



Ramudden

**Sustainability Report
2018**

Ramudden Sustainability Report 2018

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RAMUDDEN SUSTAINABILITY REPORT 2018

This is the sustainability report for Ramudden HoldCo AB and its subsidiaries, prepared in accordance with the Swedish Annual Accounts Act.

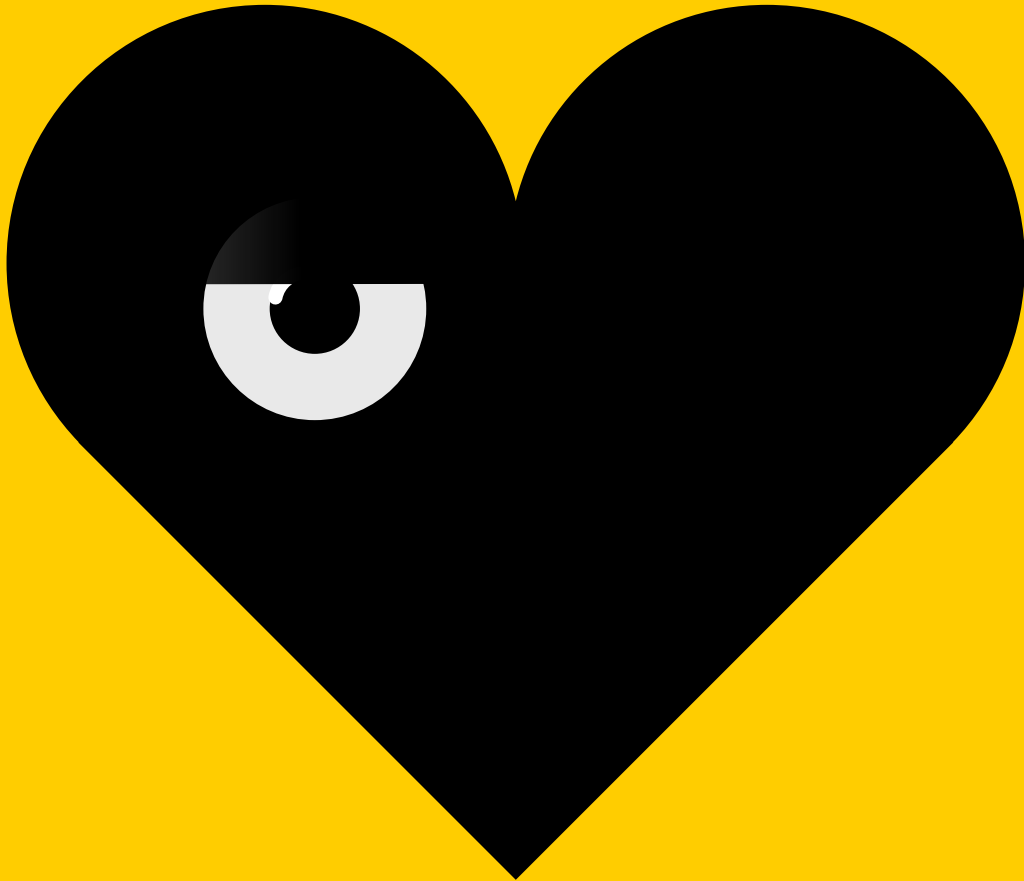
This report was presented by the Board of Directors on 7 May 2019. The report comprises the operations of the Parent Company Ramudden HoldCo AB and Group subsidiaries Ramudden AB, Ramudden Oy Ab, Ramudden AS, Ramudden OÜ and Chevron Traffic Management Ltd. In 2018, the Normative reporting tool was installed to help us obtain consistent, like-for-like key performance indicators and sustainability data. As a result, the key performance indicators for 2018 are not comparable with those of previous years. The 2018 report is the first produced for Ramudden HoldCo AB (in 2017 only Ramudden AB reported). In the report, Ramudden HoldCo AB is, for the sake of simplicity, referred to as Ramudden.

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It's about people's lives. Every day, thousands of streets and roads are closed, wholly or partly, for maintenance, construction, or because there has been an accident. Any such closure can represent a hazard. The same applies around construction sites. Our job is to help municipalities, government agencies, contractors, construction companies and others to design, equip and man the closed-off areas, so that they meet both work environment and traffic safety requirements.

RAMUDDEN IN BRIEF



THIS IS RAMUDDEN

We help our customers to secure workplaces along roads and around construction sites, when and where it's needed. That way, customers can securely focus on their core business – repairs, maintenance and construction. Among other things, our services include rental and delivery of signs and barrier equipment, production of traffic management plans, permit applications and training courses.

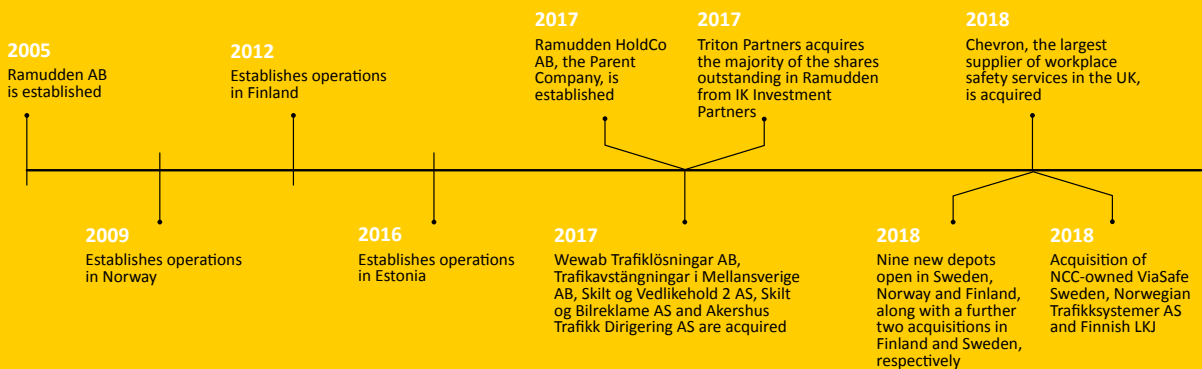
MISSION

Everyone has the right to a safe workplace.

CORE VALUES

Close at hand, knowledgeable, flexible and driven.

HISTORY



The Ramudden spirit

Our community and ways of working are steeped in what we call *the Ramudden spirit*. To us, that means focusing on the customer, putting our employees' health and safety first and striving to be the best at what we do.

