

# Global Wind Service ESG Report 2021





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## 1. INTRODUCTION

### 1.1 CEO Letter

Global Wind Service (GWS) is steadily evolving into a position as a significant player in the supply and project management of wind turbine installation, preinstallation, scheduled and unscheduled service, maintenance and retrofit, and blade maintenance – Onshore and Offshore. We are privileged to be in this position because it gives us the opportunity – and the obligation – to impact the energy transition and the journey towards a greener future for our planet. This is also why our new strategy actively supports several of the United Nations Sustainability Goals, with 7.) Affordable and clean energy and 13.) Climate action standing out as the most obvious and clear.



Being a global player within our field naturally build a culture with many different nationalities and a focus on the right people with the right professional competences regardless of age, nationality, or gender. This also contributes positively to our focus on diversity as part of our culture, even with the field technician type of work being driven by a higher male interest.

We do not accept child labor but try to support and educate people who are new to wind and who are eager to enter the renewable energy industry. In general development of our staff is a core of driving a people business which is also why we have established our own training center to upskill and develop existing and new colleagues. In addition to this we have a tailored leadership program for our field leadership staff and project managers, and we have dedicated project management and commercial training programs internally. Our core business is based on having the right people with the right competences wherever we are needed. Therefore, we are working with a combination of locally hired colleagues and travel technicians. Performing our job naturally include travel by plane, car, etc., but our ambition and goal is to constantly reduce our CO<sub>2</sub> emission per employee by applying efficient planning of rotations, use of local content, carpooling, public transport.

The highest priority of Global Wind Service is the safety of our people as the majority are working with the actual wind turbine installations and service work in rough environments and with heavy machinery. To ensure constant improvements in our safety performance we have a dedicated safety organization with back office and on-site staff, and we constantly work with facts and analytics to ensure our effort is targeted correctly ensuring the right impact on behavior and awareness from all colleagues.

Fredericia, February 2022

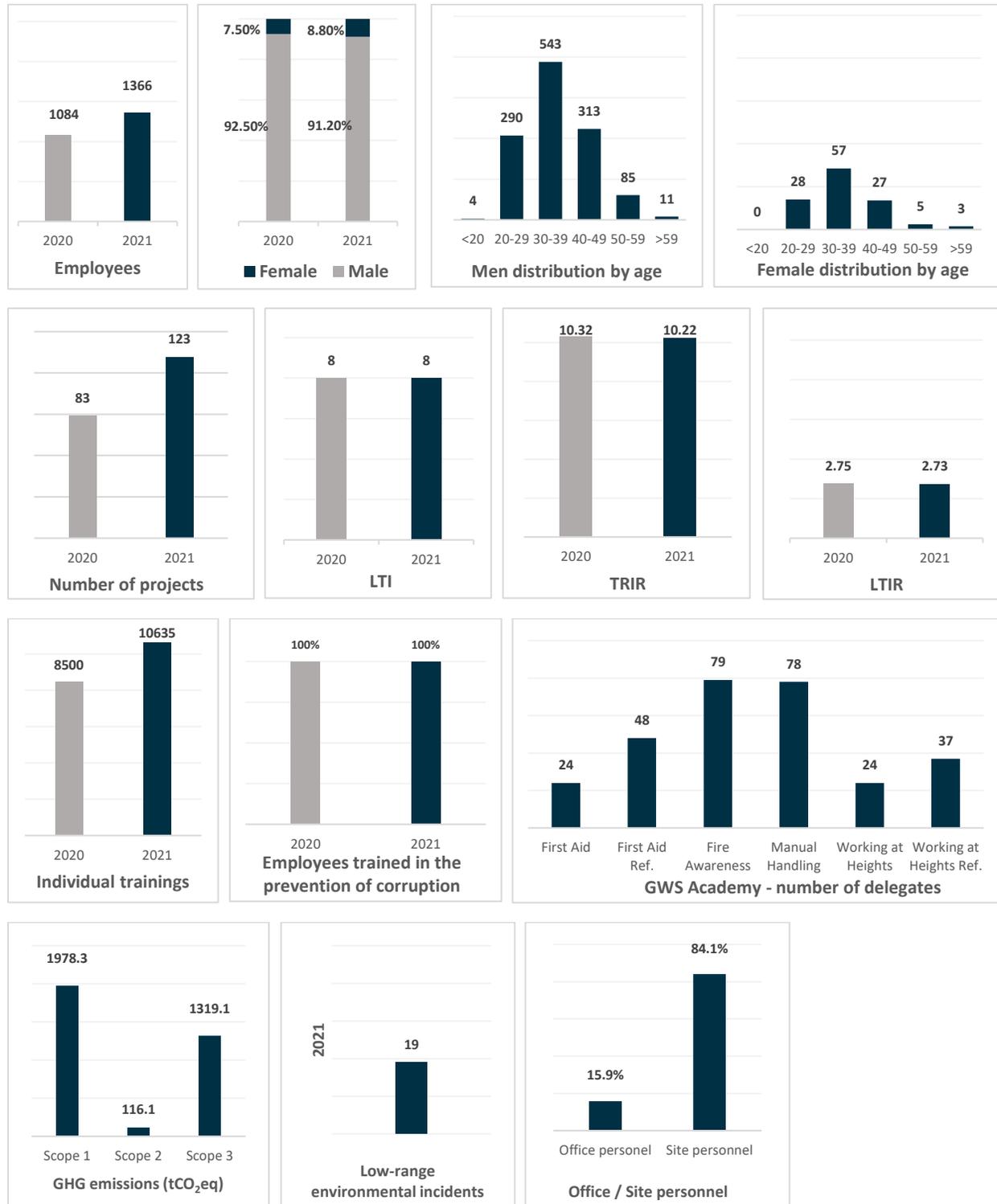
*“We are privileged to be in a market leading position because it gives us the opportunity – and the obligation – to impact the energy transition and the journey towards a greener future for our planet.”*



Michael Høj Olsen  
CEO

## 1.2 GWS Sustainability performance at a glance

Here are the key figures related to the main topics. Several shows the comparison between the 2020 and 2021 results.



## 1.3 About the report

### 1.3.1 ESG reporting boundaries

This report covers all GWS activities. The report is structured based on the themes described in the World Economic Forum (WEF) framework<sup>1</sup>. It provides a general description of the company GWS, its business context, activities, and performance in 2021 for the areas ‘Governance’, ‘Planet’, ‘People’ and ‘Prosperity’. The objects are listed in section 3 “Objective and actions” and the detailed results are listed in section 4 ‘Key Performance Indicators’.

For 2021, we have limited the ESG reporting with the following boundaries:

- WEF Theme: “Climate Change”: The Scope 1, 2 and 3 Green House Gas (GHG) emissions are reported inspired by GHG Protocol Corporate standard. In this 2021 report, the reporting of scope 3 emissions is a new topic, so this has only been measured for the 3 categories, which has been identified as the primary emissions. However, it does not include all categories which have been found relevant for the company such as the emissions and waste from our contractors such as e.g. crane companies. The amount coming from the use of hazardous materials has been found to be insignificant.
- WEF Theme: “Community and social vitality”: This section only includes the corporate taxes paid by each BU. It does not include social security tax, property tax or Tax paid by employees when they receive their salary.

