



SHARED RESOURCES SIMPLIFIED

CRAMO GROUP
SUSTAINABILITY REPORT 2021

C R A M O



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About the report

This report has been prepared in accordance with the GRI Standards: Core option.

The contents of this report cover sustainability issues identified as being business-critical to our stakeholders with regards to both positive and negative impacts throughout our value chain. Our primary stakeholders are our customers, employees, partners and suppliers, local communities and trade and other associations. Our major positive and negative impacts are related to sustainable customer use, transports and logistics and sustainable sourcing.

It should be noted that until November 2021 Latvia were part of the Cramo Lithuania operations. In this report Latvia is included as part of Lithuanian operations.

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A leading equipment rental company

Ever since the beginning of the 1950's Cramo has been a pioneering force in the rental industry. Responding first to the European post-war reconstruction, hard-to-come-by professional equipment became more readily available through shared resources. Then to suit the needs of customers, by extending the offer to include not only a full range of products but also rental related services and support.

For more than 60 years we have strived to make the working days and lives easier and better for our clients. We have done this by providing the best equipment available and by sharing our knowledge and passion for service. Our customers are today both small and big companies in the construction industry, trade and industry, public sector but also private customers.

Since 2020 Cramo is part of Boels Rental and together form Europe's second largest service and equipment provider in the rental industry. With a dedicated focus on business ethics and sustainability the Boels-Cramo Group now operates in 17 countries.

Cramo serves Northern Europe which has been defined as Sweden, Finland, Norway, Estonia, Lithuania and Latvia. 200 depots, 1953 rental professionals and over 200 000 machines serve our +100 000 customers in Northern Europe. Our mission is to lead our markets by being the customers' rental partner of choice, offering the best quality equipment and the highest levels of service from our team of passionate people.

Cramo's head office is located in Vantaa, Finland. The Boels Rental head office is located in Sittard, Netherlands.



Sustainability as a foundation for our business

We believe that a circular economy is one step closer towards a more sustainable construction industry. Rental is a circular business model and efficient sharing of equipment reduces resource depletion and mitigates CO₂ emission. The journey towards circularity is an important one for Cramo. 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'S STRATEGIC APPROACH TO SUSTAINABILITY

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. By providing users with easy access to a modern, efficient fleet of machinery and equipment, just for the time they need them, Cramo helps its customers in the transition to a circular economy. 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.

Our sustainability strategy also generates value for our customers and other stakeholders by leading to greater cost effectiveness, improved access to products with the highest safety and environmental standards, and a reduced environmental impact.



Accelerating sustainability is a challenge that defines our era and is a central theme for Cramo. We have worked hard and made significant progress in our sustainability work which is led by our vision of "shared resources simplified". At the heart of this are our employees. Ensuring a safe, nurturing workplace, where our employees can perform to their fullest potential is one of our key components for sustainable growth. To ensure continuous improvement and a good social, environmental, and financial performance, our sustainability strategy has defined targets, key performance indicators and concrete activities as a part of the coming year's business planning. All this is meticulously governed by our sustainability program – Cramo Care.

Martin Holmgren, President and CEO, Cramo Group



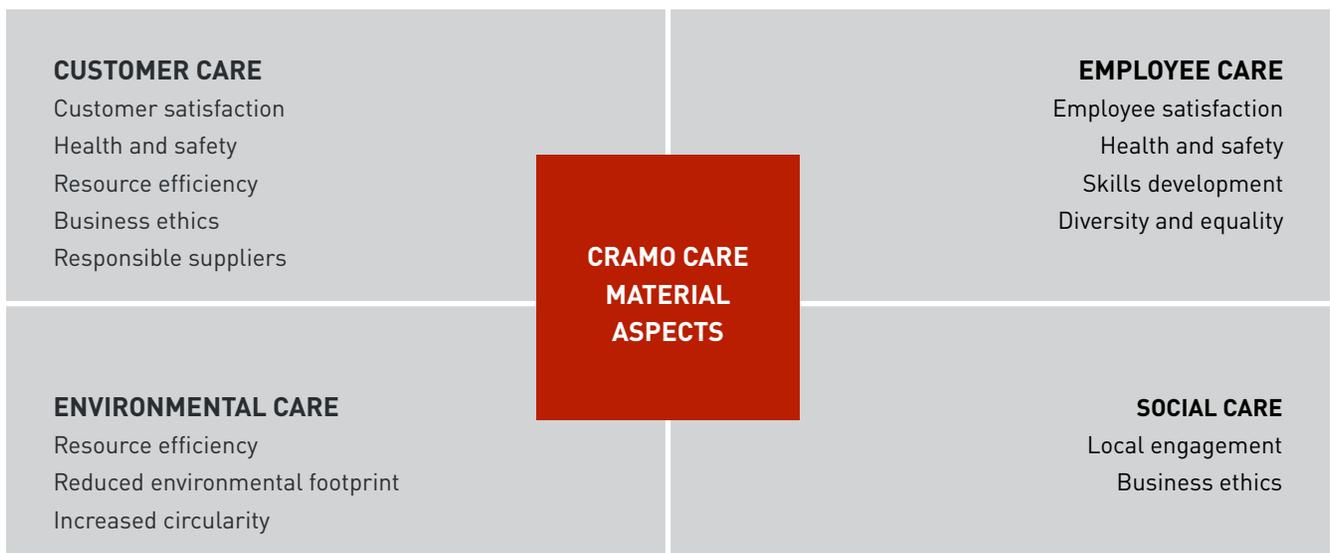
OUR STRATEGY FOR A SUSTAINABLE BUSINESS

The foundation of our sustainability strategy is a materiality study that identified our stakeholders' top priorities and our major impacts throughout the value chain. Cramo has had a strategic approach to sustainability since 2010 and constantly evaluates our stakeholder's main concerns. Our current strategy period extends between 2020-2023 based on our materiality assessment performed in 2019. The assessment includes stakeholder groups of Customer, Employees, Partners and suppliers, Local communities, and Trade and other associations. The impact in our value chain includes negative and positive impacts in; Supply chain, Cramo operations, Transportation, Customer use, and End of life (for details see annex I).

