59 • 4 (4)
■ 60- • 3 (3)



Group Management - Age 2019 (2018)

■ -23 • 0 [0]
 ■ 24-35 • 0 [1]
 ■ 36-45 • 3 [3]
 ■ 46-59 • 5 [6]
 ■ 60- • 0 [0]



Health and safety

	Total	Scandinavia	Finland and Eastern Europe	Central Europe	Group Functions
Absentee rate ¹	4.4%	4.4%	3.7%	5.9%	2.1%
- men	4.1%	4.3%	3.6%	5.1%	1.0%
- women	5.7%	4.7%	4.3%	9.4%	3.9%
Lost time injury rate ²	9.7	8.1	8.0	16.3	0
- men	11.5	9.6	9.4	19.7	0
- women	0	0	0	0	0
Lost day rate ³	0.12%	0.08%	0.2%	0.12%	0%
- men	0.15%	0.09%	0.24%	0.15%	0%
- women	0%	0%	0%	0%	0%

¹ Total number of absentee days/total number of scheduled workdays

² Number of work-related accidents with at least one full day absence/million working hours

³ Absentee days due to occupational accidents/total number of scheduled workdays



Environmental Care

Strategic target: Zero emissions

Cramo is focused on being the most climate- and resource-efficient rental solutions company. We will work continuously to mitigate our climate impact by reducing energy use and emissions, switching to fossil-free energy sources, reducing and recycling materials, reducing waste, and handling hazardous waste properly. We take a precautionary approach to environmental considerations in our procurement decisions and the selection of suppliers as well as in our customer dialogues.

– from the Cramo Care Policy

Environmental Care

Topics	Key performance indicator	Target	Outcome 2019	Outcome 2018	Outcome 2017	Outcome 2016	Status ¹
Resource efficiency	CO ₂ e emissions, scope 1 and 2 ² (relative to sales)	<15 tonnes/MEUR by 2023 (equals >20% decrease vs 2019)	19.4 ³ tonnes/MEUR	15.6 tonnes/MEUR	17.5 tonnes/MEUR	18.4 tonnes/MEUR	○
	Share of renewable electricity ^{4,5}	>90% by 2023	82%	75%	n/a	n/a	○
	Energy usage, scope 1 and 2 (relative to sales)	<100 MWh/MEUR by 2023 (equals >10% decrease vs 2019)	113.7 ⁶ MWh/MEUR	92.5 MWh/MEUR	89.2 MWh/MEUR	94.5 MWh/MEUR	○
	Share of mixed waste ⁷	<15% by 2023	23%	28%	30%	38%	○
	Share of operations covered by ISO 14001 (relative to sales)	All operations covered by ISO 14001 by 2023	75% ⁸	80%	81%	82%	○

1 On-going – excellent progress or target achieved On-going – on track On-going – not on track

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

3 The increase in CO₂e emissions scope 1 and 2 (relative to sales) is due to the demerger of Adapteo in 2019 and the acquisition of KBS Infra in 2018. KBS is included for the first time in the reporting for 2019

4 New KPI since 2019

5 Electricity certified by Guarantee of Origin or similar system

6 The increase in energy usage scope 1 and 2 (relative to sales) is due to the demerger of Adapteo in 2019 and the acquisition of KBS Infra in 2018. KBS is included for the first time in the reporting for 2019

7 Austria, Germany and Hungary were excluded in 2016, 2017 and 2018 due to difficulties obtaining the information required from suppliers but are included in 2019

8 The decrease in share of operations covered by ISO 14001 (relative to sales) is due to the demerger of Adapteo in 2019 and the acquisition of KBS Infra in 2018. KBS is included for the first time in the reporting for 2019

ISO Management Standard 14001 has been implemented in Finland, Sweden, Norway and Estonia. The ongoing certification targets all Cramo markets.

Improving energy efficiency

A key aspect of our sustainability work is reducing energy use in transport, lighting and heating. Our rental services include the transport of machinery, equipment and site huts to our customers. Rental products are also transported between depots. With route optimisation and improved driving patterns, we strive to reduce the number and duration of transports, thus also reducing emissions.

In order to work systematically to reduce the use of electricity and heating, continuous monitoring of energy use at our depots and headquarters is needed. In 2019, Cramo introduced a new energy monitoring system in Sweden. The system signals in real-time deviations in the use of electricity and heating and allows for quick corrective actions in the event of any shortcomings. It also enables real-time follow-up on the effectiveness of

actions taken. The energy monitoring system will thus help us gain control of energy use and provide a basis for the prioritisation of energy efficiency improvements.