Chevron expresses the Ramudden spirit with slightly different words in its motto *The Chevron Way*:

- **Safety is our business**
- **Lead by example**
- **Deliver on our promises**
- **Keep it simple**
- **Champion our customers**
- **Humour gives us an edge**

417

Number of employees in Sweden, Norway, Finland and Estonia.

473

Number of employees in the UK.

Ramudden's activities

33

locations in Sweden

10

locations in the UK

9

locations in Norway

7

locations in Finland

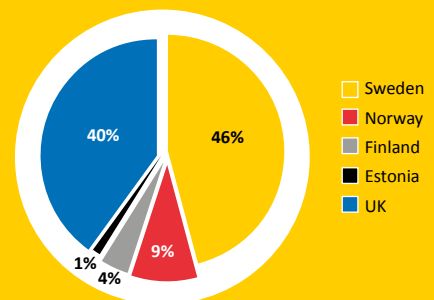
2

locations in Estonia

Sweden in focus

UK-based **Chevron**, acquired in 2018, accounted for around 40 percent of sales in the period under review. Because the company has not yet been fully incorporated into Ramudden as a whole and is not subject to the same accounting requirements, this sustainability report focuses primarily on Sweden.

PERCENT OF SALES



THE PAST YEAR

ESG team established

Responsibility for Ramudden HoldCo AB's sustainability work lies with the recently established ESG (Environmental, Social and Governance) team.

The team, operating on a Group-wide basis, meets around twice a year. It is formed of one representative from each country in which Ramudden does business. These representatives are in turn responsible for reporting back to, and taking action in, the country concerned.



CHEVRON WINS PROMINENT SAFETY AWARD

In 2018, Chevron, Ramudden's business in the UK, won the British Safety Council's "International Safety Award" for its dedicated focus on health and safety in the workplace.



10

NEW POLICIES

During the year, Group-wide guidelines on everything from IT security and anti-corruption to business partners and conduct were prepared and then adopted by the Board of Directors. The documents are to be shared with new and existing employees, as well as with suppliers and various partners.

80 SOCIAL INITIATIVES

Sporting activities, collaborations with schools, projects with non-profit organisations, theatre - in 2018. Ramudden engaged with the community outside the Company's walls in Sweden by supporting all of 80 separate initiatives.

THE PAST YEAR

600,000

PUPILS

This was the total number of pupils who checked out the Traffic Calendar, which is sponsored by Ramudden, during the year.

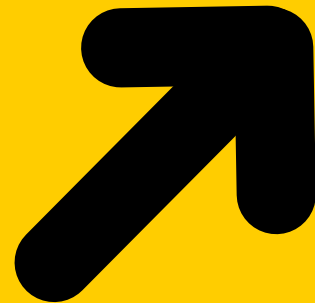
Integrating traffic issues into different subjects enables pupils to reflect on how the transport system affects our environment, health and traffic safety.



In 2018, Ramudden acquired Chevron in the UK. The acquisition increased Ramudden's sales to around SEK 1.6 billion.

Ramudden's new reporting tool

Ramudden has invested in an IT system to facilitate its sustainability work – *Normative*. The system is designed to automate the process of measuring, reporting and monitoring standard key performance indicators across the Group.



3,000

COURSE PARTICIPANTS

This was the total of external and in-house participants who attended a course organised by Ramudden.

2,905 training sessions in 6 weeks

A healthy company needs healthy employees. Our activity competition, WE+, in which the depots competed in teams against each other, took place over six weeks and attracted a large number of participants.



CEO'S MESSAGE



Just 40 centimeters from death. That may sound dramatic, but it is reality for those working on roads and construction sites. In Ramudden's area of operation – workplace safety alongside roads and around construction sites – a sense of responsibility and safety awareness are severely tested 24/7. To me, workplace safety is not just about consideration for those performing the work; it also has to take into account cyclists, motorists, pedestrians, people with a functional impairment, neighbours and others who may be affected by or exposed to hazards arising from the work. As businesses, we are in fact always an integral part of the communities in which we operate, and we have a responsibility for how we affect people and the environment around us.



Sustainability issues become more important as we grow

Since the outset, Ramudden's growth has been very rapid. In the past three years alone, we have doubled our sales and increased the number of depots and employees. One reason behind this expansion is our highly skilled and committed employees. Another factor is higher demand for professional advice, help with planning and fast access to the right equipment. This, in turn, is driven by better compliance and supervisory control in traffic safety, as well as by a new reality in which safety in public places has risen to the top of the agenda, whether we like it or not.

It almost staggers me to think that, 15 years ago, our industry hardly existed. Now that we are moving up a gear, we have no track record to look back on. At the same time, we have an opportunity to set a high standard from the start, to help create long-term positive momentum in the drive for sustainability. One good example of this is our work in Estonia, where Ramudden's manual on safety in municipal workplaces has more or less become law.

As we grow, it is natural that we should bear greater responsibility for sustainability. At the same time, I am humbly mindful of the fact that our striving for consistent governance, overarching guidelines and clear benchmarks for sustainability has lagged behind. Our rate of growth, in which acquisitions and new businesses have to balance differing work procedures, routines and legal requirements, has made it difficult to get round to everything. In 2018, we acquired Chevron Traffic Management in the UK. The company is out in front in terms of guidelines and

managing responsibilities, and we can learn a great deal from the people there. At the same time, companies in the UK are not yet bound by the same reporting requirements on sustainability as the rest of Ramudden. Chevron's key performance indicators are shown in this report, but since Ramudden is a Swedish business, this is also where our focus lies.

Operations in Sweden represent nearly half of sales for Ramudden HoldCo AB. It is, above all, here that we engage in local communities, invest heavily in training and keep our suppliers under review. To do that, it is no longer enough that resource optimisation may be said to be integrated into all parts of our business concept; we must now accept a broader responsibility for transport, the environment, safety and as an employer.

Ramudden has indisputably come a long way since 2005, when I myself drove equipment round to contractors in the local area. A major player has to take on a greater measure of responsibility. To be able to contribute to sustainable enterprise, we also have to ensure that suppliers, sub-contractors and partners live up to the same environmental, health and safety and social responsibilities as we have. We are now gathering our forces, honing expectations, formulating clear and measurable goals and taking a firm hold on our sustainability work. Ultimately, it is about taking responsibility for other people's lives.