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

CRAMO CARE MATERIAL ASPECTS

Based on the materiality assessment our materiality aspects are defined and described in four focus areas, Customer Care, Employee care, Environmental care, and Social care. All these put together make up our sustainability work our Cramo care model. In each focus area targets, key performance indicators and results and enablers are described. The model is well established and ensures that we work with all aspects of corporate social responsibility throughout the organisation.





THE KEY ELEMENTS OF OUR SUSTAINABILITY STRATEGY

1. Moving towards circularity

The circular economy aims to design out waste and introduces a strict differentiation between consumable and durable components of a product. It also replaces the concept of a consumer with that of a user, something that is well known to Cramo through our rental business model.

Responsible sharing of resources is the core of our business, and we see a great potential in our business model since it enables more efficient use of equipment and facilitates the transition to a circular economy. 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.

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 KEY ELEMENTS OF OUR WORK TOWARDS CIRCULARITY



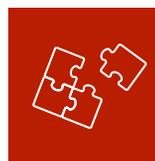
1. Replacing the concept of a consumer with that of a user

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. By providing users with easy access to a modern, efficient fleet of machinery and equipment, just for the time they need them, Cramo helps customers achieve their own sustainability targets and facilitates the transition to a circular economy. Depending on specific user practice, renting instead of owning can lead to significant reductions in CO₂ emissions.



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 more than 90% renewable electricity at our depots. We are also implementing the use of biofuels in our machines as an alternative to decrease the carbon footprint of our equipment and we participate in projects aiming to create CO₂-free and emission free construction sites. Our contribution to these projects has varied from the provision of battery driven equipment to providing fossil-free heating solutions.



3. Sustainable sourcing

In order to further improve our work and move towards a more sustainable sourcing, we focus on increasing the share of spend from suppliers that have signed our Code of Conduct. We also work on developing anti-corruption, human rights, health and safety and environmental risk assessments on critical suppliers. Our aim is to work together with suppliers to decrease negative environmental and social impact from rental equipment and site huts.



4. Increasing the life span of rental units

We have developed a systematic way of prolonging the lifetime of our assets by upgrading parts and functionalities. By steering the right level of maintenance, we ensure that we maximise the lifetime of our equipment, thus saving resources. In all applicable maintenance situations, we use products with low environmental impact, for example biodegradable hydraulic oil. We also continuously reallocate our equipment based on the current demand, in order to increase utilisation and minimise our stock levels.

OUR STRATEGIC TARGETS

Cramo aspires to advance 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

	STRATEGIC TARGET	TARGET	OUTCOME 2021	OUTCOME 2020	STATUS ¹
Customer Care	Most satisfied customers in the industry	CSI ² steady over 75	75	75	✔
		Share of units powered by electricity within the energy powered fleet: 90% by 2023	86%	85%	✘
Employee Care	Zero accidents	LTIR ³ 0 by 2023	9.4	8.2	✘
Environmental Care	Zero emissions	Emissions ⁴ (tonnes/MEUR sales) <13.5 tonnes/MEUR by 2023 (equals a 10% reduction vs 2019)	12.1 tonnes/MEUR	13.6 tonnes/MEUR	✔
Social Care	Top ranking in business ethics	0 legal proceedings (human rights, corruption, environment)	0	0	✔

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

2 Weighted average. Latvia is for statistical reasons excluded from the survey.

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

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





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 a group Sustainability Manager with the responsibility of monitoring our performance and developing and anchoring the strategy in the organisation. To accomplish our ambitions, we have established a forum with Cramo Care manager from each country to share knowledge and find efficient solutions for improvements to be implemented in all markets where applicable.

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

Sustainability Manager

- Development, anchoring and monitoring of Group sustainability strategy and policies
- 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 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





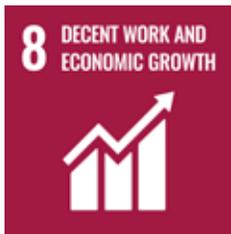
CRAMO AND THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals, established by the United Nations, address global challenges such as poverty, inequality, climate change, environmental degradation and peace and justice. The 17 goals are all interconnected, aiming at achieving a better and more sustainable future by 2030. They are relevant to each person, public and non-governmental organisation as well as to each company.

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 our operations.



#5 Gender equality. A corporate culture based on diversity contributes to the positive future development of Cramo. Our target is to have 15% female employees within the operational organisation and 20% female managers by 2023. We also want to develop alternative ways of meeting the demands from customers regarding diversity and gender equality. One such example is development of our site huts enabling separate changing facilities for men and women.



#8 Decent work and economic growth. 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. 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. We aim for zero accidents at job sites.



