

REJLERS

# SUSTAINABILITY REPORT 2019



# Working Toward Agenda 2030

In order to meet the global sustainability challenges, today's society requires a rapid transition in which infrastructures, industries and real estate must become smarter and more efficient. We at Rejlers are actively contributing to this transition. We are accomplishing this through sustainable solutions that strengthen our customers' competitiveness while future-proofing their businesses.

## The UN Global Goals for Sustainable Development

The 17 Global Goals developed by the UN represent the most ambitious sustainable development agenda ever adopted. The goals, which are to be met by 2030, aim to eliminate extreme poverty, reduce the world's inequalities and injustices, promote peace and justice, and largely resolve the climate crisis.

In 2020, we are entering what the UN calls the "Decade of Action", which means that more forceful actions are needed to achieve the Global Goals by 2030. It is therefore necessary to find measures and solutions that speed up the work. Among our customers, the demand for sustainable solutions has increased dramatically as the need to transition has spread throughout society.

## Sustainability Framework

In 2019, Rejlers developed a new sustainability framework for the business that aims to contribute to the Global Goals through specific objectives and activities. The sustainability framework covers three areas: people, projects and partners. In this work, we have used our own model, *Roadmap to Agenda 2030*, which enables us to work with sustainability issues in a more focused manner throughout our business. We are convinced that integrated sustainability work is a prerequisite for continuing to create long-term value for our customers, employees and other stakeholders.

The sustainability framework helps us to focus on areas in which we can make the biggest difference by contributing our unique expertise. For us, this means meeting the increased demand and higher expectations about how, as a leading player in the technology consulting industry, we can help to create and develop sustainable societies.

## The Management of Our Sustainability Work

At Rejlers, sustainability work is highly prioritised within the organisation. Rejlers' Head of Sustainability works directly with the management team to ensure that the sustainability goals are part of the overall corporate strategy. The intention of our sustainability framework is to ensure that all functions and divisions contribute to the sustainability work in the best possible way. Every level of the organisation is required to have measurable targets aimed at achieving the overall goals.

The Rejlers HR Department is constantly working to ensure that our employees develop, thrive and are challenged by their work. We are responsible for making sure that Rejlers continues to develop as an attractive employer.

In our recruitment process, we place particular emphasis on increasing gender equality and diversity within the organisation. By appointing a "Head of Learning", we promote learning, development and knowledge transfer, both within the company and with our customers and partners. This is an important parameter for continuous improvement and for supporting our ability to contribute to sustainable development in the best possible way.

The Rejlers procurement process ensures that suppliers and partners comply with and respect our Code of Conduct; this should be seen as the bare minimum. For more information about the Code of Conduct, we refer to the "Partners" section. The monitoring of suppliers will be carried out on the basis of their assessed risk level.

In 2019, a structured effort was implemented to incorporate the sustainability framework and its content within our areas of activity. Every area mapped its operations and its opportunities to positively influence the sustainability work of our customers. A number of initiatives have been developed on which work will continue throughout 2020. These include training and competence development, as well as methods for measuring and monitoring sustainability impact in our projects. In 2020, we plan to follow up on the sustainability aspects of our larger projects that contribute to the overall implementation of the sustainability framework. This will allow us to identify development points and learn from successful projects.

PEOPLE

PROJECTS

PARTNERS

Global Goals



Ambition

We love challenges and want to be the best learning organisation in the sector. This is possible because we have the most committed employees.

We are creating a more sustainable tomorrow and are future proofing our customers' businesses. We share knowledge through our open source culture.

Our brilliant network contribute to our success. We always do business with integrity and honesty.

Objectives 2025

- We promote a work environment that ensures physical and mental health. As a result, we have a sick leave factor below 2.5%.
- Our work culture promotes the success of our colleagues. This results in an eNPS of 20.
- We foster a learning culture that adds value for employees, customers and partners.
- We achieve greater diversity, with at least 25% women in the organisation.
- Our group management team and segment management teams are gender-equal.
- We continuously increase the share of projects that contribute to sustainable development and the UN Sustainable Development Goals in various ways.
- Between 2020–2025, we will reduce Rejlers' own climate impact by 50%.
- We continuously tighten the requirements for our suppliers and partners to ensure sustainability throughout the value chain.

# People

Our employees are the foundation of Rejlers' success. Our goal is to be the best employer in the industry. We succeed in this by having an inclusive, inspiring and developing work environment.

Our business is founded on the motto "Home of the Learning Minds", and this is what our employees can expect from us. The entire business is imbued with curiosity and a desire to continuously learn and develop. This affects how we interact with each other, both internally and externally, as well as the type of skills we seek. At the same time, it provides clear room for individual development.