Hans-Olov Blom
CEO, Ramudden

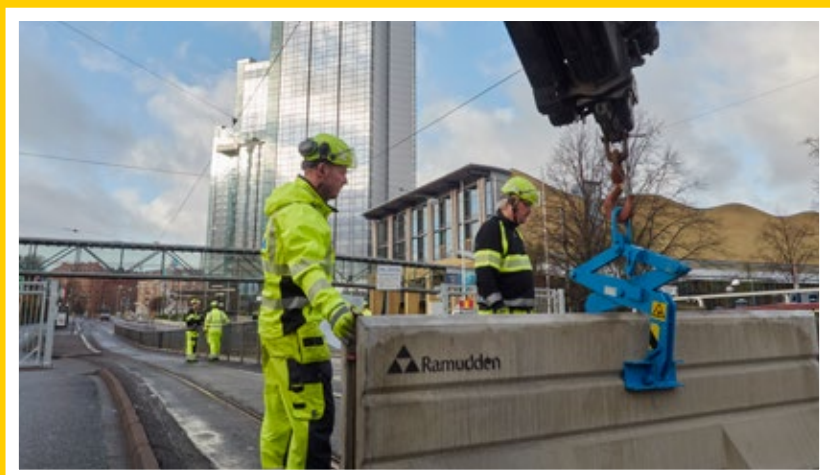
Our path to sustainable enterprise

Sustainability and resource optimisation are an important part of Ramudden’s business concept. Our business model – based on renting out safety solutions for roadworks and construction sites – offers clear sustainability benefits, as against if customers were to buy these solutions themselves.

OFFER	VALUE	SUSTAINABILITY
Training	We make it simpler for our customers to create safer workplaces, and reduce their risk of being penalised for non-compliance with regulations.	<ul style="list-style-type: none"> • By looking after and thereby extending the service life of the solutions we rent out, we also extend the lifecycle of the resources we use.
Traffic management (TM) planning	We advise and assist customers in producing TM plans to ensure safe and efficient construction projects.	
Equipment rental	We provide the right equipment, when and where it is needed, reducing investments in equipment for the customer and in turn lowering negative environmental impact.	<ul style="list-style-type: none"> • We seek to actively reduce the climate footprint from our business.
Service personnel	We supply personnel with the right training and competencies, relieving customers of the need to provide their own personnel on site.	<ul style="list-style-type: none"> • We care for the people in our organisation and for the communities in which we work.
Installation	We take care of installing and maintaining the right TM solution at the right time and in the right place, increasing efficiency in the customer’s project.	<ul style="list-style-type: none"> • We support human rights, workers’ rights and anti-corruption by subjecting transport partners and suppliers to requirements.
Development	We continuously improve our safety offering to secure the customer’s work environment and ensure safety for third parties.	

EU summit meeting secured

Large crowds of people in public areas are creating new threat situations – and higher demand for security services for the public benefit. When the EU summit meeting was held in Gothenburg in 2017, Ramudden provided all barrier equipment. The contract included installation of 3,000 meters of fencing in two days.





Rising demand

In every country where Ramudden operates, we see increasing awareness of safety in the workplace and improved regulatory compliance. As more and more people move to the cities, traffic increases and large numbers of people crowd in public areas, new challenges are also arising. Here, we are helping to manage a whole new reality in which external menaces in the form of mugging, terrorist threats, demonstrations and sabotage are creating demands for high levels of security.

At the same time, resource efficiency has come into sharper focus, and more and more people have become aware that every individual business has its part to play. The UN's Sustainable Development Goals for 2030, which address the major challenges from a global perspective, are playing an important role in bringing the issues of sustainability on to the agenda – and that goes for Ramudden too.

Framework for our work

In the final analysis, we are governed by international and national laws, guidelines and local regulations. In 2017, as part of an initiative to improve systematic governance, Ramudden established a project to implement a new management system (Karma) in line with ISO 9001, ISO 14001 and ISO 45001. Within the scope of this initiative, strategic and operational opportunities and risks were also identified and analysed. In the same year, a central function was also established to focus at an overall level on contracts, purchasing and supplier contacts.

In early 2018, Ramudden's new operational policy was adopted. The policy, which spans quality, environment and health and safety, is the basis of the operational goals for the business. The goals address how we should contribute to sustainable development in society and how we should limit negative environmental and climate impact.

Ramudden's focus areas

In 2017, a GAP analysis was performed to identify the gap between the existing management system and ISO requirements for quality, the environment and health and safety. The outcome of the analysis, which highlights the material sustainability risks in terms of the core business, formed the basis of our sustainability work in 2018. The focus areas are:

- Environment, travel and transport
- Employee safety and competencies
- Attractive employer and committed contributor to society

> For more on the focus areas, see pages 14-29.

Chevron's sustainability framework

Ramudden's UK business, Chevron, operates in accordance with the ISO 9001, ISO 14001, ISO 22301, ISO 39001, ISO 44001, ISO 45001 and ISO 50001 standards, as well as with Highways Sector Scheme 12.

Achievements this year

A large measure of our work in 2018 centred on analysing the status quo, producing Group-wide documents, guidelines and action plans per focus area, and on defining measurable goals and key performance indicators.

Tool	Description	What we did in 2018
Risk analysis	Risk and vulnerability analysis	For its business in the Nordic countries and Estonia, Ramudden analysed risks and vulnerabilities, which are addressed by Ramudden's Board. For its business in the UK, Chevron analysed risks and vulnerabilities, which are addressed by Chevron's Board.
Certified management systems	ISO 9001 ISO 14001 ISO 45001	The project, which began in 2017, continued during the year with implementation of a new management system in Sweden.
Group-wide plan	Strategic plan for 2018-2022	The plan, which is linked to the various ISO standards, covers all countries in which Ramudden is active, except the UK.
ESG team	Team operating on a Group-wide basis on environmental, social responsibility and governance issues	Established during the year, the team meets regularly to drive work in the individual countries.
Policies	Alcohol and drug policy Anti-corruption policy Anti-trust policy Inclusion policy Business partner policy Health, safety, quality and environmental policy IT and cyber security policy Crisis management policy Money laundering policy Code of conduct policy	We produced ten Group-wide documents that address guidelines relevant to Ramudden. In addition, the UK has its own guidelines that address even more areas. The policies are to be translated and integrated in the countries where we operate, then distributed to all current suppliers and appended to contracts where appropriate. The policies are also posted at ramudden.se
Supplier appraisal	Supplier appraisal document Letters to suppliers	We established routines for our procurement and purchasing process. The documents are to be translated and integrated in the countries where we operate.
Normative	A comprehensive system for digital sustainability reporting	In 2018 we bought in and installed a new solution for consistent, Group-wide reporting. The solution is based on a selection of parameters in line with the GRI standards, and will enable both better reporting and follow-up of key performance indicators.
Energy analysis	The energy declaration sets out the actions we can take to improve our energy efficiency and, in so doing, lower our energy costs.	An authorised analyst was engaged in 2017 and 2018 via ÅF and a report delivered to the Swedish Energy Agency.