#12 Responsible consumption and production. 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 impact of rental equipment and to meet customer demands by focusing on sustainable customer use, transports and logistics and sustainable sourcing. One such example is Cramo Eco Choice, our programme to support our customers in replacing non-renewable fuels with renewable energy by promoting emission free and hybrid alternatives to diesel or petrol driven 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.

Certifications, partnership and ratings

ISO CERTIFICATIONS 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 2021, 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. ISO 9001 and ISO 14001 have now been implemented in Cramo operational markets in Sweden, Finland, Estonia, Lithuania and Norway. ISO 45001 has been implemented in Sweden, Finland, Estonia, and Lithuania. Norway is due to have the ISO 45001 certification or the like by the end of the current strategy period.

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.

Recent work of the sustainability committee includes researching the carbon footprint of construction

equipment, developing the ERA Equipment CO₂ Calculator and producing a Sustainable Supplier Framework to raise common standards to set the industry best practice guidelines and raise common practices across the industry.

Cramo is 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.

IMPROVED CDP SCORING

CDP is a not-for-profit charity that runs a global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. In 2021, over 13,000 companies, cities, states, and regions disclosed environmental information and data through CDP; Cramo was one of them.

Cramo is focused on being a climate- and resource-efficient rental solutions company. We have been reporting to the CDP since 2013 and continuously improved our score. In 2021, we received a score B (B- 2020). The improved result shows that we are taking coordinated action on climate issues and 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.

CRAMO IN SWEDEN AWARDED A PLATINUM RATING BY ECOVADIS

EcoVadis is one of the world's largest providers of business sustainability ratings, with more than 75,000 rated companies. Their methodology is built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact, and the ISO 26000.

In 2021, Cramo in Sweden was awarded with a platinum medal by EcoVadis, which is the highest rating level according to their methodology. Only one percent of the 75.000 rated companies receive the platinum rating. The rating includes areas such as environmental performance, occupational health and safety, human rights, business ethics and sustainable sourcing. The result is yet another proof of the high quality of our sustainability work.





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 use, 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 2021	OUTCOME 2020	STATUS ¹
Customer satisfaction	Customer Satisfaction Index (CSI)	CSI ² steady over 75	75	75	
Customer use	Share of units powered by electricity within the energy powered fleet ⁴	90% by 2023	86%	85%	
	Energy use from site huts	220 kWh/m ² by 2023	210 kWh/m ²	215 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	6,026 ³ (a 5% decrease)	6,372 ³ (a 28% decrease)	
Sustainable sourcing	Share of purchase spend covered by Supplier Code of Conduct ⁴	>60% by 2023	39%	28%	

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

2 Weighted average. Latvia is for statistical reasons excluded from the survey.

3 The number has been affected by the Covid-19 pandemic.

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

We have successfully implemented ISO Management standard 9001 in Norway, Finland, Sweden, Estonia and Lithuania.



MONITORING CUSTOMER SATISFACTION

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.

Our strategic target is to have the most satisfied customers in the industry. In 2021 the customer satisfaction target, a Customer Satisfaction Index of 75, was reached, with a level of 75 (same level as in 2020). Cramo's ability to deliver with speed, acting as a reliable business partner and delivering a great personal service level continues to be important satisfaction drivers that at same time receive high scores from the customers. During 2021 it is also clear that Cramo strengthens its reputation as supplier, relative the competition. Cramo shows improvement regarding the perceived service level and quality equipment compared to other rental companies. The customer loyalty continues to be strong, with more than three of four existing customers stating they would choose to rent from Cramo the next time.

The results and insights are based on a quantitative survey covering the five markets containing more than 800 customer interviews.

VISION OF ZERO ACCIDENTS AT JOB SITES

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. Safety sheets for all our equipment are available in our product database. Cramo also provides a wide range of safety equipment and more comprehensive safety solutions.

We follow and continuously monitor national laws as well as industry-specific safety regulations. External safety training for customers, subcontractors, suppliers, and other external parties is provided in all our markets. In 2021, a total of 6,026 (6,372 in 2020) 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. The decrease in participants is mainly due to the covid-19 pandemic. Our vision is zero accidents at job sites.

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. 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 9,000 digitally connected units. The periodic maintenance is carefully planned in accordance with our planning framework.



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. 86% 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 2020, we introduced Cramo Eco Choice with the aim of promoting emission free and hybrid alternatives to diesel or petrol driven equipment, enabling our customers to make a more sustainable choice. During 2021, we invested further in emission-free machines and continued to develop the concept of Eco Choice. The number of machines within the Eco Choice fleet has been increased and we have made it easier for our customers to find

which products that we recommend as a more sustainable choice.

We are also implementing the use of biofuels in our machines as an alternative to decrease the carbon footprint of our equipment. As an example, Cramo in Sweden decided in 2020 to replace diesel with the biofuel HVO100 (i.e. hydrotreated vegetable oil), when fuelling machines delivered to customers. CO₂e emissions from HVO100 are up to 90% lower compared to diesel.

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, analysing every single site hut component, including the flooring, windows and insulation used. In 2021 the average energy use in our site huts decreased from 215 kWh/m² to 210 kWh/m².



CRAMO ECO CHOICE

Cramo Eco Choice was introduced in 2020 with the aim of promoting emission free and hybrid alternatives to diesel or petrol driven equipment, enabling our customers to make conscious sustainable choices. Increasing the electrified fleet is high on the agenda in Cramo.