## 1.4 Abbreviations

BU	Business unit
EEA	European Environment Agency
ESG	Environment, Social and corporate governance
GWO BST	Global Wind Organization - Basic Safety Training
GWS	Global Wind Service
ISO	International organizations for standardization
SDG	Sustainability development goals (UN)
T&D	Transmission and Distribution
TCFD	Task Force on Climate-related Financial Disclosures
UN	United Nation
WEF	World Economic Forum
WTG	Wind turbine generator
WTT	Well-to-tank

## 1.5 About GWS<sup>ii</sup>

Global Wind Service (GWS) is one of the largest companies in Europe offering full scope project solutions for onshore and offshore installation and servicing of wind turbines around the world. And we do it with the right people, tools, and flexibility to deliver the best possible solutions to the highest quality.

The company's track record to date includes wind turbine installations and service work in over 40 countries – from the United States, Finland, Germany and the UK to Morocco, South Africa, Australia, Taiwan, the Philippines and more. GWS have established business units in 12 countries, giving us the opportunity to be closer to our customers and react faster to local market requirements. GWS employs over 1500 people during the peaks time during the year, and we strongly believe in the long-term investment and development of our employees. Their knowledge and experience ensure that we are the best we can be for our clients.

GWS is running its operations based on an overall management system in compliance with the 3 standards, ISO 9001, ISO 14001 & ISO 45001. In accordance with these standards the company is identifying the critical aspects for each of its activities and ensure that projects are continues improved based on new procedures and instructions.

GWS has business units in the following locations.



**Denmark (HQ) | Germany | United Kingdom | Benelux | Poland**

**Romania | Serbia | Turkey | United States | Australia | Taiwan | Spain**

### 1.5.1 Our approach to sustainability

As a partner for installation and service in the wind industry, we have continued focus on contributing to lowering impact from our activities and contributing to a sustainable footprint for wind turbines. We strive to ensure that our operations across countries in EU, Asia and America continue to work on improving its performance. To ensure support and a fact- based approach, GWS use known and accepted methods in accordance with World Economic Forum (WEF) themes and GHG directives to calculate and show our performance.

We believe that being an open and responsible company is the way, to ensure continues collaboration with our clients and subcontractors to tackle the climate challenges as well as operational challenges to create a greener, safer, and sustainable future together.

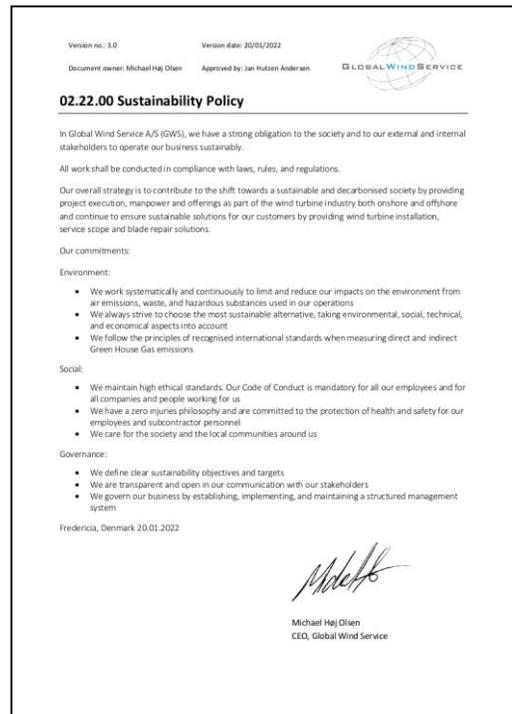
Our focus areas for sustainability are a part of the overall GWS strategy:

- Responsibility linked to Profitable growth

Even as GWS is a company in growth, the company aim to minimize the negative impact on the environment. To ensure full company commitment for sustainability, the initiatives are all linked together with the overall strategy activities for the company. The sustainability initiatives include focus on reducing CO<sub>2</sub> emissions from direct and indirect sources and segregating and reduction of waste generated from our operations. As part of our responsibility, we include and consult with our supply chain up and downstream, and together we work on improving our sustainability performance.

The overall commitment and aim of the company are documented and communicated in our Sustainability policy and in the annual ESG report.

Our sustainability objectives and targets are anchored in the GWS Strategy and linked to the United Nations 2030 Sustainable Development Goals (SDG).



The two primary UN Sustainability Goals linked to GWS operations are:



Goal 7: Affordable and clean energy

Being part of the wind industry by installing new and servicing existing wind parks. By optimizing our operations to save time for installation and maintaining a high level of quality will ensure a continuous development of clean electricity.



Goal 13 Take urgent action to combat climate change and its impact.

Set targets and drive Improvement for our operations to become more environmentally friendly and reduce the impact to the environment.

Beside the initial two UN Sustainability goals, GWS has several initiatives that support other goals. Our aim is ensuring that the operations both onshore and offshore interfere as little as possible with the environment, thereby supporting both the Goal 15 Life on land and Goal 14 Life below water.



- Emission and energy

GWS aims to reduce CO<sub>2</sub> emissions to the environment and the energy used as much as possible. The main source of our direct emissions comes from use of fuel for our service vehicles. It is currently not possible for us to substitute these service vehicles for pure electrical vehicles, as they travel to wind turbine installation sites in remote areas where the electrical grid is not fully connected. Initiatives and targets have been set to offset the current CO<sub>2</sub> amount by planting trees, until the maturity of the electrical car technologies make it feasible for our service activities. The reason for choosing to offset our CO<sub>2</sub> performance by planting new trees, is that it will not only reduce the amount of CO<sub>2</sub> in the air in the future but will also have a positive impact on local communities. This approach of offsetting comes with an overall ambition to remove the offset by 2030 by introducing more environmentally friendly vehicles as soon and wherever possible.

- Limit Waste

Waste generation from our operations is a challenge for us. With the alignment on waste fractions across Europe it has improved in some areas, but this topic continues to be a global challenge. GWS has set targets to reduce waste from operations across our business units. These activities are linked to the UN goal 12 on Responsible consumption and production.

- People

We know that people are behind the success of GWS - our contractors, subcontractors, suppliers, and above all, our employees. Our goal is to create an employee-friendly work environment where people can continue to develop and fulfil themselves. Their knowledge and experience support the company in ensuring that we deliver the best possible services to our clients. We support equal rights to all employees, no matter what gender, where they come from or what history they carry - in GWS people matters and we believe in equal treatment. Our activities support the UN goal 5 Gender equality and Un goal 8 Decent work and economic growth.

### 1.5.2 Climate risks

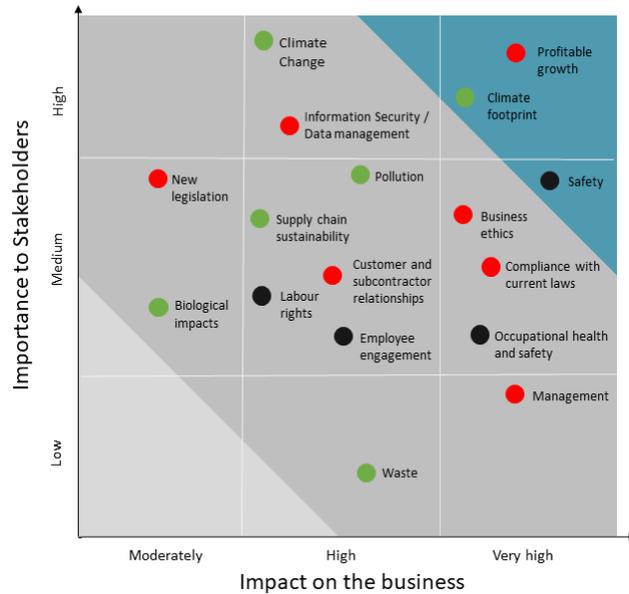
GWS operates with a risk register for the company which include financial, social, operational, quality, safety, and environment risks. As part of the review by management, the company has included an additional section for climate risks as part of the HSEQ risk register. With the current climate changes, it is important to know how this affect the operations and the company's ability to continues its business.