During the year, the central hub in South-West Finland was moved to new premises. Improved insulation and geothermal heating in the new hub decrease the energy use by more than 50%. It also offers an improved work environment for the employees and possibilities to adjust the amount of space in usage and thus the environmental impact.

Energy use, scope 1 and 2 relative to sales increased in 2019 to 113.7 MWh/MEUR (92.5 MWh/MEUR in 2018). The increase is due to the demerger of Adapteo in 2019 and the acquisition of KBS Infra in 2018.

Switching to renewable energy

The use of energy is critical to Cramo. We work continuously to mitigate our climate impact by reducing energy use and switching to fossil-free energy sources wherever possible. In 2019, Germany and Austria switched to renewable electricity, increasing the share of electricity from renewable sources on Group level from 75% to 82%.

CO₂e emissions, scope 1 and 2 relative to sales increased in 2019 to 19.4 tonnes/MEUR (15.6 tonnes/MEUR in 2018). The increase is due to the demerger of Adapteo in 2019 and the acquisition of KBS Infra in 2018.

Reducing business travel

Another important aspect of reducing our climate impact is reducing business travel. We promote and facilitate online and phone meetings whenever possible, and video conferences are increasingly used throughout the Group. CO₂e emissions from air travel was 570 tonnes in 2019. Most of the air traveling is within Europe, within and between countries where Cramo operates.

Sharp focus on sorting waste

We work systematically to increase material efficiency and to reduce waste, especially mixed waste and waste to landfill. Priorities include the handling of hazardous waste and increasing the share of waste for recycling.

At the majority of our depots and at our headquarters, sorting and recycling waste is part of our daily routine. In some countries, however, local circumstances complicate the implementation of an efficient system for waste handling. In those countries, Cramo is studying potential alternatives to improve the sorting and recycling of waste.

The share of mixed waste decreased in 2019 to 23% (28% in 2018).

2020

Our focus on energy efficiency and waste handling will continue in 2020. We will continue the work to establish and implement common Group policies, targets and processes with a focus on environmental improvements.

Climate emissions, tonnes CO₂e

	Total	Scandinavia	Finland and Eastern Europe	Central Europe
Scope 1 (direct energy usage)	8,391	2,336	2,732	3,323
– transportation	7,709	2,156	2,618	2,935
– stationary combustion	682	180	114	388
Scope 2 (purchased energy)	3,461	593	2,366	502
– electricity	2,137	49	1,702	386
– heating	1,324	544	664	116

Energy usage, MWh

	Total	Scandinavia	Finland and Eastern Europe	Central Europe
Scope 1 (direct energy usage)	33,845	9,638	10,990	13,217
– transportation	30,691	8,641	10,404	11,646
– stationary combustion	3,154	997	586	1,571
Scope 2 (purchased energy)	35,736	24,247	9,516	1,973
– electricity	21,945	15,515	5,112	1,318
– heating	13,791	8,732	4,404	655

Waste and recycling

	Total	Scandinavia	Finland and Eastern Europe	Central Europe ¹
Total weight of waste, tonnes	5,971	2,965	1,445	1,561
Of which:				
– non-hazardous waste	4,815	2,413	1,377	1,025
– hazardous waste	1,156	552	68	536
Of which:				
– non-mixed waste	4,625	2,575	1,059	992
– mixed waste	1,346	390	386	569
Handling method, non-hazardous waste, %				
– recycling	1,857	971	607	279
– landfill	267	105	97	65
– incineration	1,813	1,160	431	222
– other	13	0	8	5
– unspecified ¹	865	177	234	454
Handling method, hazardous waste, %				
– recycling	569	505	61	3
– landfill	15	11	2	2
– incineration	94	36	1	57
– other	2	0	0	2
– unspecified ¹	476	0	4	472

¹ All waste is treated by reliable suppliers and in accordance with national laws and regulations. Information regarding the handling method is not available



Social Care

Strategic target: Top ranking in business ethics

Cramo aims to be a responsible corporate citizen, contributing to a sustainable future and generating value for all our stakeholders and for society. We endeavour to take an active role in the communities we operate in, and we encourage our employees to contribute to local charity projects.