The Eco Choice fleet consisted of electric, battery driven and hybrid equipment that can be used as a sustainable alternative to fuel operated equipment. In 2021 Cramo Eco Choice fleet was increased with machines that have a stage V classified engine. Stage V classification is an emission standard for non-road mobile machinery with spark/compression ignition engines. It limits carbon monoxide, nitrogen oxides and hydrocarbons, as well as number of particles emitted to the atmosphere. The equipment may be used in "Low emission zones" in cities and has a low fuel consumption that gives a lower CO₂ emission.



With Cramo Eco Choice our customers are further enabled to reach their targets connected to ISO 14001, CDP, UN Global Compact, the Sustainable Development Goals, and other similar initiatives.

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.

More efficient equipment sharing

Equipment Pool is an application for mobile devices that allows control of all machines and equipment at the construction site in a smarter way. Sensors on each unit provide a real-time overview of all equipment: where it is, who uses it, and when it is available for rent. Equipment can therefore be shared by all at a construction site. The benefits are increased productivity, better safety, lower costs,

and better climate accounting on the construction site. During 2021 Cramo tested the application as a pilot with one of our customers. The benefits seen so far included fewer transports to and from the construction sites, and better access to more machines.

Cramo Insights for better decisions

Access to information is the most important factor for continuous improvements in day-to-day work. We have developed a platform, called Cramo Insights, that provides real-time data on the construction site. Insights can collect data from wind, dust, machines, entry and exit points on construction sites and more. The data is presented on a screen with an exact status of everything that needs to be measured and presented.

VillaZero – A unique development project where a carbon neutral single-family house is being built with the most sustainable building technology and building materials of the future.

Cramo is as a supplier of equipment, site huts and temporary electricity in the construction site, as well as our digital services to the project VillaZero. We provided energy measurements for the entire construction site and site huts. Via Cramo Insights access to data on energy use is available directly in real time, which made it possible for the construction company to make instant changes and ensure efficient energy use.





AIMING FOR CLIMATE NEUTRAL CONSTRUCTION SITES

Strategic partnerships with customers put us at the forefront in developing sustainable rental solutions and services. In 2021, we continued working in joint projects with some of our key customers to investigate the requirements for fossil-free, climate neutral and emission free construction sites. Our part in the projects has been to identify how we could eliminate the carbon footprint of our equipment.

In 2020, Cramo in Sweden also signed the roadmap towards a climate neutral construction and civil engineering sector. The roadmap has been established as part of the Swedish Government initiative Fossil Free Sweden and includes common goals, key factors for achieving the goals and an action plan for reaching the overall target of a climate neutral construction and civil engineering sector in Sweden by 2045.

Solar panels on site huts

Cramo has installed solar panels on site hut rigs for the first time. This solution aims to help our customers to meet their climate ambitions by increasing the use of renewable energy. Along with the solar panels, access to online monitoring is also provided so that project managers can monitor how much electricity is produced.

This first installation is placed on four roofs consisting of 10 panels mounted on separate frames per site hut roof, a total of 40 panels. The production of electricity is estimated to 11.2 kWh during optimal solar conditions and reduces the need for external power to supply site hut rig (or other). Should there be a surplus of electricity, this is delivered to the regular supply network on the construction site.



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 2021	OUTCOME 2020	STATUS ¹
Health and safety	LTIR (Number of work-related accidents with at least one full day absence/million working hours)	0 by 2023	9.4	8.2	
Diversity and equality	Number of legal proceedings (discrimination and sexual harassment)	0 legal proceedings	0	0	
	Share of female employees within the operational organisation (administrative HQ functions excluded)	15% by 2023	14%	11%	
	Share of female managers	20% by 2023	18%	18%	

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

We have successfully implemented the ISO 45001 Occupational Health and Safety Management Standard in Finland, Sweden, Estonia and Lithuania. Norway is due to have this certification by the end of the current strategy period.



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.

Monitoring employee satisfaction

As of 2021 we performed a common employee satisfaction survey for the entire Boels Rental group. We aim to gain insights on how our employees experience their daily work to understand our strengths and weakness as an employer. Through dialogue about the results and actions of improvements, we strive to create involvement and engagement from all employees. The overall purpose is to create a more sustainable work environment that contributes to high engagement and a great employee experience. The results are presented to our board to support decisions about future improvement priorities. Each manager with own direct reports is also accountable for following up the results and create actions for his/her team.

In the latest survey 80% of our employees agreed with the statement "I am proud to work at Boels/Cramo". This is an indication of a positive overall workplace experience and far above the survey average.



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 December 2021, seven winners, representatives from each country where Cramo operates and group functions, were awarded with an educational grant.

WE ARE SHAPERS. ■



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.

In 2020 the number of registered accidents at work sites increased. Part of the increase was due to sharp focus on the importance of reporting in some of our markets. During 2021 attention has been on strengthening our safety culture and leadership. We have had a sharper focus on follow-up from the Senior management team, training regarding work environment and increased knowledge sharing on safety measures between the countries. All registered work-related incidents are investigated, and preventative actions are taken. In 2021, the lost time injury rate (LTIR) was 9.4, the main increase concerns slip/trip/fall incidents.