The key risks identified includes: GHG emissions, climate changes leading to extreme weather and, in the long term, changes in the location of wind farms, as well as risks related to interference with the natural environment, due to pollution and biological impact. Risk treatment actions have been defined and are followed up on a continuous basis. Detailed information on threats resulting from environmental impact, is also included in the GWS Environmental Aspect and Impact Register. The document will be subject to systematic revision.

Climate Risk Assessment					
No	Aspect	Environmental risks	Initial risk rate	Risk treatment actions	Residual risk rate
			L S R		L S R
1	Climate footprint - GHG emissions	Potential increased operational costs due to increased pricing in GHG emission and increased cost of raw materials  Potential loss of contracts due to negative reputation  Potential reduced revenue due to decreased installation capacity (weather downtime)	4 4 4	Define clear GHG emission reduction objectives and KPIs. Communicate status to stakeholders. Monitoring energy use and striving to minimize use of energy through energy efficient equipment  Reduction of CO2 emissions reducing the contribution to climate change, global warming and resulting sea level rise, changing weather patterns. Increased incidence of pest / diseases, damage to human health / quality of life and biodiversity. Reduction of nitrogen oxide emission reducing the production of photochemical smog and associated reduction in air quality. This reduces the damage to human health, damage to plants and reduction of biodiversity. Reduction of sulphury dioxide generation, reducing the damage to human respiratory health and formation of acid rain and associated forest decline and lake acidification.	2 4 4
2	Climate change - extreme weather	Increasing number of extreme weather situations resulting in more downtime due to weather and may lead to material damages at the sites	5 3 3	Monitor weather forecasts. Good cooperation with local rescue authorities, clients, landowners, and subcontractors for road maintenance and planned on tasks to avoid work in extreme weather.	5 3 3
3	Climate change - wildfires	Droughts or long periods without precipitation may lead to wildfires at the wind farms potentially resulting in material damage	4 3 3	Wildfire preparedness, tracking weather forecasts, adherence to the procedure in case of severe weather conditions.	4 2 3
4	Climate change - flooding	Heavy rains may lead to flooding of roads resulting in damages and problems with accessing the wind turbines	3 4 3	Routine maintenance of roads and drainages, tracking weather forecasts, adherence to the procedure in case of severe weather conditions.	3 3 3
5	Climate change - ice/snow	More frequent cases of snow and ice situations may lead to blocked access to the sites, ice throw and traffic accidents	4 3 3	Traffic safety campaigns, tracking weather forecasts, adherence to the procedure in case of severe weather conditions.	4 2 3
6	Climate change	Progressing climate changes lead to the necessity to revise the list of places where investments related to the construction of wind turbines may be implemented.	3 5 3	The need to ensure flexibility and mobility of the company and its employees.	3 5 3

### 1.5.3 Materiality assessment

As part of the strategy work for sustainability, GWS reviewed the aspects for sustainability and created a materiality assessment to identify key environmental, social and governance risks and opportunities to refine the strategy based on the impact of these. The materiality assessment covers management, the operation and support functions. The materiality assessment considers the level that could reasonably influence the economic decision making of the users. Each topic is rated based on business impact and importance for the stakeholder.



The topics considered in the materiality assessment are shown in the table below:

ENVIRONMENT: <span style="color: green;">■</span>	SOCIAL: <span style="color: red;">■</span>	GOVERNANCE: <span style="color: black;">■</span>
<ul style="list-style-type: none"> <li>• <b>Climate footprint</b> <ul style="list-style-type: none"> <li>- GHG reduction from Fuel consumption</li> <li>- Energy efficiency</li> <li>- Alternative energy</li> </ul> </li> <li>• <b>Pollution</b> <ul style="list-style-type: none"> <li>- Air pollution</li> <li>- Chemical spill to ground</li> </ul> </li> <li>• <b>Biological impacts</b> <ul style="list-style-type: none"> <li>- Impact on the ecosystem</li> </ul> </li> <li>• <b>Waste</b> <ul style="list-style-type: none"> <li>- Waste management</li> </ul> </li> <li>• <b>Supply chain sustainability</b> <ul style="list-style-type: none"> <li>- ESG ambition level</li> </ul> </li> <li>• <b>Climate change</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Safety</b> <ul style="list-style-type: none"> <li>- Personnel incidents</li> <li>- Hazards &amp; risks</li> <li>- Safety culture</li> </ul> </li> <li>• <b>Occupational health and safety</b> <ul style="list-style-type: none"> <li>- Physical health</li> <li>- Mental health</li> <li>- Work environment</li> </ul> </li> <li>• <b>Labor rights</b> <ul style="list-style-type: none"> <li>- Diversity, equality, inclusion</li> <li>- Discrimination, harassment</li> </ul> </li> <li>• <b>Employee engagement</b> <ul style="list-style-type: none"> <li>- Being a great place to work</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Profitable growth</b></li> <li>• <b>Customer and subcontractor relationships</b></li> <li>• <b>Business ethics</b> <ul style="list-style-type: none"> <li>- Bribes</li> <li>- Corruption</li> </ul> </li> <li>• <b>Management</b> <ul style="list-style-type: none"> <li>- Management system</li> <li>- Policies and targets</li> <li>- Risk management</li> </ul> </li> <li>• <b>Information Security / Data management</b> <ul style="list-style-type: none"> <li>- Cyber security</li> <li>- Operational technology</li> </ul> </li> <li>• <b>Compliance</b> <ul style="list-style-type: none"> <li>- Legal compliance</li> <li>- Financial compliance</li> <li>- Contractual compliance</li> <li>- New legislation</li> </ul> </li> </ul>

#### 1.5.4 Compliance with TCFD

With the change in climate both risks and opportunities are created for all businesses. The Task Force on Climate-related Financial Disclosures” (TCFD) has developed a framework for recommendations of more effective climate-related disclosures which 4 thematic areas: Governance, Strategy, Risk Management and Metric & targets. The overall purpose is to promote and share relevant information for investment, credit, and insurance decisions and to help companies provide better information to support informed capital allocation.

As GWS operations support the transition of the world’s electricity to wind power, which is a sustainable energy source, our operations are in general reviewed as green, but parts of the activities could become more sustainable. The report therefore includes several of the TCFD recommendations. The actions taken involve the identification and initial definition of the company's management and strategy regarding climate change, as well as the risks and opportunities that they bring. The company sets reduction targets for its environmental key aspect. As an upcoming activity GWS will review the potential long-term effects of climate change on our business model.

#### 1.5.5 EU Taxonomy

The EU taxonomy is a classification system, establishing a list of environmentally sustainable economic activities. The Taxonomy Regulation establishes six environmental objectives: climate change mitigation, climate change adaptation, Sustainable use and protection of water and marine resources, the transition to a circular economy, waste prevention and recycling, pollution prevention and control, protection of healthy ecosystems.

GWS plans to conduct a business activities review in 2022 in line with the EU Taxonomy. These activities will be reflected in the next annual ESG report.