Dialogue – greater insights

To keep updated with current requirements and expectations, we maintain close dialogue with our many different stakeholders. This helps us understand new needs and provides valuable insights as we develop our business.

Stakeholders	Major issues in 2018	Type of dialogue/activity
Customers	Safety and work environment Environment and transport Engagement in local community	Ongoing dialogue within the scope of each contract. Communication via the Web and social media channels. Relationship-promoting activities, such as participation in trade fairs: Almedalen Week (Sweden) and Vei og Anlegg, MEF and Arctic Entrepreneur (Norway).
Suppliers	Safety and work environment Environment and transport Ethics and values	Ongoing dialogue with suppliers. Local meetings with suppliers. Relationship-promoting activities. Web and social media channels.
Employees	Safety and work environment Attractive employer Ethics and values Engagement in local community	Ongoing dialogue via internal channels. Regular employee meetings, including workplace meetings, performance reviews, health and safety committees and sport and exercise events.
Industry associations	Safety and work environment Environment and transport Attractive employer	Activities in connection with the industry-wide initiative “Zero Accidents” in Sweden. Activities in conjunction with the Swedish Building Employers’ Association and the Swedish Association for Safer Roadwork Sites. Activities in conjunction with the Norwegian Traffic and Emergency Response Industry Network. Activities in conjunction with the Finnish association SKTY (Suomen Kuntatekniikan Yhdistys) about municipal infrastructure projects.
Municipalities and government agencies	Safety and work environment Environment and transport Attractive employer Social responsibility	Ongoing monitoring of regulations and related information. Dialogue in the course of ongoing contracts.
Owners	Safety and work environment Ethics and values Environment and transport Attractive employer Social responsibility Company’s development, deviations from Company’s policies, regulations and laws	Ongoing dialogue on requirements with regard to, for example, sustainability, supplier appraisal and policies. Digital reporting on a semi-annual basis. Operational reviews of central functions relating to Board meetings.



ENVIRONMENT, TRAVEL AND TRANSPORT

Taking an overall approach to our climate footprint

Logistics is a central element of Ramudden’s operations. From that it follows that a high proportion of our environmental impact arises in the form of the emissions from transport activities. We bear a major responsibility for reducing the environmental impact caused by haulage contractors, our own operational vehicles and our employees’ business travel.

What does efficient logistics mean to us? It means that our products arrive on time at the lowest cost possible, as regards time, fuel consumption and environmental impact. We make sure of that by organising transport movements with the maximum use of cargo capacity and by spreading the traffic load over 24 hours for the least possible negative impact on the public and where people live, especially in the cities. By driving at night, rather than during rush hours, we obtain major reductions in driving time and CO₂ emissions.

For our transport operations, we use our own vehicles and those of haulage contractors. Whoever performs the transport operation, our aim is to reduce negative environmental impact. Our overarching objective is to lower climate impact per transport kilometre. We try to achieve this by maximising efficiency in the number of journeys and by increasing our use of fossil-free fuels.

Ramudden’s own operational vehicles

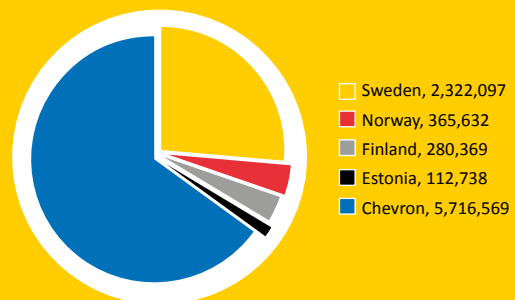
Ramudden’s own operational vehicles, including truck-mounted attenuator (TMA) vehicles (protective vehicles), forklift trucks, crane lorries, heating and thawing equipment and company cars, are with a few exceptions fuelled at Circle K in Sweden and Norway, and at Neste in Finland. This makes it simpler to keep a check on fuel consumption. At present, it is not possible to account for business travel separately from transport and work with other operational vehicles. However, the total climate impact from operational vehicles can be monitored in terms of the total volume of fuel and the proportion of renewable fuel.

Business travel by employees

Business travel includes travel by rail, taxi, hire car, air and public transport, by employees for the purposes of depot visits, site visits, training, events, customer meetings and the like. It is not possible at present to account for the total environmental impact of business travel. This is because such travel includes not only business travel in company cars, but also journeys booked via Resia and journeys booked privately and paid for by employees out of their own pocket. Against that background, it is not possible to report the total volume of fuel consumption and CO₂ in business travel in 2018.

During 2018, the number of rail journeys on behalf of Ramudden in Sweden was 239, as against 267 in 2017. At the same time, the number of journeys by air in the same period increased from 491 to 594.

CO₂ eq. (carbon dioxide equivalents), tons



ENVIRONMENT, TRAVEL AND TRANSPORT

- > The increase in the total number of journeys should be viewed in the light of Ramudden's growth, with more employees spread over more locations, and the fact that we have shifted to a high gear in consolidating the Group. In 2019, we will continue our endeavour to use more public transport, to become better at coordinating meetings and combining travel, and to encourage the use of digital meetings.

Use of haulage contractors

Haulage contractors are mostly engaged for transport in connection with equipment purchasing and transporting our own equipment between depots.

Equipment is transported between depots within and between the Nordic countries and in Estonia. Because the

majority of haulage firms today are not in a position to account for fuel consumption and the total volume of CO₂ generated, we have set up a project to review our ten major suppliers of transport services. The hope is that, via better statistics on key performance indicators, we can impose stricter requirements on our suppliers and make choosing the "right" haulage firm easier.

Our ten major transport service suppliers in Sweden in 2018 were, in descending order, Trans Skandic AB, Schenker AB, Martinssons Gårdsförsäljning AB, Björkmans Fjärr AB, BDX Företagen AB, Jansson & Frank TR, Olle P:s Åkeri AB, Turebergs Transport, DSV Road AB and BL Logistik AB. Statistics from these companies will from now be used for data presented via the Normative reporting tool.