Safety week

After reducing the 2020 HSE-week to a digital awareness day due to the Covid-19 pandemic, we were pleased to again have a full Health, Safety and Environment week in Norway. The overall focus area was zero accidents and thereby themed "Keeping the zero". The week was filled with activities, ranging from seminars, learning games, local events, and workshops to friendly competitions to strengthen the safety culture at Cramo and prevent accidents.

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. Different experiences and educational backgrounds are seen as strengths, and all forms of discrimination are to be counteracted.

In 2020, Cramo in Norway established a diversity forum to further increase the focus on diversity and equal opportunities within Cramo. The forum has

established definitions, KPI:s and initiatives to promote the work towards increased diversity.

This year the focus of the forum has been on diversity aspects in the recruitment process. For example, a method with blind resumes is used in the first selection phase where the personal information of the applicants is blanked out. Information like names, date of birth, or place of residence etc. is blanked out to eliminate biased assessment of the candidate even if it is not done consciously.

During 2021 Cramo Norway also started a corporation with a company (Ringer i vannet), to support persons who have been long-term unemployed with a new opportunity to the job market. Cramo offers a trainee period that in many cases leads to a permanent employment.

In 2021 a female network was started in the south of Sweden with the purpose to strengthen Cramo's work in gender equality and diversity issues. Issues discussed so far include recruitment, leadership, and employer branding. The network will include all of Cramo in Sweden during next year.

The share of female employees in the operational organisation was increased to 14% by the end of the year (11% in 2020) and the share of female managers was 18% (18% in 2020).

ACTIONS DUE TO THE COVID-19 PANDEMIC

The Covid-19 pandemic has continued to affect our markets in different ways during 2021. The local steering groups that we established at an early stage of the pandemic have been quick to respond to changes in rules and recommendations from local authorities that we follow strictly in every country of operation.

Most of our depots have been kept open and our employees have continued their work to serve our more than 100,000 customers. Occupational health and safety risk assessments were conducted in all markets and preventative actions such as safety glass in front of customer service counters, remote working, availability of disinfectants, more frequent surface cleaning, protective masks, and information signs, were taken.





**NUMBER OF EMPLOYEES
AT END OF PERIOD**

1,953

**Employees covered by collective
bargaining agreements**

73% 1,427

**Employees covered by an occupational
health and safety management system**

97% 1,903

Lost time injury rate¹

9.4

Absentee rate²

4.5%

Lost day rate³

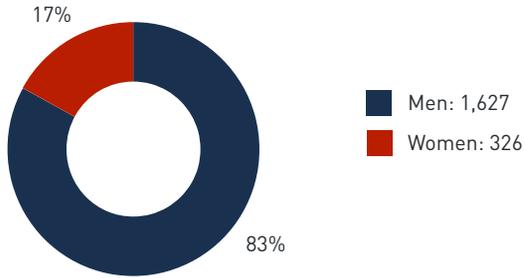
0.14

¹ Number of work-related accidents with at least one full day absence/Million working hours

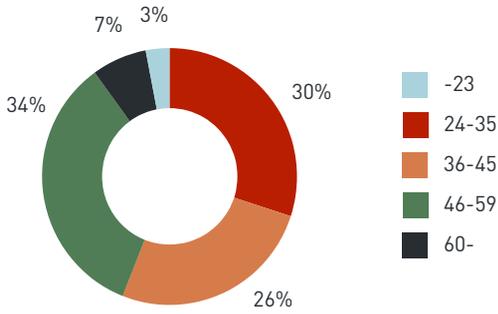
² Total number of absentee days/Total number of scheduled workdays