## 2 GOVERNANCE, PLANET, PEOPLE AND PROSPERITY

### 2.1 Governance

#### 2.1.1 Board composition

*(World Economic Forum (WEF) Theme: “Quality of governing body”)*

The board consist of the following members:

- Richard Olav Aa (Chairman of the Board)
- Michael Nielsen
- Lars Bo Petersen
- Jens Tommerup
- Anette Sofie Olsen
- Hjalmar Krogseth Moe

The board consist of members from Denmark and Norway. The activities and meetings are conducted in accordance with applicable regulations.



### 2.1.2 Company purpose

(World Economic Forum (WEF) Theme: “Governing purpose”)

**Our vision:** To be the preferred project partner globally for complete Wind Turbine Services

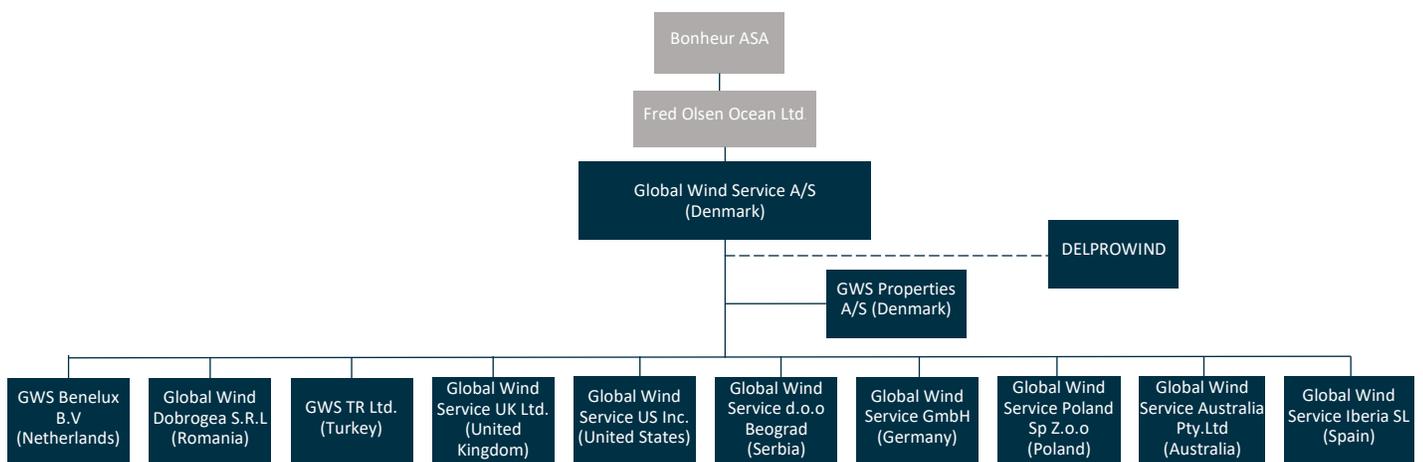
**Our mission:** To exceed our customers’ expectations through reliable, flexible and value adding solutions within wind turbine installation and service

**Values:** Be Safe, Act flexible, Take responsibility and Focus on People

- We work proactively to continuously improve safety and we never compromise the safety of a colleague or ourselves
- We are customer focused and act flexible to deliver the best solutions wherever and whenever. We engage with our colleagues in a flexible matter to find solutions together.
- We speak honestly, take responsibility and act to deliver the highest quality and best solution for our clients, colleagues, and the environment.
- We develop and care for people, being the heart of our business and we want to be a great place to work, because we believe this is the key to a great working environment and great achievements.

### 2.1.3 Company owner structure

GWS is a company that is part of the Fred. Olsen group. The majority of the shares of GWS is owned by Fred Olsen Ocean Ltd (FOO), which is completely owned by Bonheur ASA. This report only includes data from GWS activities of installation and Service of Wind Turbines. The overview of the Business units/entities is shown in the hierarchy overview below. GWS owns 50 % of Delprowind.





## 2.1.4 Stakeholders

*(World Economic Forum (WEF) Theme: “Stakeholder engagement”)*

Review and update of stakeholders is part of Stakeholder management activities which are ongoing for the company as each project require a different setup and focus. This includes managing the needs for the clients, GWS employees and subcontractors. We always strive for a good and open dialog to solve issues and work together on new opportunities.

All GWS projects starts with alignment activities for the involved parties, so the expectations and requirements are aligned. Similar to the start-up all projects end with feedback from stakeholders on what can be improved in the next project.

The following general stakeholders have been identified for the company:

PRINCIPAL STAKEHOLDERS:	EXTERNAL STAKEHOLDERS:	INTERNAL STAKEHOLDERS:
<ul style="list-style-type: none"> <li>• Board of directors</li> <li>• Fred Olsen Ocean Ltd</li> </ul>	<ul style="list-style-type: none"> <li>• Customers (Wind turbine manufactures and energy companies)</li> <li>• Sub-contractors (e.g. manpower companies, crane companies)</li> <li>• Suppliers (e.g. Tools and PPE providers)</li> <li>• Authorities &amp; unions</li> <li>• NGO's</li> <li>• The public (media, neighbours)</li> </ul>	<ul style="list-style-type: none"> <li>• GWS employees</li> <li>• The employee's family</li> <li>• Fred Olsen sister companies</li> </ul>

## 2.1.5 Ethical behavior

*(World Economic Forum (WEF) Theme: “Ethical behavior”)*

As the company is growing and working in more countries in America, Europe, and Asia the work, the focus on preventing corruption & bribery is becoming more important. In order to ensure that all employees follow the correct ethical standard, all employees have been given training on our policies, which include the company's policy 02.02.00 Code of Conduct. The Code of Conduct covers Compliance, Anti-Corruption, Anti-Bribery, and emphasis its managers to lead by examples. Tracking of compliance is done continuously and any violations to the rules will be recorded. No violations were recorded in 2021.

## 2.1.6 Risk Management

*(World Economic Forum (WEF) Theme: "Risk and opportunity oversight")*

GWS manage the highest company risk and opportunities in an overall risk register, that include risks and opportunities related to finance, operations, compliance and HSEQ. The overall risk register also includes opportunities for improving the business both on a mid- and long-term horizon. Beside the overall register then each area has its own risk and opportunity log, with all items identified from the critical to low severity. The regular review ensures that the risks mitigations identified are put in place in due time to minimize the impact for the business. Identification and review of opportunities enables the manager for each area to identify items that potentially could benefit people, environment, reputation, or financials. Having a risk log for each area provide a better overview, control, and a clear link to what is critical for the company.

## 2.2 Planet

### 2.2.1 Business context

It is clear that the energy section is changing from the past resources like coal and gas to greener options including solar and wind energy. The wind industry is continuously growing. Being part of the green energy sector add additional focus on the planet and improving our environmental performance. The focus on having sustainability initiatives is part of being in this sector and it provides the company with positive incentives which support collaboration and continues improvements for the businesses. For GWS it improves the delivery of services, community acceptance, reduced economic liabilities and improved environmental integrity. GWS' ambition is to continue to be part of the sustainable future of transforming the world into using green energy in form of electricity from Wind turbines. Having focus on the planet and ensuring that our operations minimize the impact on the earth, support our growth. Our operation has been setup, so they follow the same procedures and approach to deliver the right safety, quality and environmental focus no matter where in the world the wind turbines are installed or serviced.