Energy audit

Ramudden's operations fall within the scope of Sweden's Act (2014:266) on Energy Audits at Large Enterprises (EKL). The act is intended to promote higher energy efficiency and audits must be performed by an authorised energy auditor every four years. Ramudden has engaged an authorised energy auditor via the ÅF consultancy, and submitted a comprehensive energy audit for 2017 to the Swedish Energy Agency. Work on the 2018 audit is in progress.

The audit identifies measures Ramudden can take to minimize our energy consumption. Wherever possible, we also aim to take account of our suppliers' energy consumption and minimise energy consumption at premises that Ramudden leases.

- The audit identifies high potential for reduction in our transport operations.
- To simplify the control of costs and the environmental impact from electricity consumption at our depots, a project is initiated to centralize procurement of electricity.



Waste disposal contractor wanted

Another area where Ramudden can exert influence is in how our products are disposed of. The prime objective is to extend the service life of our equipment and then to ensure they are disposed of in the best way, environmentally. None of our waste is sent to landfill.

Our products are made mainly of concrete, metal, wood and plastic. When they are no longer fit to be hired out, they are sent either for re-use or recycling. Concrete is crushed and recycled as a construction material, or it is sent for re-use, for example to farmers or haulage firms, where it is used for roadside grit bins or for parking lots. All plastic, including road signs, is sent to local recyclers.

Scrap metal is sent for local recycling, while fencing and gates can in some cases be re-used. Household waste is burned to generate district heating and electricity. Hazardous waste is sorted and dispatched to approved hazardous waste disposal centres.

In 2018, work started from procurement to identify a waste disposal contractor to help us with sorting of different types of waste (fractional sorting) and transportation of the waste. This will also provide us with overall statistics for fractions and volumes, which will enable us to set measurable targets that can be followed up. In order to obtain a good overview, the ambition is that our chosen partner should be represented in Sweden, Finland and Norway.



Web shop with an eco-focus

In 2017, a partnership was established between Reklamproffsen and Ramudden aimed at expanding the number of eco-labelled products in the web shop, with promotional products focused on operations in the Nordic countries and Estonia. At the same time, we scrutinised the logistics associated with these products to determine where climate impact could be reduced.

In 2018, the product range was gradually substituted with better options, with the emphasis on the most-ordered items. For example, printing inks, chemicals, treatment of

waste water, processing and recycling of packaging were reviewed, along with water and energy consumption during production itself.

The web shop now stocks a range of eco and Fairtrade labelled garments and non-microplastic fleece products. Another change was with regard to paper cups, the most-consumed product, in terms of numbers, per year. These are now locally produced in Finland, and are Swan, Foodsafe and PEFC labelled.



**SAFETY FOR EMPLOYEES AND THE
ENVIRONMENT**

With us, you can feel safe

Safety in the workplace is not just an industry issue – it is a society-wide issue. Via engagement in industry associations, along with risk analyses, assessments and reports, we are working on both influencing the public debate and delivering on our zero vision.

Society's demands have increased, the nature of building has changed. Densification of cities, new building and renovation of infrastructure is taking place on sites where multiple parties are active – and there is an expectation that everyday activities will experience minimal disturbance. All of this without compromising anyone's safety.

This requires an approach in which we, at an early stage, build in safety and access in and around the sites in the planning of construction and infrastructure projects. In turn, this demands an even higher level of understanding and knowledge on the part of decision-makers in society.

Safer roadwork sites

One way of achieving a safer society is through various industry organisations. Against that background, Ramudden in 2014 joined in establishing the Swedish Association for Safer Roadwork Sites. The aim is to bring about safer roadwork sites for both workers and road-users, for example via a common interpretation and implementation of regulations, free and fair competition in procurement and promotion of technological development for safer products in the road maintenance sector.

The association is based on five business areas: Alert & Guide, Protect, Training, Implementation of Regulations and National Statistics. Ramudden is represented on the committees for all five. In 2018, the Training committee held regular meetings to discuss industry-level issues, such as interpretation of regulations, new requirements and guidelines from the Swedish Transport Administration.

“Zero Accidents” in the construction industry

The construction industry, the other main area in which Ramudden delivers safe workplaces, is among the most hazardous in Sweden. More than five people a day are involved in a workplace accident of such severity as to require a period of sick leave of more than 30 days. In an attempt to reduce the number of workplace accidents, the “Zero Accidents” initiative was established in spring 2017.

The initiative was backed by ten of the biggest construction and property companies in Sweden, along with the Swedish Transport Administration, the Swedish Building Employers' Association and the Swedish Construction Clients Association. Ramudden was among the first organisations to sign up to the “Zero Accidents” initiative. During 2018, work continued in the form, for example, of workshops and seminars on risk analysis, health and safety and accident investigation. Ramudden took an active part in executive committee meetings and in formulating the action plan for realising the vision that no-one should be injured at his or her workplace.

A zero vision for injuries

Two important tools for success in our zero vision are risk analyses and risk assessments, in terms of the most obvious risks, physical safety at roadwork sites, and other health and safety risks. In the past, work on identifying, analysing and mitigating health and safety risks was in the main performed locally, without any clear coordination at an overall level. However, major risks have always been reported to management and dealt with as encountered. >

SAFETY FOR EMPLOYEES AND THE ENVIRONMENT

- > As a result, operations to date have been free of serious incidents.

To gain an overall grasp on and benefit from local initiatives and experiences, and to be able to act preventively in work environment issues, Ramudden signed up to the BIA System, the Swedish Construction Industry Information System for Occupational Injuries, in late 2017. By reporting near-accidents, accidents and risk observations, and by conducting BIA System safety inspections, we can work systematically, learn lessons from past incidents, provide feedback on outcomes to the organisation, keep safety inspection templates updated and obtain statistics on past accidents/near-accidents and risk observations made. Ultimately, the aim is to improve the framework for working more preventively and reduce the number of accidents.

The target for 2018 was to ensure that employees have the knowledge necessary for their task, and to work in a risk-aware way. To this end, the reporting function serves as an aid to increase interest in and understanding of risk-aware ways of working.

The BIA System is now used at Ramudden in Sweden for reporting near-accidents, risk observations, quality, environment, accidents to or from work and occupational illnesses. The BIA System is to be launched in Finland in 2019. In Norway, Ramudden uses a separate system for reporting, a module in the Sticos Personal system. Similarly, in the UK, Chevron reports via the RIDDOR system. Over 2018, the number of risk observations rose, although more work is needed to get employees actually to report what may happen or has happened. Ramudden's strategic plan for 2018-2022 therefore includes targets set on the basis of the date reported.