## Diversity

One of Rejlers' long-term goals is to increase diversity within the company. We are striving to build an inclusive and gender-equal workplace where everyone feels welcome. It is of the utmost importance that our employees are treated equally and given the same opportunities regardless of age, gender, disability, race, ethnicity, origin, religion or other position. In order to achieve our vision of being the best employer in the industry, it is essential that our business be characterised by diversity and innovation. This applies to everything we do, both internally and externally. We also require that all our employees comply with our Code of Conduct and follow the ethical guidelines determined by the organisation. A gender-equal workplace means that we do not miss out on important perspectives, skills and development opportunities. Rejlers operates in a sector with more men than women, which is why we work hard to encourage women to choose Rejlers as their employer. We are also actively working to increase the proportion of female managers and achieve gender-equal management

teams. In 2019, 19% of our employees were women, and the proportion of women among our new recruits was 22%. In 2019, women accounted for 29% of our corporate management team, but since 1 January 2020, 50% are women. Our goal is that women will make up 25% of the organisation by 2025.

## Healthy Workplaces

Rejlers has a long tradition of valuing employee health highly. We see this as a basic prerequisite for a sustainable workplace with a low rate of sick leave. We provide a flexible work environment in which each individual can influence her/his work situation as much as possible, to suit her/his individual circumstances. We strive to be a modern workplace with an innovative mindset. In this way, we hope to attract talented people of all ages and with different backgrounds.

We encourage physical activity in many different ways, from cycling to work to participating in communal wellness activities. For example, Rejlers sponsors participation in ski and running competitions, offers a generous wellness allowance, and has wellness managers within the organisation who organise various activities.

In 2020, we will introduce a new method for measuring employee engagement and satisfaction. The new method will give us better opportunities to monitor our employees' experience of their work situation in real time and to take early action when necessary. To compare ourselves with other industry players, we also measure our Employee Net Promoter Score (eNPS). This is a measure of how likely it is that an employee would recommend her/his employer to a friend or acquaintance.

Employee data	2019		2018
	In total (#)	Women (%)	In total (#)
<b>Number of employees</b>	2,398	19	1,953
Sweden	1,042		1,000
Finland	936		690
Norway	270		263
Parent company	10		
Hourly employees	140		
<b>Average age</b>	44		45
<b>Total sick leave (%)</b>	2.7		3.0
<b>Employee turnover (%)</b>	11		12

Management teams	2019	
	In total (#)	Women (%)
<b>Corporate management</b>	7	29
<b>Subsidiaries</b>		
Management team, Sweden	10	30
Management team, Finland	7	0
Management team, Norway	10	20

### A Learning Culture

Here at Rejlers we have a team-focused mindset, and there are constant opportunities for further development. Our employees are offered opportunities for professional development through challenging commissions and projects involving the latest technology, or via trainee and mentoring programmes. Rejlers also works to disseminate knowledge, not only to the colleagues with whom we work on a daily basis, but throughout the organisation.

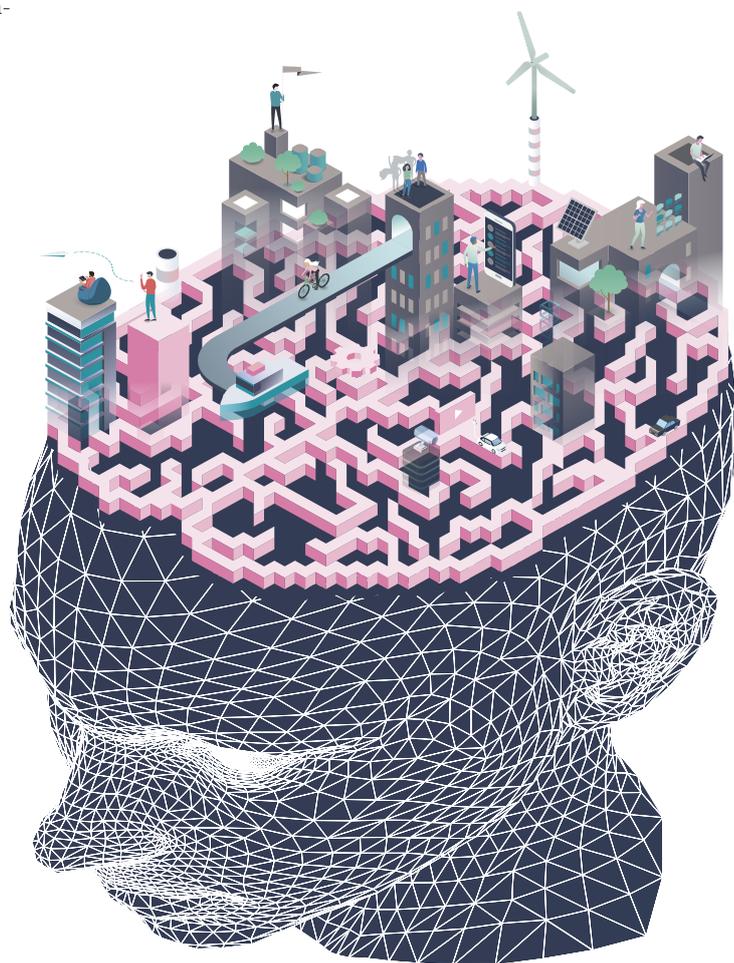
One concept that helps us disseminate knowledge within the organisation is our Learning Events initiative, through which employees and external speakers share knowledge, experiences and news. We also have an e-learning platform where all employees can easily access various training courses. Our management system has built-in checkpoints for learning and a “lessons learned process” that aims to promote continuous improvement. This means that after each completed part of a project, time is allotted to reflect on the work that has been carried out. This contributes to our internal learning and development.