### 2.2.2 Our activities

When it comes to the environmental aspects the two main contributes for GWS are:

1. Travel activities of our technicians which include fuel for vehicles and plane travel
2. Environmental management on our installation sites which include waste handling and prevention of environmental spillages of e.g., oil or cooling liquid.

The relevant topics for GWS related to the planet are; Climate change (Greenhouse gases), Solid waste and prevention of Spills.

### 2.2.3 Performance – Green House Gas emissions (Scope 1, 2, 3)

(World Economic Forum (WEF) Theme: “Climate change”)

The table below shows the total GHG emissions resulting from the GWS activities. In accordance with the World Economic Forum procedure, the emissions are divided into 3 scopes.

GHG emission source:	GHG emissions:	Remarks:
GHG emissions – Scope 1	1978.3 tCO <sub>2</sub> eq	Direct emissions (use of site vehicles, fuel for generators and gas stoves heating two location)
GHG emissions – Scope 2	116.1 tCO <sub>2</sub> eq	Electrical indirect emissions (import power, utility power)
GHG emissions – Scope 3	1319.1 tCO <sub>2</sub> eq	Indirect emissions (see details in the following sections)
<b>Total:</b>	<b>3413.5 tCO<sub>2</sub>eq</b>	

#### Scope 1 - Direct GHG emissions

The emissions covered by scope 1, comes from used of site vehicles, fuel for generators onsite and heating using gas. The Scope 1 - Direct GHG emission was in 2021 a total of 1978,3 tCO<sub>2</sub>eq. The primary emissions are CO<sub>2</sub> which comes from operating our fleet of vehicles. The emission from use of hazardous materials has been assessed to be insignificant, as the contribution and use of these materials are only for very specific repair activities of wind turbine blades.

	BU	Source	Emission (tCO <sub>2</sub> eq)
Cars fuel emission	DK	DEFRA (UK)	411.30
	PL	DEFRA (UK)	798.86
	AU	DEFRA (UK)	45.57
	UK	DEFRA (UK)	82.14
	DE	DEFRA (UK)	216.69
	NL	DEFRA (UK)	136.75
	RO	DEFRA (UK)	4.81
	TR	DEFRA (UK)	260.89
TOTAL			1,957.02

	BU	kWh	Conversion factor (t/kwh)	Source	Emission (tCO <sub>2</sub> eq)
Heating	PL	98,048	0.00020297	DEFRA (UK)	19.9
	RO	6,742	0.00020297	DEFRA (UK)	1.37
TOTAL					21.27

## Scope 2 - Electricity indirect GHG emissions

The emissions covered by scope 2, comes from electricity consumptions and heating used in GWS Business Units. The total amount of Scope 2 - Electricity indirect GHG emission' was in 2021 a total of 116.1 tCO<sub>2</sub>eq. A conversion factors for each country were used to calculate the total emissions. The calculations were based on the data presented in the European Environment Agency report for 2021, and in the case of the Turkish office, based on the Climate Transparency report for 2021. The data are presented in the table below. The heating of the other Business units beside DK, PL and RO are done with electricity.

	BU	kWh	Conversion factor (t/kwh)	Source	Emission (tCO <sub>2</sub> eq)
Electricity	DE	3,000.00	0.000344	EEA 2019 <sup>iii</sup>	1.03
	DK	179,640.58	0.000123	EEA 2019	22.1
	PL	45,627.80	0.000744	EEA 2019	33.96
	TU	3,936.00	0.000375	Climate Transparency (2021 Report)	1.48
	ES	434	0.000210	EEA 2019	0.09
	RO	8,209.00	0.000289	EEA 2019	2.37
	NL	15,210.00	0.000392	EEA 2019	5.96
	UK	25,212,75	0.000225	EEA 2019	5.67
Heating	DK	239,285	0.00017073	DEFRA (UK)	43.46
Total					116.12

The data on the energy used were multiplied by the Conversion factor presented in the report for the year 2021 of the UK Department for Environment Food & Rural Affairsiv. The general source of heat in Denmark comes from excess heat, waste heat and wood splinters.

### Scope 3 - Other indirect GHG emissions

Scope 3 include GHG emissions other indirect sources, which has an impact on the overall CO<sub>2</sub> contribution for the company. In 2021 GWS has started to report on Scope 3 emissions. The approach chosen for calculating the indirect emissions, comes from the GHG Protocol and the 'Corporate Value Chain and the (Scope 3) Accounting and Reporting Standard'<sup>v</sup>. During the review of the 15 defined categories, 5 of these were found relevant for the company for scope 3 emissions and 3 of those were identified as the main contributors for the company. The 2021 reporting of scope 3 therefore only include these 3 categories.

The categories were upstream WTT (Well-to-tank) fuels emissions, emissions from waste and emission from business travel (flights). The factors included in the DEFRA report were used to calculate WTT fuels emissions (car fuels and natural gas in two units). The calculation has been done with the conversion factor from DEFRA (UK) and the WTT emission comes from both gasoline and diesel vehicles.

	BU	Source	WTT emission (tCO <sub>2</sub> eq)
WTT fuels emission	DK	DEFRA (UK)	109.41
	PL	DEFRA (UK)	223.35
	AU	DEFRA (UK)	12.74
	UK	DEFRA (UK)	22.96
	DE	DEFRA (UK)	60.58
	NL	DEFRA (UK)	38.23
	RO	DEFRA (UK)	1.35
	TR	DEFRA (UK)	72.94
WTT- nat. gas emission	PL	DEFRA (UK)	3.41
	RO	DEFRA (UK)	0.23
TOTAL			545.21

Factors included in the DEFRA report were also used to calculate the WTT emissions from the electricity it uses, and the Transmission and Distribution (T&D) loss associated with it. The table below shows the WTT electrical generation for each BU.

The electricity lost due to Transmission and Distribution (T&D) is shown below. As for electricity then there is also emission when generating heat and steam distribution for the DK BU.

	BU	Conversion factor	Source	WTT Emission (tCO <sub>2</sub> eq)
WTT electricity (generation)	All BU's	Calculated based on country specific factors	DEFRA (UK)	20.23
WTT electricity (T&D)	All BU's	Calculated based on country specific factors	DEFRA (UK)	1.20

WTT- heat and steam	DK	0.000032	DEFRA (UK)	7.54
WTT- heat and steam distribution	DK	0.000002	DEFRA (UK)	0.40

The Scope 3 - Other indirect GHG emissions were in 2021 calculated to a total of 1319,1 tCO<sub>2</sub>eq.

The details for the 15 categories are shown in the table below.

	Category	Considered relevant	Remarks	GHG emissions
Upstream	1 Purchased goods and services	Yes	Purchase of tools and equipment used for WTG installation and services and purchase of service vehicles. No data provided by suppliers for 2021	-
	2 Capital goods	No.	No goods are purchased for production of other goods.	-
	3 Fuel and energy related activities not included in Scope 1 and 2	Yes	Upstream WTT fuels emissions	<b>574,6 tCO<sub>2</sub>eq</b>
	4. Upstream transportation and distribution	Yes	Shipment of site office and containers with tool and equipment directly to sites. No data collected for 2021.	-
	5 Waste generated in operations	Yes	Generated waste. The calculation is shown in 2.2.4	<b>3,5 tCO<sub>2</sub>eq</b>
	6 Business travel	Yes	CO <sub>2</sub> generated from air travel. Data provided for each flight	<b>741 tCO<sub>2</sub>eq</b>
	7. Employee commuting	Yes	No data collected or estimation made for employees commuting in 2021.	-
	8. Upstream leased assets	No	All emissions related to assets have been included in Scope 1 and 2.	-
Downstream	9. Downstream transportation and distribution	No	No goods are transported or distributed.	-
	10. Processing of sold products	No	No goods are produced, so this is not relevant.	-
	11. Use of sold products	No	No goods are sold.	-
	12. End-of-life treatment of sold products	No	No goods are sold.	-
	13. Downstream leased assets	No	GWS do not lease asset to others.	-
	14. Franchises	No	GWS do not utilizes franchises	-
	15. Investments	No	Not relevant for GWS.	-

## Performance – Waste

GWS applies the principle of segregating waste generated in offices and on the construction site - in accordance with the regulations in force in the countries where the activity is conducted. The management of hazardous waste is carried out in a unique way, and before handing it over to companies with permits for waste collection, it is stored in a manner that protects the natural environment.