Industry influence in Norway

During 2018, Ramudden AS in Norway stepped up its work to bring safety issues on to the agenda both at government agencies and across the industry in general.

In the past year, Ramudden launched an initiative to organise industry days in 2019. The focus will be on traffic safety/responsibilities around roadwork sites, and the industry days will target contractors, government agencies and industry associations. The objective is to link together the various faculties in order to highlight safety awareness and to meet the challenges faced. The event will take place in several locations across Norway (Trondheim, Oslo, Stavanger, Bergen and Ålesund).

During the year, Ramudden AS also focused efforts on keeping up with – or staying ahead of – the Norwegian government's investments in tighter supervision of the construction and engineering industry. For example, an independent industry association, the Norwegian Traffic and Emergency Response Industry Network, was created, with Ramudden as one of eleven members. Ultimately, the aim is to increase safety for people who are working on the roads.



Almedalen Week, health and safety forum

Ramudden promoted the safe work environment issue during Almedalen Week held in June 2018, partly via panel discussions with participants from the biggest companies and industry associations in the roadbuilding and construction industry. The question “Does everyone have a right to a safe workplace?” is something that we promote again during Almedalen Week 2019.



SEVENTH GOLD FOR CHEVRON

In 2018, Chevron again won a gold medal from *the Royal Society for Prevention of Accidents*, for its work on accident prevention.

New signage system in the UK

In January 2019, Chevron presented a new active signage system designed for use in controlling the speed of traffic at roadwork sites. Powered by solar cells, the signs can be managed from a control room for quick and simple adjustment of speed restrictions, based on whether work is taking place on the site or not. The project, based on a challenge from the UK's BBV (Balfour Beatty Vinci), was a joint venture with HRS, an affiliate of Chevron, and Morelock Signs.



Sweden's first safety park

In 2018, the Swedish Building Employers' Association started building Sweden's first safety park at Arlanda, near Stockholm, based on a Finnish concept. Ramudden sponsors and is responsible for the park's traffic arrangements, whereby users can, for example, gain experience in how to manage and establish traffic arrangements with barriers.



SoundGuard, a protective wall



Ramudden is constantly engaged in product development. During the year, we produced a new solution in the form of a complete, systemised perimeter protection product for safer workplaces. The aim was to improve the work environment in and around sites and to improve safety for road-users. SoundGuard reduces noise both from the road alongside, and out from the site. It also prevents road dust from finding ways into the site. In addition, the system is 100 percent reusable.



RAMUDDEN'S WORD BECOMES LAW IN ESTONIA

In the past, Estonia had no system of regulation for workplace safety at roadwork sites. When Ramudden set up operations in the country, we also introduced our manual on safety in municipal workplaces. This now serves as the framework for the entire system of regulation set up by the Estonian Road Administration Maanteeamet.



**ATTRACTIVE EMPLOYER AND COMMITTED
CONTRIBUTOR TO SOCIETY**

You are never alone at Ramudden

All centrally organised support functions focus on making our employees' day-to-day life simpler, better and safer. Because day-to-day life out on the roads is tough, and keeping motivation high takes more than just a pay packet. Here, we invest heavily in training and actively in helping to make a better society.

Without our employees, Ramudden would be nothing. Everything organised centrally – digitisation projects, barrier equipment, easily processed materials etc. – is targeted at making day-to-day life out in the field safer and easier. For the same reason, we care about offering good working conditions and opportunities for development, and we make it a priority to engage in issues beyond the Company's walls. Safety for our employees is also of the utmost importance; we have a zero vision that no-one should be injured at the workplace (see also section "Safety", on page 19).

In Sweden, employees are covered by collective bargaining agreements and health insurance. In other countries where we operate, similar agreements on employment conditions apply. We also offer a series of benefits, such as a wellness allowance, company healthcare service, computer reading glasses and health insurance.

A watchful eye – safety officers

Safety officers play an important part in health and safety activities, for example with regard to well-being, physical risks and cooperation between employer and employee. In 2017, Ramudden increased the number of local safety officers in Sweden within its own organisation. This work continued in 2018, with the appointment of a chief safety officer and the establishment of a safety committee.

In Norway, a safety officer is elected in all departments and it was decided during the year that a company-wide committee for health, safety and environmental issues should be established for the Group. This was also to include the election of a chief safety officer.

Human rights and anti-corruption

The number of suppliers/haulage firms in our industry is limited, which makes dialogue with those concerned all the more important. The increased risks that we see are, above all, in production outside the Nordic region, and where our suppliers engage sub-contractors.

The steps we take to reduce our risks are as follows:

- We make on-site visits to factories and check certifications, notably at Worxsafe, our biggest supplier of traffic barrier equipment, which has production in China.
- Our supplier appraisal, including questions for example on work environment, sustainability and safety, is an important tool. As we grow and acquire more suppliers, we will further tighten the setting of requirements and inspection issues during purchasing and choice of supplier.
- To counteract corruption and ensure sound financial management, we have developed an in-house set of regulations. We operate an approval procedure based on the "4-eyes principle". All invoices, documents, registers and reports must in all respects be transparent.
- We audit, follow up and document suspect transactions, and always reject requests for cash payment.
- Compliance with our conduct, anti-corruption and business partner policies etc. is mandatory internally and externally, and they are therefore also made known to our business contacts. The policies address human rights, labour rights, child labour, forced labour, freedom of association, environmental impact, safety, ethics, gifts, bribery and business entertainment.

Major investment in training and competency provision

In 2018, the focus was on co-ordinating and developing tools for the Group’s internal and external training initiatives. During the year, 2,700 external and 330 in-house participants attended courses organised by Ramudden in Sweden.

The ability to attract, recruit, retain and develop employees is critical to Ramudden’s short and long-term competitiveness. Training is therefore one of our main processes. We create healthy, safe work environments internally, and provide the competencies needed to assist our customers cost-efficiently and professionally in compliance with industry regulations and guidelines. We also attach high priority to the range of external courses provided to our many partners.

Training framework – The Competence House

In 2017, work started on developing a training plan for leadership, sales, traffic safety, work environment, systems and products, in which every employee is included and has a competency plan tailored to his or her role. That work was progressed in 2018.