To achieve our vision and become a learning leader in the industry, we have created a completely new position, Head of Learning, whose work will focus on realising this vision.

Learning is limitless, not least between colleagues within the company. We also gather and share new knowledge and new insights in collaboration with customers and partners.

Good leadership is a prerequisite for a successful organisation, and we therefore invest in training and developing both current and potential leaders within the organisation.

# HOME of the LEARNING MINDS



# Projects

We wish to continually challenge our customers and find solutions that exceed their expectations. This means that we must maintain high quality in the work we do and find solutions that are beneficial to the customer and which have a positive impact on the climate and society.

Most of Rejlers' solutions relate to four key areas: industry, infrastructure, energy and buildings. The meaning of sustainability in the different areas varies, but our goal is to continuously increase the proportion of projects that contribute to the Global Goals in various ways and create value for our stakeholders. Our projects often contribute to energy streamlining, smarter resource consumption and digital transformation.

Rejlers plays an important role in the energy transition, ensuring an efficient energy supply and the development of robust communities. In our projects, we can also reduce the use of raw materials and water through more efficient processes and circular flows. We also work to reduce waste amounts in our projects by streamlining processes and material selection.

As consultants, one of our biggest challenges is to measure our actual impact in the projects we carry out for our customers. This is because we cannot fully impact the design and sustainability parameters, as we do not own the final solution. We always try to find relevant ways to evaluate our impact in

the projects and increase our own contributions to sustainable solutions. In addition to what we can do for our customers, we also believe that it is important to reduce our own climate impact, e.g. through business travel and the operation of our offices. We intend to reduce our own climate impact by 50% between 2020 and 2025, for example through more sustainable travel and meetings.

## Roadmap to Agenda 2030

Rejlers loves challenges, and we aim to continuously learn new things. In all our projects, we can help customers find new approaches and contribute to more sustainable solutions through our specialist expertise.

Based on this idea, Rejlers has developed a model, *Roadmap to Agenda 2030*, that makes it easier for our customers to work with the UN Global Goals. The aim of the model is to make it possible for our customers to assess which Global Goals are most important in their business and how they can concretely work to contribute to sustainable development.

In 2019 we implemented *Roadmap to Agenda 2030* with very good results. We worked with the model together with our customers, but also engaged in internal efforts to define our own sustainability framework.

## PROJECTS – WE MAKE SOCIETY MORE SUSTAINABLE

### The Construction of Sweden's Largest Solar Park

Rejlers has been commissioned by EnergiEngagemang to serve as project leader on the construction of Sweden's largest solar park. The park is located in Strängnäs and consists of about 50,000 solar panels with a capacity of approximately 20 megawatts of power. The project imposes high demands on technical know-how and the ability to effectively manage material logistics, work environment and transport issues. It is expected that the solar park will be ready for use by the end customer, HSB Södermanland, in August 2020.

### Rejlers optimises waste management in Finland

By facilitating and automating waste data, Rejlers is helping Helsinki City Apartments (Heka) to optimise the recycling of various waste fractions and analyse costs. With the new system in place, Helsinki City Apartments, Finland's largest landlord, can continuously monitor household waste from 520 properties and nearly 7,000 waste containers. The latest technology is used to create online reports that are analysed daily.

### Europe's most powerful land connection for cruise ships in Norway

Every year, between 50 and 60 cruise ships arrive at the Port of Kristiansand. A single cruise ship houses thousands of passengers, and its energy demands are equal to that of a small city. To protect the environment from emissions generated by the ships, the Port of Kristiansand has been provided with Europe's most powerful land connection. Rejlers is responsible for both the operation of the power plant and follow-up of the project. The high-voltage plant generates 16 megawatts of power, which means that the cruise ships do not need to have their engines on when they are not moving. This contributes to a daily emissions reduction equivalent to 13,000 diesel cars.