When calculating GHG emissions from waste, the following conversion factors were used:

Fraction		Amounts (tonnes)	Conversion factor	Source	Emission (tCO <sub>2</sub> eq)
Unknown fraction		0.063	21.294	DEFRA (UK)	0.00134
Gas cartridges		0.043	21.294		0.00092
Inorganic waste		0.202	21.294		0.00430
Combustion (flammable) waste		10.443	21.294		0.22237
Printer cartridges		0.033	21.294		0.00070
Glass		0.464	21.294		0.00988
Paper		2.281	21.294		0.04857
Plastic and metal		0.734	21.294		0.01563
Batteries		0.06	21.294		0.00128
Mixed trash		6.523	467.046		3.04654
Electro-waste		0.003	21.294		0.00006
Cardboard		2.729	21.294		0.05811
Hazardous waste	Solvents	0.091	21.294		0.00194
	Oil	0.227	21.294		0.00483
	Diesel	0.166	21.294	0.00353	
	Others	0.668	21.294	0.01422	
	Paint	0.389	21.294	0.00828	
	Spray cans	0.553	21.294	0.01178	
	Solid Oil products	0.135	21.294	0.00287	
Total					3.457

#### 2.2.4 Performance – Environmental spills

In 2021 GWS had a total of 19 spillage whereas 18 were minor environmental spills with less than 10 liters of oil or cooling liquid were emitted to the ground. The only larger spillage incidents where 12 liters of oil spilled from a wind turbine gearbox that were being changed. The main root cause for the other spills were wear and tear of machines, equipment, and their components, resulting in damaged hoses or connections. All environmental spills were collected and disposed-off in the correct manner. Any contaminated areas were cleaned in accordance with the local legal requirements.

To fulfil its environmental responsibilities, GWS documents all actual and potential environmental incidents. The prevention of pollution from hazardous materials or waste is managed by using appropriate operations for storage and handling of fuels, chemicals, and hazardous waste. This is combined with the use of containment system and spill kits together with training personnel in spill response in our emergency response plans.

#### 2.2.5 Performance – Equipment, Tools and PPE

GWS pays great attention to the correct selection of equipment, tools and PPE and only used approved suppliers. The evaluation and decision on choice of suppliers are made based on assessments reviewing their safety, quality, and environmental performance. One of the areas where cooperation between GWS and suppliers of equipment is important is for shared reduction of CO<sub>2</sub> footprint in the value chain like e.g., introducing recycled materials tools and equipment in the foreseeable future. As part of supporting the transition to electrical vehicles, the HQ in Fredericia (DK) had in 2021, 4 charging stations created for electrical cars in the parking lot.

#### 2.2.6 Nature loss and Freshwater availability

*(World Economic Forum (WEF) Themes: “Nature loss” & “Freshwater availability”)*

GWS do not own, or lease areas, considered protected areas or key biodiversity areas.

Regarding freshwater then GWS only use water as drinking water and for sanitary purposes. The water consumed are only done in areas/countries that does not have a high or extremely high baseline water stress, according to the World Resources Institute Aqueduct water risk atlas tool. The two themes Nature loss and Freshwater availability are not considered critical for GWS operations.

The water consumption for the BU's is shown in the below table.

	BU	M <sup>3</sup>
Water consumption	DE	67,5
	DK	389,2
	PL	203,7
	TU	113,0
	ES	0,1
	RO	118,1
	NL	25,0
	UK	139,9
	Total amount	1056,5

## 2.3 People

### 2.3.1 Business context

The installation and services of wind turbines are very seasonal dependent work, which are peaking during the summertime, where the weather conditions are better and low during the wintertime. This adds a complexity for the planning of the projects and the workload, as the required manpower might change month by month. The need for skilled people is therefore often a key aspect, as many projects runs between April and October where the weather conditions are optimal in Europe and north America. The workload and the need for people with specialized skills are therefore important for the industry.

### 2.3.2 Our activities

In GWS we know it is people with the right competences and skills that support and drive the company to ensure client satisfaction. Because of that, the focus on people is one of the company's values and has been since 2016. During 2021, the company employed over 1500 people and worked with more than 200 subcontractors during the peak season. Over the past years the company have grown rapidly in the number of employees as GWS has received more projects. To ensure a continues growth, the onboarding and training of new employees are essential to ensure the right mindset for all. This is needed to avoid health and safety incidents and to ensure that the company keep the high-quality standards for its operations. To remain competitive in this industry the wind turbine technicians working on the installation and service sites needs to be up to date with the latest technical knowledge related to wind turbine design, tools and equipment, safety, quality, and environmental measures. The focus on training therefore has a large role in GWS. All our employees and subcontractors are required to follow the principles of our HSEQ Policy and our Code of Conduct.

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### 02.03.00 HSEQ Policy statement

Global Wind Service A/S (GWS) is committed to be recognized as a leading organization within Health, Safety, Environment and Quality (HSEQ) management and hence committed to the protection of personnel, equipment and environment. In fulfilling this, we will establish and maintain a safe and healthy work environment where people return safe home after work.

GWS is committed to conduct our work as a minimum in compliance with regulatory laws, rules and regulations, client requirements and industry standards. In case of differences between these demands, we will let the highest level be leading our efforts.

Our aim is always:

- Zero injuries
- Zero pollution
- Zero defects
- Continuous improvement
- On time delivery
- To meet or exceed customer requirements and expectations

Therefore, we will as far as reasonably practical:

- ensuring a safe system of work: Reduce the of number of injuries, by systematic identify risks and opportunities and eliminating hazards.
- provide information, instruction and training to our employees to be able to be competent in executing their duties under this policy
- ensure that any person working on our behalf are made aware of and agree to comply with this policy
- have an ongoing dialogue with our employees and customers to ensure awareness of needs and expectations and to get input for improvements for HSEQ
- keep a long-lasting relationship with our employees to anchor knowledge and company culture.
- reduction of waste. Limit pollution from travel and service activities.
- minimize the unwanted effects caused because of our activities and services
- reduce and minimize our impact on the environment including reduction of unnecessary use of materials, resources and energy and correct segregation and seek to ensure that products and/or services supplied or provided by third parties can be used, handled, stored and disposed of in a manner which conforms to this policy
- provide manpower and services of the adequate standard to satisfy or exceed our customer's expectations with respect to HSEQ performance.
- maintain an effective management system according to ISO 9001, ISO 14001, ISO 45001 and Bek. 73 (valid in DK) and ensure continuously improve via feedback, auditing and learning from non-conformities
- strive for visible management on our projects to implement our policies and a supporting culture.