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

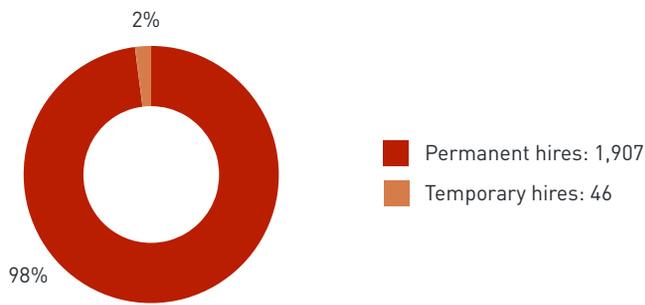
DIVERSITY - GENDER



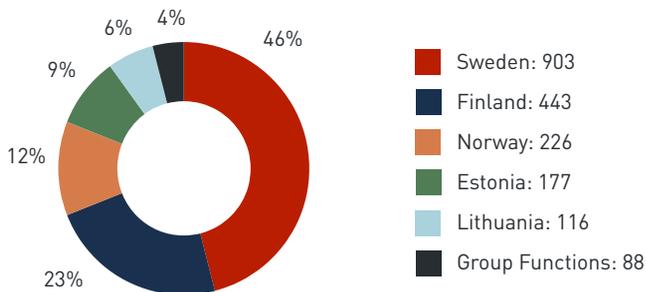
DIVERSITY - AGE



EMPLOYEE CONTRACTS



PERSONNEL BY COUNTRY





MRT 2650

scantruck

PRIVILEGE

701538

Employee turnover

Total	281
Men	227
Women	54
-23	16
24-35	93
36-45	81
46-59	64
60-	27

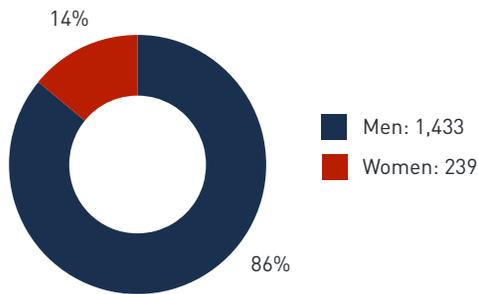
Employee turnover rate in 2021
14.7%

New employees

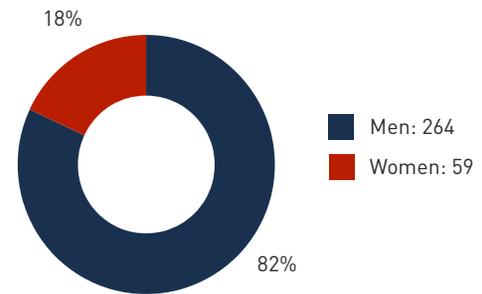
Total	359
Men	278
Women	81
-23	35
24-35	150
36-45	83
46-59	85
60-	6

Rate of new employee hires in 2021
18.8%

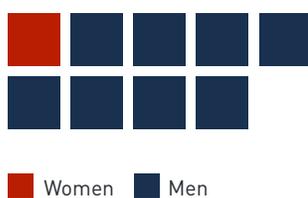
EMPLOYEES IN THE OPERATIONAL ORGANISATION



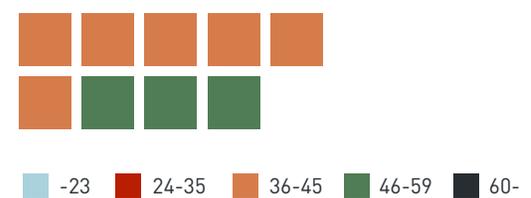
MANAGERS



GROUP MANAGEMENT - GENDER



GROUP MANAGEMENT - AGE



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 2021	OUTCOME 2020	STATUS ¹
Resource efficiency	CO ₂ e emissions, scope 1 and 2 ² (relative to sales)	<13.5 tonnes/MEUR by 2023 (equals a 10% reduction vs 2019)	12.1 tonnes/MEUR	13.6 tonnes/MEUR	
	Share of renewable electricity ³	>90% by 2023	88%	87%	
	Energy use, scope 1 and 2 (relative to sales)	<105 MWh/MEUR by 2023 (equals a 5% reduction vs 2019)	103.4 MWh/MEUR	105.7 MWh/MEUR	
	Share of mixed waste	<10% by 2023	12%	13%	

- 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 Electricity certified by Guarantee of Origin or similar system.

We have successfully implemented ISO Management Standard 14001 in Norway, Finland, Sweden, Estonia and Lithuania.





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.

Energy use, scope 1 and 2 relative to sales decreased in 2021 to 103.4 MWh/MEUR (105.7 MWh/MEUR in 2020) mainly due to efficient route optimisation, changes in locations of depots and local energy efficiency measures.

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. Our target is 90% share of renewable electricity by 2023 and we also invest in electrified company cars step by step. The decrease in 2021 to 12.1 tonnes/MEUR (13.6 tonnes/MEUR in 2020) is mainly due to more efficient use and an increased share of renewable energy in both scope 1 and 2.

The share of renewable electricity slightly increased to 88% in 2021 (87% in 2020). The increase this year was due to Cramo Estonia which switched electricity contracts to renewable electricity. In total approximately 30% of their used energy is produced from renewable energy. In 2022 the goal is to increase the share of renewable electricity up to 70% in Estonia. All electricity used by Cramo in Norway and Finland, and 90% of the electricity used by Cramo in Sweden, is renewable.

REDUCING BUSINESS TRAVEL

Another important aspect of reducing our climate impact is reducing business travel. During the covid-19 pandemic we have gained knowledge about when travelling is unnecessary and digital meetings work well. The knowledge provides us with basis to continue to limit our business air travel even after the pandemic.

CO₂e emissions from air travel was 69.8 tonnes in 2021 (81 tonnes in 2020). We still see low travel frequency mainly due to the Covid-19 pandemic. Most of the air traveling is within Europe, within and between countries where Cramo operates.

THE JOURNEY TOWARDS CLIMATE NEUTRALITY – NORWAY

The construction industry has an important role to play in reducing the negative impact of commercial operations on our planet. For Cramo it is important to act and be part of the solution. Cramo Norway has started the journey towards the goal to become climate neutral.

We have reached our target of climate neutrality when we reduced our footprint close to zero for scope 1,2 and 3 according to Greenhouse Gas protocol (GHG). In other words when all emissions from our operations either are neutralized or compensated.

SHARP FOCUS ON REDUCING AND 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 all our depots and at our headquarters, sorting and recycling waste is part of our daily routine. All waste is treated by reliable suppliers and in accordance with national laws and regulations.

Since 2018 Cramo Norway has implemented reusable material to replace plastic coverage of site huts during transport and storage. By switching to custom-made tarpaulin we save several tonnage of plastics every year. The tarpaulin can be used several times and the cover can easily be repaired in the event of damage, and thus have a longer service life. We estimate a saving of 6-7 tonnes plastic every year. The same solution is now being implemented in Cramo Sweden.

Our share of mixed waste continued to decrease in 2021 to 12% (13% in 2020).