# Partners

## Rejlers Network

One important tool to ensure that we always have the right expertise for our projects is Rejlers Network, a platform that assembles all of Rejlers' skills in one place. Over 400 independent consultants with expertise in various areas are available via the platform, which uses artificial intelligence in the selection process and ensures that we always have the right skills in the right place. We offer each of our independent consultants the opportunity to grow together with us as a partner. Thanks to Rejlers Network, new ideas and angles are always being added to our projects.

## Code of Conduct

Our extensive network places high demands on us to monitor business ethics and responsibilities within our supply chain. We heavily emphasise the need for our customers and partners to respect our Code of Conduct. In 2019, we further tightened the requirements of the Code of Conduct and made sure to bring together all areas related to our business and our actions under the same framework. The Code of Conduct contains rules for the professional conduct of Rejlers employees and the company's responsibilities toward colleagues, customers, shareholders and other stakeholders. Rejlers respects the

UN Global compact and its ten principles in regard to human rights, working conditions, consideration for the environment and anti-corruption. Through the Code of Conduct, we can contribute to sustainable development by ensuring that we have strong business ethics, take measures to prevent and detect corruption, and take information security, environmental issues and human rights into consideration.

Our goal is for all new partners to sign and respect our Code of Conduct. It is a work in progress with which we will actively work throughout 2020. Our overall goal is to continuously tighten the requirements for our suppliers and partners as we move toward 2025, in order to ensure sustainability throughout the value chain. A more thorough follow-up of compliance will be conducted through self-assessments and the auditing of our suppliers. We also intend to further highlight and clarify its requirements through internal training.



# Risks and Risk Management

Rejlers is a rapidly growing organisation, and this entails both opportunities and challenges. As we grow by acquiring companies, this requires us, as an employer, to integrate new processes, employees and cultures. It also means that we often get to know new customers, which means making new risk assessments in order to ensure that they meet our requirements.

Area	Description	Handling	Activities in 2019
<b>The Environment</b>	Rejlers does not conduct operations requiring permits or registration according to applicable environmental legislation. The environmental risks that exist are consequences that arise if we were to violate current environmental legislation. We deem the environmental risks to be low.	To ensure that the environmental legislation is complied with throughout the Group, Rejlers has a certified environmental management system.	Review of the organisation and its projects, in order to identify where we have the greatest risks and opportunities for impact.
<b>Human Rights</b>	We assess the risk of human rights violations in our own operations to be low.	Rejlers respects the UN Global compact and its ten principles in regard to human rights, working conditions, consideration for the environment and anti-corruption. These guidelines are to be complied with internally within the business, and Rejlers works with the company's suppliers to ensure compliance in the supply chain.	Revision of the Code of Conduct and objectives for requirements and enforcement.
<b>Anti-Corruption</b>	Rejlers depends on the company, employees, suppliers and partners to respect and comply with current legislation regarding bribery and corruption. Actions that conflict with current laws can affect Rejlers' reputation and operations.	All employees must comply with the Rejlers Code of Conduct. The Code of Conduct contains rules for Rejlers' business conduct and the company's responsibilities toward colleagues, customers, shareholders and other stakeholders. Our Code of Conduct is included in the employment contracts signed by our employees. We also have a system for whistle-blowing in which an independent, external party helps us handle received cases.	Revision of the Code of Conduct and development of training materials and procedures.
<b>People</b>	Employees constitute a core resource in a consultancy company. There is always a risk that skilled employees leave Rejlers to join competitors, customers or start their own operations. Retaining existing employees is important for company growth, as is recruiting new employees.	Rejlers endeavours to be a good employer and always pays great attention to employee job satisfaction, health and safety. The size of the company makes it possible to offer varied work assignments in terms of both geography and skills. Being able to offer a stimulating workplace for employees and provide good opportunities for training and personal development contributes to company growth.	New vision and activities that focus on a learning and developing culture.

# Opinion of the Auditor

## Opinion of the Auditor Regarding the Statutory Sustainability Report

To the General Meeting of Shareholders of Rejlers AB (publ),  
corp. ID no. 556349-8426.

### *Projects and Division of Responsibility*

It is the Board of Directors that is responsible for the 2019 Sustainability Report, and for ensuring that it is prepared in accordance with the Annual Accounts Act.

### *Focus and Scope of the Review*

Our review has been carried out in accordance with the FAR's recommendation RevR 12, the Opinion of the Auditor Regarding the Statutory Sustainability Report. This means that our review of the Sustainability Report has a different focus and is substantially more limited in scope than an audit conducted in accordance with the International Standards on Auditing and generally accepted Swedish auditing practice. We consider that this review provides us adequate grounds for our opinion.

### *Opinion*

A sustainability report has been prepared.

Stockholm, 1 April 2020  
Deloitte AB

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Authorised Public Accountant

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