– from the Cramo Care Policy

Social Care

Topics	Key performance indicator	Target	Outcome 2019	Outcome 2018	Outcome 2017	Outcome 2016	Status ¹
Business ethics	Number of legal proceedings (human rights, corruption, environment)	0 legal proceedings	0	0	0	0	✓
	Share of employees getting Code of Conduct training ^{2,3}	100%	74%	33%	77%	73%	○
	Share of employees that have confirmed in writing that they have read and understood the Code of Conduct ^{2,4}	100%	74%	n/a	n/a	n/a	○

1 ✓ On-going – excellent progress or target achieved ○ On-going – on track ✗ On-going – not on track

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

3 Employees that have received Code of Conduct training during the last two years are included

4 New KPI since 2019

Highest ethical standards

It is vital that our customers, investors, employees, suppliers and other stakeholders trust that we conduct business in an ethical, transparent and lawful manner. Everything we do has an impact. This is why we make sure that day-to-day decisions are based on doing business properly and with integrity. This supports us in maintaining long-term relationships with our stakeholders.

Our Code of Conduct, with its focus on helping our employees make the right decisions, guides us in our daily work. The Code covers areas such as compliance with laws and policies, creation of safe, healthy workplaces, and our conduct as a responsible corporate citizen.

Cramo has also established a specific Code of Conduct for suppliers, since we encourage our business partners to adhere to similar high ethical standards. Cramo prioritises long-term collaboration with suppliers. Most of our machinery and equipment is purchased from suppliers in Europe, the US and Japan.

See the full [Code of Conduct](#) and [Supplier Code of Conduct](#).

Transparent communication and anchoring

Our ethical guidelines are systematically communicated and anchored throughout the organisation. We train our employees in our values and strengthen our corporate culture with the objective of excelling in customer satisfaction. The Code of Conduct is translated into local languages and communicated to all our employees. It is also part of the onboarding process.

In 2019, a mandatory e-learning unit to support the implementation of our Code of Conduct was introduced to all Cramo employees. By the end of 2019, 74% of the employees had completed the e-learning and confirmed that they had read and understood the Code.

In 2019, we also launched Shape and Share – The Game. This entertaining game not only engages employees and management, it also facilitates discussions about ethical dilemmas and how to deal with them. During the year it had been played by the Group Management Team as well as local management teams and employees within administrative functions and in our operational organisation.

Following up on our Code of Conduct

Internal audits are conducted on a regular basis within Cramo and are an important tool for assessing the implementation of our Code of Conduct. The audits help us accomplish our objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of the risk management, control and governance processes. Internal auditing is an independent assurance and consulting activity, designed to add value and improve our operations. It protects and enhances our values by providing risk-based and objective assurance, advice and insight.

Our whistleblowing mechanism provides a way for all our employees to report suspicions of misconduct, that is, actions that do not align with our company values and that may harm individuals, the company or the environment. The system is provided by an external party, ensuring full anonymity for the whistleblower.

Any concern or issue reported by a whistleblower is treated seriously, fairly and promptly. Possible investigations are carried out in a discreet, confidential manner by the Vice President of Sustainability and the Director of Internal Audits. Possible investigations do not affect a whistleblower's employment status.

The number of cases reported through our whistleblowing system increased in 2019, from five cases in 2018 to eight cases. All cases were investigated, and the appropriate actions were taken. No case resulted in legal action.

The increase in whistleblowing cases indicates greater awareness among our employees regarding the importance of reporting suspicions of misconduct. Our whistleblowing channel is an early warning system to reduce risks, and it's an important tool for safeguarding high corporate governance standards and maintaining a high level of confidence in our operations. It is important that our employees know about its existence and how and when to use it.