  
Michael Høj Olsen  
CEO, Global Wind Service

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### 02.02.00 Code of Conduct

Global Wind Service (GWS) is committed to ensure that all our activities are conducted at a high ethical standard and in accordance with the legal requirements where we operate. This Code of Conduct policy outlines our expectations regarding our operations and behaviour and apply to all employees and all hired personnel, consultants and other who act on behalf of GWS.

Overall, our commitment is

- All work shall be conducted in compliance with laws and follow the procedures and work instructions created to ensure a safe and good working environment
- No form of discrimination is acceptable. This includes but not limited to, gender, age, ethnic original, nationality, disability, sexual orientation, religion, or political opinion
- We do not accept the use of child labour or modern slavery
- We do not accept any form of corruption and shall not offer or accept bribes or other inappropriate gifts or benefits to achieve business or personal advantages
- We do not accept any use of insider information for personal gain
- We respect the fundamental employment rights
- We promote freedom of expression and open communication
- Written, verbal and online communication always happens in a respectful way
- All employees and partners have the right to be part of any peaceful organisations

All employees have a confidentiality clause in their contracts to prevent any business-related information regarding the company, its clients or other third parties are shared with any unauthorized persons. The clause of confidentiality continues to apply after termination of the contractual relation between GWS and the person.

For further details about the topics, please see the specific sections later in this document.

  
Michael Høj Olsen  
CEO, Global Wind Service

### 2.3.3 Performance – personnel policy

(WEF Theme: “Dignity and Equality”)

GWS promotes freedom of expression and open communication, and expects all employees adhere to our code of conduct. We encourage employees to be open and honest and avoid offending, participating in serious disputes, and disrupting the workplace. We expect them to foster a well-organized, respectful, and collaborative environment at all levels in the company. Ensuring a behavior with honesty, high integrity and respect create trust, which support long term achievement and accountability.

GWS is committed to comply with all applicable laws, rules, and regulations of the countries in which we operate. All employees must ensure compliance with the applicable laws, rules and regulations when performing their duties.

As GWS have different employment contracts around the world, the number of employees employed at a time varies over the year depending on the amount of installation and service work available. In some countries people are hired on a project specific contract which support wealth creation in those countries.

The positions as wind turbine technician for assembly and installation of wind turbine component is a male dominated industry with only a few females employed. In GWS we observe the same trend as in the industry, as most of our technicians are males ranging from 20 to 49 in age. For the offices we see a higher percentage of women giving an overall percentage of women in GWS at 8,8%.

Distribution of employees in GWS.

		Age groups							Total					
		<20:	20-29:	30-39:	40-49:	50-59:	>59:	Amount	Percent					
Age groups	Women	0	28	57	27	5	3	120	(8,8%)					
	Men	4	290	543	313	85	11	1246	(91,2%)					
	Office personnel	1	30	101	65	16	4	217	(15.9%)					
	Site personnel	3	288	499	275	74	10	1149	(84.1%)					
%	Percentage of women in Manager positions back office								27%					
	Percentage of men in Manager positions back office								73%					
		BU's	DK	RO	US	SR	NL	ES	AUS	PL	DE	TR	UK	Total
Part-time Employee	Women	3	0	0	0	7	0	0	0	0	0	0	0	10
	Men	0	0	0	0	0	0	0	0	0	0	0	0	0
Weeks of parental leave	Women	30	150	0	0	0	0	0	256	0	21	0	0	457
	Men	23	12	0	0	6	0	0	3	0	4	0	0	48

### 2.3.4 Performance – Health, Safety, Environment (HSE) management (World Economic Forum (WEF) Theme: “Health and Safety (%)”)

Safety is a prerequisite in the wind turbine industry. For GWS, the safety of the employees is clearly communicated from the top management to be the highest priority. Since 2008, the company has been on a journey of lowering the number of injuries year after year by introducing various mitigations. In 2021 the total number of reportable injuries were 30 whereas 8 of these were with lost time.

The largest number of incidents were regarding slip, trips, falls where people twist an ankle or hurt a foot due to uneven surfaces on the sites. The severity level of these were first aid and medical treatment cases. In addition to these then a high number of Tool handling related incidents was also noticeable. To raise awareness on those topics GWS conducted two campaigns for the employees on prevention of Slip, trips, falls during May and a tool handling campaign in December 2021. The challenge for our safety performance is that the majority of the work is manual work. Looking into 2022 the focus will be on the more incident types which are classified as more severe. The topics identified are dropped object, Lock Out of energized system and ensure safe lifting operations. Training, communication and implementing our mitigating corrections of our past incidents, are the key to improving our performance. Health, Safety and Environment (HSE) is therefore always a topic in the daily toolbox talk and communicated throughout the organization in information bulletins. The total number of Lost time injuries (LTI) in 2021 was 8, giving a lost time injury rate (LTIR) of 2,73 injuries per million working hours.

An important goal for GWS is to constantly expand the knowledge and awareness of employees about HSE. This is to be achieved, among others, by GWS Academy, which was opened in Dobra near Szczecin, Poland in May 2021, and offers GWO training courses such as GWS BST that include fire awareness, manual handling, first aid and work at height.

Health and safety performance:

Health and safety measure	Actuals for 2021
Fatalities	0
High consequence work-related injuries (permanent disability)	0
Recordable work-related injuries (Lost time (LTI) and Medical treatment cases (MED))	30 LTI: 8, MED: 22
LTI	8
LTIR (LTI's per 1 mio working hours)	2,73
TRIR	10,22

Each BU has different initiatives that support non-occupational medical and healthcare service for the employees. The employees who travels are covered by our corporate travel insurance that offer support in case of emergency,

### 2.3.5 Performance – Training

(World Economic Forum (WEF) Theme: “Skills for the future”)

All personnel shall be trained and competent for the work they do. Both the person conducting the work and his/her manager are responsible for ensuring that he/she has the necessary training and certifications to perform the work.

Detailed competence requirements are covered in the job descriptions, and mandatory safety training has been specified in the HSE Manual to ensure that all personnel have the necessary knowledge and skills to safely perform their work.

In 2021 GWS has provided more than ten thousand training sessions to technicians as part of introducing new employees to the company, upgrading and to maintain the needed competences for the workforce. The type of trainings conducted varies from industry standard/technical trainings, customer specific trainings to trainings in GWS policies and procedures. These training sessions have been provided both internally within GWS, but also by external companies.

Trainings	Actuals in 2021
Individual trainings conducted for GWS personnel and for Subcontractors	10635
Leadership trainings performed for site managers and leads	20

### 2.3.6 GWS academy

In May 2021, GWS opened a Training Academy in Poland to further develop and strengthen our employees’ competences. The Training Academy is based in Poland where different trainings are conducted. However, the facilities in Poland are meant as a base, as we will soon be able to conduct the trainings directly on site, via mobile set-ups.

The vision is based on the perception that being close to or in the actual environment gives a more safe and realistic training. At the same time, it brings down the time spend on the training, reduces travel time, and help reduce our carbon footprint.

	First Aid	First Aid Refresher	Fire Awareness	Manual Handling	Working at Heights	Working at Heights Refresher
Number of trained delegates (May-December 2021)	24	48	79	78	24	37

In 2021, a total of 290 training courses were conducted at GWS Academy in 6 modules (First aid, First aid refresher, Fire awareness, Manual handling, Working at heights, Working at heights refresher), attended by a total of 94 delegates - technicians working for GWS. In the upcoming years, it is planned to increase the number of trainings, also in new modules.