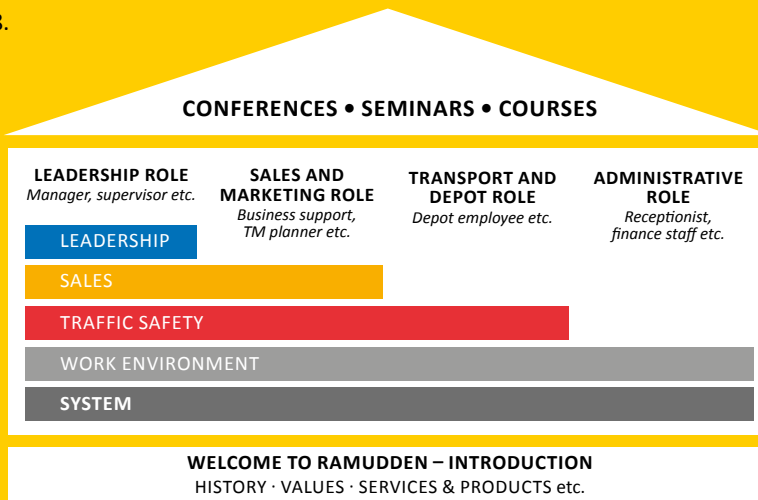
Training portal

Ramudden’s physical training courses are coordinated via the training portal. The portal went live in early 2018 in Sweden, and the intention is that it extended to the other countries where Ramudden operates. The aim is to ensure that every employee has the right competency for his or her role and to facilitate follow-up by his or her immediate superior during performance reviews, which are part of the systematic focus on health and safety.

In 2018, a course catalogue was also produced. This will be incorporated into the Karma management system, which will be distributed to the local offices and the depots.

E-learning platform

Work began in 2018 on development of an e-learning platform for systematic health and safety activities (SAM), which focuses on an ISO course based on sustainability. The platform will serve as a further way of distributing and reinforcing competency, wherever the employed is physically located.



Training in 2018

In Sweden, Ramudden arranged approximately 460 open courses for external customers, and around 30 pure in-house courses.

- **BAM (Better work environment) course for managers and safety officers**

In 2018, BAM courses were held for 60 employees. All managers and safety officers completed the course during the year. However, in the last quarter not all supervisors and new recruits attended the course.

- **Employee training for new recruits**

In the past year, an induction course for new recruits was provided on four occasions, attended by 50 participants in total. The course aimed at increasing knowledge of Ramudden's operations and core values.

- **Swedish Transport Administration's course in regulatory requirements**

To be able to work safely on a site in a traffic environment, every employee must have completed the courses in legal requirements for the work concerned, such as security, pilot vehicle operator and traffic control sign supervisor. The courses are delivered by Ramudden's own trainers, both within the scope of the training plan and via rehearsals. In 2018, 190 employees completed the APV (Working on Roads) training.

- **Traffic safety courses**

Ramudden has a large number of vehicles, and for a high proportion of employees, the car is their main workplace. This is one of the reasons why we also provide training in safe driving to employees. The traffic safety course is a mix of theory and practice in how to behave while in traffic and how to handle the vehicle in challenging situations. In 2018, four separate courses were held, attended by around 50 employees.



Competency courses in Norway

To be approved as a traffic controller/flagman in Norway, the person must have completed a two-day course. The system is currently under review by the Norwegian Public Roads Administration. As a result, a new Parliamentary bill and regulatory system affecting this course will be presented.

Initially, all new employees will work alongside an experienced employee. In addition, anyone directing traffic must complete a specific safety training course (HMS) in order to be able to work on customer sites. Those working in tunnels are also required to complete courses in First Aid, cardio-pulmonary resuscitation and fire-fighting in tunnels.

Top 5 in-house courses

1. Working on Roads (APV): 190 participants
2. Practical Leadership: 70 participants
3. Better Health & Safety (BAM): 60 participants
4. Induction Course: 50 participants
5. Traffic Safety: 50 participants

8 examples of society-wide initiatives

At Ramudden, it is important to expand our contribution to a sustainable society beyond the roadworks barriers and the road traffic environments. In Sweden, we supported a total of 80 separate initiatives during the year, via sponsorship and engagement.

1. The Active School Foundation

The Active School Foundation is a force for cohesion that actively strives for better schools in Sweden. More qualified teachers, fewer pupils per class, 30 minutes of physical movement activity every day and in-school tutoring are among the points on the agenda, as well as the environment, bullying, health, illness and drug abuse. In 2018, Ramudden supported a project aimed at counter-acting grooming. The project won an international award.

2. The Rainbow Trust Children's Charity

In the UK, Ramudden's Chevron business elected to support the Rainbow Trust Children's Charity. This organisation aims to help families with children aged 0-18 years who are affected by a life-threatening or lifelong illness.

3. Collaboration with Samhall

In June 2018, Ramudden entered into a partnership with Samhall, whose task is to create meaningful work for people with a functional impairment leading to reduced capacity for work. A number of individuals were given the opportunity to perform simple tasks such as washing signs and cars at Ramudden depots.

4. Investment in skiing

Team Ramudden – in Sweden, Ramudden joined with Lina Korsgren, a top professional skier, in 2018 to create a cross-country skiing team that would represent Ramudden in the Nordic region and Europe during the Visma Ski Classics. The aim is to help young talents to discover cross-country skiing and go all the way to the top in international cross-country skiing. A special sportswear collection has been developed, which will be available to Ramudden employees.

Blink Skiing Festival – in Norway, Ramudden has for several years sponsored roller ski competitions during the Blink Festival. The race is aimed at both elite and amateur competitors.

5. Swedish Heroes

In Sweden, Ramudden is a partner in the Aftonbladet Swedish Heroes initiative, in the category Guardian Angel of the Year. The award aims to support and recognise people who, courageously and by decisive action, make a difference to others in day-to-day life.

6. Prize for considerate workplace

The FIR (Fairness, Inclusion and Respect) initiative is about promoting and developing an inclusive and sustainable culture in the workplace. Ramudden's UK business, Chevron, won an award for its work on identifying capacity and competency shortcomings and then testing new options in recruitment, such as employing ex-military personnel, for example.

7. Give blood during working hours

Ramudden is a partner of the Blodomloppet not-for-profit association formed to draw attention to the need for people to give blood. In addition to participating by running or walking in the Blodomloppet race itself, employees are able to give blood during working hours.