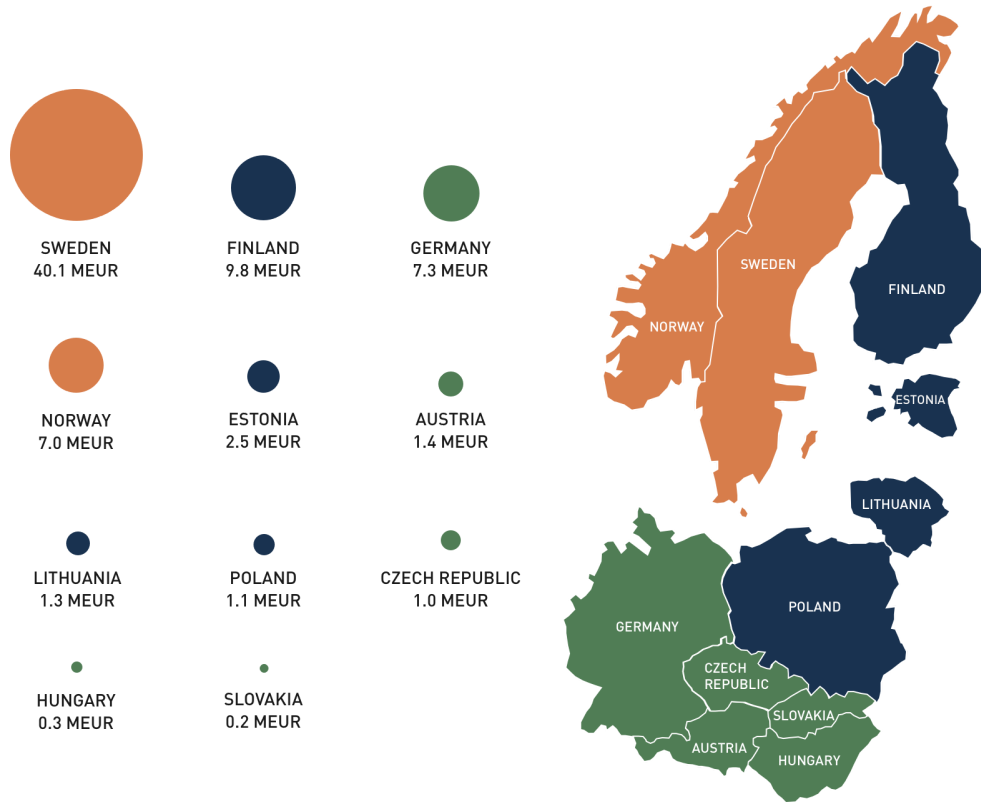
Except for the cases reported through the whistleblowing system, there was one case of fraud reported in Cramo's operations in 2019. The case was investigated by the company, which took actions, and was also reported to the legal authorities.

Cramo as a taxpayer

Cramo is committed to compliance with all applicable tax laws, rules and regulations in every jurisdiction it conducts business activities in. By creating jobs and paying taxes, we contribute to a functioning society in all

countries we operate in.

Our operations create added value through taxes to society in 11 countries: Finland, Sweden, Norway, Estonia, Lithuania, Poland, Germany, Austria, Hungary, Czech Republic and Slovakia.



In 2019, Cramo paid EUR 72.1 (106.1; 2018) million in taxes to governments in countries that the Group has operations in. Our main tax payments are corporate income tax and value-added tax (VAT). A total of EUR 11.2 (20.0; 2018) million was paid in corporate income tax and EUR 61.0 (86.1 in 2018) million was paid in VAT (net).

Cramo follows international transfer pricing guidelines and local laws. Business-driven decisions are made taking relevant tax considerations into account. VAT is reported on a net basis, which is VAT on sales, less VAT on purchases and investments.

Cramo contributes to social sustainability

Being a responsible corporate citizen is a long-term commitment for us. At the Group level, we have been a main sponsor of SOS Children's Villages since 2008. Over the years, we have contributed some 760,000 euros to their work in Ukraine, Russia, Latvia and Estonia. Our commitment involves providing financial support, marketing and sales expertise, and access to Cramo's business network, with the intention of facilitating the long-term operations of SOS Children's Villages and further collaboration with the Baltic business community.

Running high-quality social care operations in the Children's Villages is resource-intensive. Over the past decade, support from Cramo has helped to ensure that over 200 children and adults have had access to everything from family-strengthening programmes to a loving home in a children's village. The family-strengthening programmes are tailored to each family's specific situation and needs, which may involve, for instance, psychological support, microloans or aid in the form of treatment, medicine and education.

Cramo's support in 2019 has helped to ensure for example that:

- Lunch and dinner have been provided to 15 children in one Children's Village
- 26 children and adults have received support through the family-strengthening programmes for one year

With this support long-term sustainable societies are created that are based on children and adults receiving loving care, education and support, completely in line with our Cramo Care sustainability strategy.