Reduction on hazardous waste

A review of the use of chemical products has been made in Sweden, Norway and Estonia to substitute hazardous chemical products with less hazardous alternatives. The review and certain tests have led to several products being replaced with alternatives that are safer for the user and have less environmental impact. The improvements also mean that we can reduce the number of chemical products needed and eventually reduce hazardous waste from our operations.

RAMO



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RAMO

Climate emissions 2021, tonnes CO₂e

Scope 1 (direct energy use)	4514.3
– transportation	4216.4
– stationary combustion	297.9
Scope 2 (purchased energy), location-based	2150.7
– electricity	1333.6
– heating	816.9
– electric vehicles	0.2
Scope 2 (purchased energy), market-based	1467.2
– electricity	650.1
– heating	816.9
– electric vehicles	0.2

Energy use 2021, MWh

	Renewable	Non-renewable
Scope 1 (direct energy use)	736.4	18106.3
– transportation	324.5	16670.2
– stationary combustion	411.9	1436.1
Scope 2 (purchased energy, marked based)	22653.4	9841.2
– electricity	18022.2	2578.5
– heating	4625.8	7261.1
– electric vehicles	5.4	1.6

Waste and recycling 2021

Total weight of waste, tonnes	4325
Of which:	
– non-hazardous waste	3542
– hazardous waste	783
Of which:	
– non-mixed waste	3804
– mixed waste	521
Handling method, non-hazardous waste, tonnes	
– recycling	1567
– landfill	148
– incineration	1778
– other	0.064
– unspecified ¹	47
Handling method, hazardous waste, tonnes	
– recycling	216
– landfill	16
– incineration	78
– other	473
– unspecified ¹	-

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 2021	OUTCOME 2020	STATUS ¹
Business ethics	Number of legal proceedings (human rights, corruption, environment)	0 legal proceedings	0	0	
	Share of employees getting Code of Conduct training ^{2,3}	100%	93%	86%	
	Share of employees that have confirmed in writing that they have read and understood the Code of Conduct ²	100%	93%	86%	

- 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.



HIGHEST ETHICAL STANDARDS

It is vital that our customers, employees, suppliers, and other stakeholders trust that we conduct business in an ethical, transparent, and lawful manner. Everything we do has an impact. Therefore, 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.

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. The training was outlined to all employees as a mandatory training again 2021. The numbers of employees that has signed the Code of Conducts increased to 93% (86% 2020).

WHISTLEBLOWING

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 whistle-blower.

Any concern or issue reported by a whistle-blower is treated seriously, fairly and promptly. Possible investigations are carried out in a discreet, confidential manner and do not affect a whistle-blower's employment status.

The number of cases reported through our whistleblowing system increased in 2021, from four cases 2020 to eight cases 2021. The reason for this is most likely the revised version of our mandatory Code of Conduct e-learning that was released in May 2021, including more explicit instructions on how to report a whistleblowing case. All cases were investigated, and the appropriate actions were taken. Three cases resulted in legal actions for one or more employees.

In 2021, we had one case of sexual harassment reported through our whistleblowing channel. The case came in during December and is still under investigation through 2021.

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.

CRAMO CONTRIBUTES TO SOCIAL SUSTAINABILITY

Cramo supports several local community involvement initiatives in the different markets where we operate. Some examples from 2021 are:

- Lending modular space and site huts to cities in Lithuania to be used during the Covid-19 pandemic, as temporary mobile virus testing facilities for those in need.
- Cramo Lithuania is running a project called "Join the Cramo Mustache Club - Check your Health!" Via the project we offer customers, directly on construction sites or nearby our depots, an opportunity to do the check up for prostate cancer.
- Cramo Finland actively support a social care program for elderly people called "Gubbe". The aim of the program is to ensure that lonely and/or low-income elderly has a happy and active old age. Every elderly person gets a contact, who is appointed to visit regularly throughout the year. Cramo Finland enables this service for one elderly person for one year.
- Donation of free rent of equipment and machines for different events in Estonia such as: handcraft workshop of Maarja Küla for people with special needs, filming of the students' semester works of the Baltic Film, Media and Arts School.
- In Cramo Norway each employee is encouraged to contribute to the society by being offered one full paid day per year for social work. Due to Covid-19 unfortunately the activities have not been carried out during 2021.

Annex I

OUR STAKEHOLDERS' TOP PRIORITIES

STAKEHOLDER GROUP	PRIORITIES
Customers	<ul style="list-style-type: none"> • issues included in Cramo's mission, vision and value proposition • health and safety • business ethics • resource efficiency • operational excellence • responsible suppliers • innovations ensuring future success • strong brand
Employees	<ul style="list-style-type: none"> • issues included in Cramo's mission, vision and value proposition • employee satisfaction • health and safety • diversity and equality • skills development • development plans and goals • business ethics and sustainability issues • performance management
Partners and suppliers	<ul style="list-style-type: none"> • responsibility throughout the supply chain • energy efficiency and other environmental aspects • safety • efficient processes • promoting sustainability and sharing
Local communities	<ul style="list-style-type: none"> • engaging with and supporting local communities
Trade and other associations	<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