## 2.4 Prosperity

### 2.4.1 Business context

The green energy sector is forecasted to rise a lot over the coming decades driven by climate changes, increasing population and economic growth. The increase in activity level in the wind industry means that many jobs will be created. This has so far led to a competitive market where each company are searching for the right people to perform the upcoming installation and service projects. To stay competitive within this industry each company must drive improvements, optimize the use of resources, but at the same time ensuring stability for its employees to avoid large employee turnover.

### 2.4.2 Our activities

For GWS the scope for prosperity covers the WEF theme; Employment and wealth generation. As the company is growing, the focus for maintaining a steady work force and recruitment of additional competent people continue to remain key activities for the company.

### 2.4.3 Performance – wealth creation

(World Economic Forum (WEF) Theme: “Employment and wealth generation”)

The number of employees year on year

	2018	2019	2020	2021
No of permanent employees in GWS (Dec numbers)	902	1001	1084	1366

### 2.4.4 Performance - Economic contribution

(World Economic Forum (WEF) Theme: “Economic contribution”)

The overview of direct economic value generated and distribute, split into Revenues, operating cost and payments are available in the annual financial report. For specific local contribution in 2021, GWS donated 3300 EUR for the Danish organisation “Kræftens Bekæmpelse” that support the 3 areas, research, prevention and counselling and support for people diagnosed with cancer.

### 2.4.5 Performance - Tax payments

(World Economic Forum (WEF) Theme: “Community and social vitality”)

The below table shows the overview of corporate tax paid in 2021.

Tax	GWS DK	GWS UK	GWS US	GWS AU	GWS PL	GWS SB	GWS RO	GWS TR	GWS NL	GWS DE	Total
Corporate tax in EUR	30.159	494.807	113.615	-298.379	-51.992	7.910	34.450	847.950	66673	1.299.303	2.514.134

The reason for the negative number for GWS PL, is that the Business unit overpaid on account tax in 2020 which was returned in 2021. The negative number for GWS AU was because the business unit was entitled to file for COVID-packages for corporate tax, which lowered the corporate tax payments for 2019 and 2020 which was returned to GWS AU in 2021.

### 3 OBJECTIVES AND ACTIONS

The objectives set for GWS are linked to the areas of environment, Social and Governance.

#### 3.1 Environmental

The overall objective for the environmental area is to reduce the Scope 1, 2 and 3 emissions for the company. When reviewing the scope 1 emissions, it is very difficult to reduce the amount as the contribution comes from fuel for service vehicles. The company has an ambition to change the current service vehicles with more energy-efficient vehicles such as electric. The ambition level for 2022 is to set the official targets for reduction of Scope 1, by creating a plan for changing all service vehicles before 2030. As the infra structure for charging stations for electrical vehicle is still in progress, the company has decided to offset the scope 1 emission by planting trees. This will support reduction in CO<sub>2</sub> from the air and contribute positive to the local environment. Planting trees will be carried out in places related to the activities conducted by GWS. The target is to offset 50% by 2022, 75% by 2023 and a 100% of the CO<sub>2</sub> emission from gasoline and diesel service vehicles by end of 2024. The plan for offsetting is seen as a temporary solution as the reduction in emission should go down with the replacing of the current vehicles with more energy efficient.

As part of the GWS analyses of CO<sub>2</sub> emissions caused by the company's operations, additional focus will in 2021 be on getting more detail on the collected data so all relevant Scope 3 emissions are included.

The goal of GWS for 2022 is also to increase the detail of the collected data on business air travel, as the company has many technicians and office-based personnel who travels. With the growing number of projects around the world each year the plane travel is becoming more important.

Another important part of environmental management in GWS is to ensure proper waste management for our operations globally. Waste segregation is carried out by GWS in all countries where the company is present at the local legal standards. The goal of GWS is to constantly increase the level of segregation - to also reduce the CO<sub>2</sub> emissions to the environment caused by waste. In 2022, a reduction in the level of CO<sub>2</sub> emissions from waste per one employee is planned. To support the correct waste segregation, training will be rolled out to employees in all Business units and projects.

As the number of environmental incidents in 2021 was high the company goal for 2022, is to reduce the number of environmental incidents. To support these initiatives and to ensure the right resources are available, GWS has hired a person to work with Sustainability and manage the activities.

#### 3.2 Social

The goal we set at GWS is to create a great place to work. Bringing it to this state requires meeting many obligations regarding safety, equality and requirements set by legal provisions.

GWS is already prepared for this in terms of the procedures, which constitute the basis for the functioning of the company and can be the reference points for employees. We want to ensure that the employees are trained and competent to do their job in the best possible way. For Safety and Quality, the focus is to reduce the number of incidents and improve on observations to prevent the incidents before they happen. It is to create an open workplace for everyone, regardless of age, gender, or race.

### 3.3 Governance

In relation to Governance then GWS continues to focus on ensuring full compliance with the legal requirements in the countries where we operate. Focus for 2022 is to update our internal procedures related to financial overview and cost structure when operating our projects.

The company remain focused on ensuring that all new employees are given the correct onboarding and introduction to the company including knowledge of our policies for Code of Conduct and business ethics.

The overall financial expectation for the company is given in the annual financial report, so the targets defined in this ESG report are related to maintaining the level of corruption cases at 0.

## 4 KEY PERFORMANCE INDICATORS

	KPIs	2021	Target for 2022	Reference
ENVIRONMENTAL KPIs	GHG emissions – Scope 1	1974,9 tCO <sub>2</sub> eq	-	2.2.3
	GHG emissions – Scope 2	116,1 tCO <sub>2</sub> eq	-	2.2.3
	GHG emissions – Scope 3	1319,1 tCO <sub>2</sub> eq	-	2.2.3
	Offsetting Scope 1, by planting trees to compensate for fuel consumption	-	50% in 2022 75% in 2023 100% in 2024	2.2.3
	Defined clear targets for Scope 1 emissions reductions by updating the service vehicle policy with deadlines for more environmentally friendly vehicles.	-	Implementation of an updated vehicle policy	2.2.3
	Reduce the amount of emissions from waste in BU's (Scope 3) by 2 % per person year on year until 2030	2,53 kgCO <sub>2</sub>	2,48 kgCO <sub>2</sub>	2.2.4
	Environmental incidents - spills	19	11	2.2.5
SOCIAL KPIs	Fatalities	0	0	2.3.4
	Lost time incident (LTI)	8	7	2.3.4
	Medical treatment cases (MTC)	22	20	2.3.4
	Lost time incident rate (LTIR)	2.73	2.4	2.3.4
	Total recordable injury rate (TRIR)	10,22	9	2.3.4
	Labor rights cases	1	0	2.1.4
GOVERNANCE	Corruption/bribery cases	0	0	2.1.4
	Corporate fines	0	0	2.1.4
	Whistle-blowing cases	0	0	2.1.4

## Refences

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<sup>i</sup> [Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation | World Economic Forum \(weforum.org\)](#)

<sup>ii</sup> [www.globalwindservice.com](http://www.globalwindservice.com)

<sup>iii</sup> [Greenhouse gas emission intensity of electricity generation in Europe \(europa.eu\)](#)

<sup>iv</sup> [Greenhouse gas reporting: conversion factors 2021](#)

<sup>v</sup> [Corporate-Value-Chain-Accounting-Reporting-Standard-EReader\\_041613\\_0.pdf \(ghgprotocol.org\)](#)