In addition to our support for SOS Children's Villages, Cramo also supports several local community

involvement initiatives in the different markets where we operate.

2020

In 2020, we will continue to have a strong focus on business ethics. We will further improve our business ethics compliance procedures, and we will also further develop our approach to community involvement.



GRI Index

Universal standards

		Link	Remark
GRI 101	Foundation 2016		
GRI 102	General Disclosures 2016		
102-1	Name of the organisation	A leading equipment rental company	
102-2	Activities, brands, products, and services	Broad offering	
102-3	Location of headquarters	A leading equipment rental company	
102-4	Location of operations	A leading equipment rental company	
102-5	Ownership and legal form	A leading equipment rental company	
102-6	Markets served	A leading equipment rental company	
102-7	Scale of the organisation	A leading equipment rental company, Broad offering, Key figures in 2019	
102-8	Information on employees and other workers	Employee Care	
102-9	Supply chain	Social Care	
102-10	Significant changes to the organisation and its supply chain		During 2019, the modular space business operating under the Adapteo brand was demerged.
102-11	Precautionary principle or approach	Environmental Care	
102-12	External initiatives	Cramo's strategic approach to sustainability, Social Care	
102-13	Membership of associations	Cramo's strategic approach to sustainability	
102-14	Statement from senior decision-maker	President and CEO's review	
102-16	Values, principles, standards, and norms of behaviour	Cramo NXT – a strategy for growth and differentiation, Social Care	
102-18	Governance structure	Consistent and transparent corporate governance, Cramo's strategic approach to sustainability	
102-40	List of stakeholder groups	Stakeholder relations	
102-41	Collective bargaining agreements	Employee Care	
102-42	Identifying and selecting stakeholders	Cramo's strategic approach to sustainability, Stakeholder relations	
102-43	Approach to stakeholder engagement	Stakeholder relations	None of the engagement was undertaken specifically as part of the report preparation process.

102-44	Key topics and concerns raised	Stakeholder relations	
102-45	Entities included in the consolidated financial statements	Financial Statements and Board of Directors' report	Adapteo is included in the organisation's consolidated financial statements but is not covered by the sustainability report.
102-46	Defining report content and topic boundaries	Cramo's strategic approach to sustainability	
102-47	List of material topics	Cramo's strategic approach to sustainability	
102-48	Restatements of information		LTIR (Number of work-related accidents with at least one full day absence/million working hours) from 2018 is adjusted from 9.5 to 8.8 due to adjusted numbers of working hours.
102-49	Changes in reporting	Cramo's strategic approach to sustainability	Some changes in topics and targets have been made based on Cramo's new sustainability strategy.
102-50	Reporting period		January 1-December 31,2019
102-51	Date of most recent report		March 4, 2019
102-52	Reporting cycle		Calendar year
102-53	Contact point for questions regarding the report	Stakeholder relations	
102-54	Claims of reporting in accordance with the GRI Standards		This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI content index	GRI Index	
102-56	External assurance		No assurance

Material topics

Customer Care

		Link	Remark
Material topics: Customer satisfaction, Health and safety, Resource efficiency, Business ethics, Responsible suppliers			
GRI 103	Management Approach 2016		
103-1	Explanation of the material topic and its boundary	Cramo's strategic approach to sustainability	
103-2	The management approach and its components	Cramo's strategic approach to sustainability, Customer Care	
103-3	Evaluation of the management approach	Customer Care	
GRI 302	Energy 2016		
302-5	Reductions in energy requirements of products and services	Customer Care	
GRI 308	Supplier Environmental Assessment 2016		
308-2	Negative environmental impacts in the supply chain and actions taken	Cramo's strategic approach to sustainability, Customer Care	
GRI 414	Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	Cramo's strategic approach to sustainability, Customer Care	
GRI 416	Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Customer Care	

Employee Care

		Link	Remark
Material topics: Employee satisfaction, Health and safety, Skills development, Diversity and equality			
GRI 103	Management Approach 2016		
103-1	Explanation of the material topic and its boundary	Cramo's strategic approach to sustainability	
103-2	The management approach and its components	Cramo's strategic approach to sustainability, Employee Care	
103-3	Evaluation of the management approach	Employee Care	
GRI 401	Employment 2016		
401-1	New employee hires and employee turnover	Employee Care	
GRI 403	Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Employee Care	Occupational health and safety management systems have been implemented locally in all our markets. The management systems are implemented mainly because of legal requirements and cover 98% of the employees and in Sweden also franchises. In Finland, Sweden and Estonia, the occupational health and safety management systems are certified according to ISO 45001 or the like. Our aim is certification in all Cramo markets.