8. The Glada Hudik Theatre Group

The Glada Hudik Theatre is a municipal-backed venture operating within the scope of the Swedish Act on support and service for persons with certain functional impairments (LSS). The aim of the venture is to enable everyone to do what they are good at and create a stimulating and meaningful activity for people with a functional impairment, a view that Ramudden shares and has therefore chosen to sponsor.

3 examples of local engagement

One of Ramudden's core values is "close at hand". The Company should be local, and listen to and support both customers and the community.

Norway

Football competition for children's and youth teams

One example of local engagement is the Ramudden Cup competition, which has been held for several consecutive in Norway. Ramudden AS is main sponsor for, and co-organiser of, a full weekend of football for approximately 60 children's and youth teams. Alongside the project for young talents, Ramudden also sponsors a premier league club, Rosenborg Ballklubb.

Sweden

Rapatac for the People

In Gävle and Sandviken, Ramudden sponsors Rapatac for the People and its local activities, which center on work with children, knowledge and learning. The focus is on an activities centre in Sandviken, which will be built in 2019, and is intended to serve as a meeting place for children and young people, with a range of activities in technology, culture and the media, together with physical activity and the environment & sustainability.

UK

Youth unemployment project

In Manchester, Ramudden via Chevron supports a project addressing youth unemployment. Within the project, a truck was donated to a school for use in instruction on repairs and maintenance.



PASSION FOR HEALTH

Healthy employees are a must for any healthy company, but how do you get more people to take regular exercise on a long-term basis? The Passion for Health project was established in 2016, and places equal emphasis on personal dietary and exercise advice as on shared activities to create a sense of "us" and make Ramudden an attractive employer.

In the initiative, Ramudden employees took part in external fun runs including Blodomloppet, Skandis-tramper, Stafettvasan and an OCR entitled Gropen extreme. Several in-house challenges also took place, including Veckoutmaningen, Ramuddenklassikern and an activity competition, WE+. In it, all employees were encouraged to perform a physical activity for at least 30 minutes, three times a week, through October and November. During 2018, 2,905 exercise sessions were held over a six-week period, an increase of 56 percent compared to the figure measured before the competition started.

KEY PERFORMANCE INDICATORS

Key performance indicators via Normative

In order to ensure that work on our chosen focus areas is helping us to achieve our objectives, we monitor a number of key performance indicators. To do this, we use Normative, a comprehensive system for digital sustainability reporting.

Code	Note	Item	Ramudden Ramudden	Ramudden Sweden	Ramudden Norway	Ramudden Finland	Ramudden Estonia	Chevron UK
FINANCIAL								
I.02		Sales, SEK	1,610,576,399	745,024,734	143,220,693	57,254,351	15,298,788	649,777,833
SOCIAL								
I.03.01	1	Number of full-time equivalents (FTEs)	890	273	89	38	17	473
S-04-08.03		- of which, % women	12.5	19.4	23.6	12.0	17.6	6.3
S-01-02.02	2	Number of accidents resulting in absence (LTI)	8	3	0	2	0	3
S-01-02.03	3	Accident frequency rate (LTIFR)	3.1	3.8	0.0	1.0	0.0	2.2
S-04-05.02	4	Absence (AR), %	3.5	3.0	9.0	3.2	2.0	2.5
S-01-01.03	5	Number of fatalities (FAFR)	0	0	0	0	0	0
ENVIRONMENTAL								
E-02-05.01		Total energy consumption, kWh	39,581,777	11,554,237	2,333,609	1,163,967	479,761	24,050,202
E-02-05.02		Total energy consumption, kWh per FTE	44,499	42,323	26,220	31,039	28,221	50,846
E-02-06.01		Fuel consumption by vehicles in operations, kWh	35,734,493	9,393,855	1,359,009	1,039,293	417,904	23,524,432
E-02-06.02		Fuel consumption by vehicles in operations, kWh/FTE	40,174	34,410	15,270	27,714	24,583	49,735
E-02-07.01		Energy consumption, electricity for operations and heating, kWh	3,847,284	2,160,382	974,599	124,674	61,857	525,770
E-02-07.02		Energy consumption, electricity for operations and heating, kWh/FTE	4,325	7,913	10,951	3,325	3,639	1,112
E-02-09.01		Carbon dioxide impact from vehicles, kg CO ₂ eq.	8,797,404	2,322,097	365,632	280,369	112,738	5,716,569
E-02-09.02		Carbon dioxide impact from vehicles, kg CO ₂ eq./FTE	9,890	8,506	4,108	7,477	6,632	12,086
E-02-10.01		Carbon dioxide impact from electricity for operations and heating, kg CO ₂ eq.	566,417	204,774	18,816	26,930	56,167	259,730
E-02-10.02		Carbon dioxide impact from electricity for operations and heating, kg CO ₂ eq./FTE	637	750	211	718	3,304	548

DEFINITIONS FOR NOTES

- 1) Full Time Employees (FTEs) refers to the total number of employees, calculated as full-time appointments.
- 2) The number of injuries resulting in lost time (LTI).
- 3) Lost Time Injury Frequency Rate (LTIFR) is the frequency of serious, sudden events causing personal injury that results in more than 1 day's sick leave/ number of hours worked x 1,000,000. Such events may occur during working hours or during the employee's journey to/from work.
- 4) Absentee rate (AR), sick leave including long-term absences.
- 5) Fatal Accident Frequency Rate.

OTHER COMMENTS

Estonia and CO₂ eq. (carbon dioxide equivalents)

With its lower share of renewable energy, Estonia has a larger carbon dioxide footprint. Calculations by the Energy Efficiency and Conservation Authority (EECA) indicate that Estonia's CO₂ footprint is around 1 kg per kWh.

Carbon dioxide impact

Emissions from our own operational vehicles are calculated using the GHG protocol, based on supplier data and conversion factors from DEFRA. Calculations for carbon dioxide emissions from our operating premises are made on the basis of energy consumption and consolidated energy costs at all Ramudden offices, using the market-based approach defined in the GHG protocol.

AUDITOR'S REPORT

Auditor's opinion regarding the statutory sustainability report

To the General Meeting of Shareholders in Ramudden HoldCo AB, corp. reg. no. 559113-9778

Duties and responsibilities

The Board of Directors is responsible for the statutory sustainability report for 2018, and for ensuring that it is prepared in accordance with the Swedish Annual Accounts Act.

Focus and scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Stockholm, 7 May 2019

PricewaterhouseCoopers AB

Patrik Adolfson

Authorised Public Accountant



Ramudden

ramudden.se