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

GRI index

UNIVERSAL STANDARDS

		PAGE	REMARK
GRI 101	Foundation 2016		
GRI 102	General Disclosures 2016		
102-1	Name of the organisation	4	
102-2	Activities, brands, products and services	4	
102-3	Location of headquarters	4	
102-4	Location of operations	4	
102-5	Ownership and legal form	4	
102-6	Markets served	4	
102-7	Scale of the organisation	4	Information regarding net sales and total capitalisation is to be found in the organisation's consolidated financial statements.
102-8	Information on employees and other workers	28-31	
102-9	Supply chain	40	
102-10	Significant changes to the organisation and its supply chain		No significant changes.
102-11	Precautionary principle or approach	32	
102-12	External initiatives	11, 20-21	
102-13	Membership of associations	12	
102-14	Statement from senior decision-maker	5	
102-16	Values, principles, standards and norms of behaviour	4, 40	
102-18	Governance structure	10	
102-40	List of stakeholder groups	42	
102-41	Collective bargaining agreements	28	

102-42	Identifying and selecting stakeholders	6	
102-43	Approach to stakeholder engagement	6	None of the engagement was undertaken specifically as part of the report preparation process.
102-44	Key topics and concerns raised	6, 42	
102-45	Entities included in the consolidated financial statements		All entities included in the organisation's consolidated financial statements are covered by the sustainability report.
102-46	Defining report content and topic boundaries	2-3	
102-47	List of material topics	6	
102-48	Restatements of information		No restatements
102-49	Changes in reporting		No significant changes
102-50	Reporting period		January 1-December 31, 2021
102-51	Date of most recent report		March 10, 2021
102-52	Reporting cycle		Calendar year
102-53	Contact point for questions regarding the report	3	
102-54	Claims of reporting in accordance with the GRI Standards	3	This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI content index	44-49	
102-56	External assurance		No assurance

MATERIAL TOPICS

Customer Care

		PAGE	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	6	
103-2	The management approach and its components	5-11, 15	
103-3	Evaluation of the management approach	15, 21	

GRI 302	Energy 2016		
302-5	Reductions in energy requirements of products and services	15, 18	
GRI 308	Supplier Environmental Assessment 2016		
308-2	Negative environmental impacts in the supply chain and actions taken	8, 43, 15, 40	
GRI 414	Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	8, 43, 15, 40	
GRI 416	Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	17	

Employee Care

		PAGE	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	6	
103-2	The management approach and its components	5-11, 23	
103-3	Evaluation of the management approach	23-31	
GRI 401	Employment 2016		
401-1	New employee hires and employee turnover	31	
GRI 403	Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	23, 28	Occupational health and safety management systems have been implemented locally in all our markets. The management systems cover 97% of the employees and in Sweden also franchisees. In Finland, Sweden, Estonia and Lithuania, 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	26	All our markets have: - a process in place to identify work-related hazards and assess risks on a routine and non-routine basis - a process in place for employees to report work-related hazards and hazardous situations - a policy and a process in place for employees to remove themselves from work situations that they believe could cause injury or ill health - 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		All our markets offer occupational health services to the employees.
403-4	Worker participation, consultation, and communication on occupational health and safety		All our 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. Finland, Lithuania, Estonia and Norway have formal joint management - worker health and safety committees.
403-5	Worker training on occupational health and safety	26	All our markets provide occupational health and safety training to employees.
403-6	Promotion of worker health		All our markets offer access to non-occupational medical and health care services to the employees. Sweden, Finland, Lithuania and Norway 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	8, 15, 40	
403-8	Workers covered by an occupational health and safety management system	28	Employees covered by an occupational health and safety management system: 1,903 (97%) Employees covered by an internally audited occupational health and safety management system: 1,903 (97%) Employees covered by a certified or externally audited occupational health and safety management system: 1,679 (86%) The numbers include only employees. In Sweden, 21 franchise workers are also 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.

403-9	Work-related injuries	28	<p>Number (and rate) of recordable work-related injuries: 108 (36)</p> <p>Number (and rate) of work-related injuries with at least one full day absence: 29 (9.4)</p> <p>Number (and rate) of high-consequence work-related injuries: 1 (0,33)</p> <p>Number (and rate) of fatalities: 0 (0)</p> <p>Number of hours worked: 3,081,643</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 crushing, falling, slipping, cutting and hitting.</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	28-31	
GRI 406	Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	23, 26	

Environmental Care

		PAGE	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	6	
103-2	The management approach and its components	5-11, 32	
103-3	Evaluation of the management approach	32-37	
GRI 302	Energy 2016		
302-1	Energy consumption within the organisation	37	
302-3	Energy intensity	32	

GRI 305	Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	37	
305-2	Energy indirect (Scope 2) GHG emissions	37	
305-3	Other indirect (Scope 3) GHG emissions	35	Scope 3 GHG emissions from air travel are included in the report.
305-4	GHG emissions intensity	32	
GRI 306	Waste 2020		
306-1	Waste generation and significant waste-related impacts		Waste is generated at our depots and headquarters.
306-2	Management of significant waste-related impacts	35-37	Waste related data is collected from the suppliers.
306-3	Waste generated	37	

Social Care

		PAGE	REMARK
Material topics: Local engagement, Business ethics			
GRI 103	Management Approach 2016		
103-1	Explanation of the material topic and its boundary	6	
103-2	The management approach and its components	5-11, 39	
103-3	Evaluation of the management approach	39-41	
GRI 205	Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	40	
205-3	Confirmed incidents of corruption and action taken	39-41	
GRI 307	Environmental Compliance 2016		
307-1	Non-compliance with environmental laws and regulations	39	
GRI 419	Socioeconomic Compliance 2016		
419-1	Non-compliance with laws and regulations in the social and economic area	39	



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