403-2	Hazard identification, risk assessment, and incident investigation	Employee Care	All markets have a process in place for employees to report work-related hazards and hazardous situations. Nine of Cramo's eleven markets have a process in place to identify work-related hazards and assess risks on a routine and non-routine basis and a policy and a process in place for employees to remove themselves from work situations that they believe could cause injury or ill health. Nine of Cramo's eleven markets also have a process in place to investigate work-related incidents to determine corrective actions and to determine improvements needed in the occupational health and safety management system.
403-3	Occupational health services	Employee Care	Ten of Cramo's eleven markets offer occupational health services to the employees.
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Care	Seven of Cramo's eleven markets have a process in place for employee participation and consultation in the development, implementation and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to employees. Five of Cramo's eleven markets have formal joint management - worker health and safety committees.
403-5	Worker training on occupational health and safety	Employee Care	All markets provide occupational health and safety training to employees.
403-6	Promotion of worker health	Employee Care	Seven of Cramo's eleven markets offer access to non-occupational medical and health care services to the employees. Six of Cramo's eleven markets offer voluntary health promotion services or programs to employees.

403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Customer Care, Social Care	
403-8	Workers covered by an occupational health and safety management system	Employee Care	<p>Employees covered by an occupational health and safety management system: 2,641 (98%)</p> <p>Employees covered by an internally audited occupational health and safety management system: 1,916 (71%)</p> <p>Employees covered by a certified or externally audited occupational health and safety management system: 1,829 (68%)</p> <p>In Sweden, franchises are covered by the occupational health and safety management system certified according to ISO 45001. Other workers, other than employees, are not covered by Cramo's occupational health and safety management systems since they are covered by similar systems by their employers.</p>

403-9	Work-related injuries	Employee Care	<p>Number (and rate) of recordable work-related injuries: 119 (25.6)</p> <p>Number (and rate) of work-related injuries with at least one full day absence: 45 (9.7)</p> <p>Number (and rate) of high-consequence work-related injuries: 1 (0.2)</p> <p>Number (and rate) of fatalities: 0 (0)</p> <p>Number of hours worked: 4,657,089</p> <p>The numbers include franchises in Sweden. Other workers, other than employees, are not covered by Cramo's occupational health and safety management systems since they are covered by similar systems by their employers.</p> <p>The main types of work-related injuries are due to falling, slipping, cutting and heavy lifting.</p> <p>Rates are calculated using 1,000,000 hours worked.</p>
GRI 405	Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Employee Care	
GRI 406	Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Employee Care	

Environmental Care

		Link	Remark
Material topics: Resource efficiency, Reduced environmental footprint, Increased circularity			
GRI 103	Management Approach 2016		
103-1	Explanation of the material topic and its boundary	Cramo's strategic approach to sustainability	
103-2	The management approach and its components	Cramo's strategic approach to sustainability, Environmental Care	
103-3	Evaluation of the management approach	Environmental Care	
GRI 302	Energy 2016		
302-1	Energy consumption within the organisation	Environmental Care	
302-3	Energy intensity	Environmental Care	
GRI 305	Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Environmental Care	
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Care	
305-3	Other indirect (Scope 3) GHG emissions	Environmental Care	Scope 3 GHG emissions from air travel are included in the report.
305-4	GHG emissions intensity	Environmental Care	
GRI 306	Effluents and Waste 2016		
306-2	Waste by type and disposal method	Environmental Care	

Social Care

		Link	Remark
Material topics: Local engagement, Business ethics			
GRI 103	Management Approach 2016		
103-1	Explanation of the material topic and its boundary	Cramo's strategic approach to sustainability	
103-2	The management approach and its components	Cramo's strategic approach to sustainability, Social Care	
103-3	Evaluation of the management approach	Social Care	
GRI 205	Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	Social Care	
205-3	Confirmed incidents of corruption and action taken	Social Care	
GRI 307	Environmental Compliance 2016		
307-1	Non-compliance with environmental laws and regulations	Social Care	
GRI 419	Socioeconomic Compliance 2016		
419-1	Non-compliance with laws and regulations in the social and economic area	Social Care	