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**Ramudden  
Sustainability Report 2019**

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The Board of Directors issued this report on 8 April 2020. This sustainability report was prepared for Ramudden Group Holding AB in accordance with the Swedish Annual Accounts Act. The report covers operations in Sweden, Norway, Finland and Estonia. The reporting tool Normative was introduced in 2018, which in the long term will provide Ramudden with consistent, comparable key performance indicators (KPIs) and sustainability data.

Contact person at Ramudden  
Nickan Larsson, HSEQ Manager  
+46 (0)10-303 50 00  
nickan.larsson@ramudden.se

**ABOUT RAMUDDEN**



**Every day thousands of streets, roads and railway lines are completely or partially closed for maintenance, construction or because an accident has occurred. Any such traffic closures can constitute a hazard. As can construction sites.**



**Ramudden aims to help municipalities, authorities, contractors and construction companies design, provide and equip crash barriers so that they satisfy both work environment and traffic safety requirements. Ensuring accessibility around work zones is just as important.**



## RAMUDDEN IN BRIEF



Ramudden is a full-service provider of work zone safety solutions in environments where there is normally traffic. We support our customers in creating safer work zones and complying with the rules and regulations applicable alongside roads and railway lines and on construction sites. This means that customers can confidently focus on their core business – repairs, maintenance and construction. We also help safeguard public spaces and key structures.

Among other things, our services include hire and delivery of signs and crash barrier equipment, competent on-site personnel and assistance with traffic management plans and permit applications. We also provide various external training courses.

Ultimately, in collaboration with our customers and other industry players, we contribute to a circular economy, sustainable infrastructure and long-term social development.

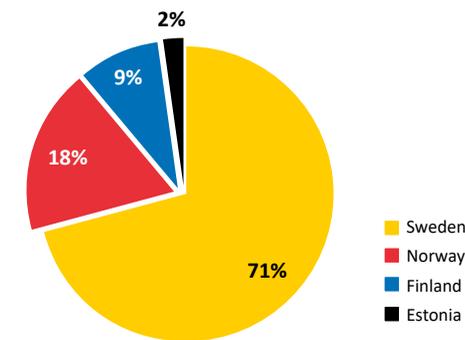
## RAMUDDEN IN BRIEF

### The Ramudden spirit

Everything we do is permeated by what we call the Ramudden spirit. This means that we **focus on the customer**, put employees' **health and safety first** and aim to be **the best at what we do**. We are knowledgeable and service-oriented doers who work hard to solve our customers' challenges.

We also work to ensure good internal solidarity, with an atmosphere in which everyone feels happy and contributes. We let the Ramudden spirit guide our work whether we are in the office, at the depots or out on the roads. The same spirit is also reflected in the community-oriented initiatives that we choose to support.

### PERCENTAGE OF REVENUE



The majority of our Nordic operations are based in Sweden and Norway, something that is also reflected in the focus of our sustainability efforts.

### Ramudden's operations

# 41

locations in Sweden

# 12

locations in Norway

# 8

locations in Finland

# 3

locations in Estonia

# > 600

The number of full-time employees in Sweden, Norway, Finland and Estonia.

### MISSION

*Everyone has the right to a safe workplace.*

### VISION

*Leading provider of work zone safety services.*

### CORE VALUES

*Available, knowledgeable, flexible and driven.*



## ISO certifications in Sweden

In the autumn of 2019, an external ISO audit was carried out. At the beginning of 2020, we were certified for the standards ISO 9001, ISO 14001 and ISO 45001 for all depots in Sweden. Next up in 2020/2021 are Norway and Finland.

# 3,466

The number of participants in Sweden who completed a course run by Ramudden during the year.

# 4.8 out of 5

Quality of conduct

Our customer survey in Sweden – in which 76 customers were asked about our service, quality and conduct – shows that we are on the right track.

# 500,000

The number of people who pass through the Slussen area of Stockholm every day, where Ramudden helps safeguard accessibility and the safety of work zones.



## Engagement in Almedalen

During Almedalen Week, where we highlighted the issue of everyone's right to a safe workplace, we met the Swedish Minister for Employment Ylva Johansson.

## Leadership and communication

A good culture increases engagement and attendance. This is the insight that characterises Ramudden's new leadership training, during which around 40 participants have been trained in communication, expectations, objectives and roles. All these aspects are linked to the Ramudden spirit and a healthy corporate culture.

# 500

PARTICIPANTS IN NORWEGIAN INDUSTRY DAYS

In 2019, Ramudden AS launched five industry days in various locations in Norway. There was a lot of interest and about 500 representatives from contractors, organisations and authorities participated.



# 333%

The increase in employee reporting of deviations, incidents and accidents in Norway between 2018 and 2019.

This does *not* mean that the number of incidents has increased, but rather that awareness of safety and quality has increased among employees.

## New track: safeguarding the railway

During the year, we have noticed an increase in demand in a new segment: railway and tram lines. In Helsingborg and Helsinki, among other places, major projects are now underway where Ramudden is involved in safeguarding both the work zones and accessibility around these.



# 67%

This is how much the participants increased their exercise-promoting activities during the WE+ exercise competition, which saw the depots compete in teams against each other for six weeks.

## Around 100 initiatives for social organisations and associations

Sports activities, cooperation with schools, community projects, theatre – in Sweden, Ramudden's engagement and support extend far beyond the company's walls.



*Safety is not a given — it must be planned, prioritised and implemented. We consider it our mission to highlight safety issues everywhere.*

# On the road to an even safer, more sustainable business

Ramudden has become a societal player to be reckoned with. We are becoming involved in major projects at an increasingly early stage and maintaining an ongoing dialogue with authorities in the countries in which we operate. We participate in innovation projects, influence safety considerations when new standards are set and communicate directly with the work environment managers. When we gathered in Almedalen to highlight the issue of everyone's right to a safe workplace, we met none other than the Swedish Minister of Employment Ylva Johansson.

Today we are one of the biggest companies in the industry, with 64 depots around Sweden, Norway, Finland and Estonia. In 2019 alone, we opened and acquired 14 new depots. During the year, we also passed the 600 full-time employees mark in the Nordic region. We have been on a wild ride since the company started in 2005.

One thing we have learned along the way is that safety is not a given – it has to be planned, prioritised and implemented. We consider it our mission to highlight safety issues everywhere: in the break room, on the roads, on customer premises and within the industry in general. In 2019, our new industry days in Norway attracted a total of around 500 participants, the new Safety Park at Arlanda has aroused a lot of interest and in Sweden as many as 3,466 people completed a course run by us.

Our engagement is needed; the pace of construction is constantly increasing. The densification of cities, new construction and infrastructure upgrades are currently underway in places where many people congregate. Just consider the Slussen area of Stockholm, through which half a million people pass every day. Everything has to flow without anyone getting hurt. Is there anywhere else that so clearly demonstrates how work zone safety is not just about those doing the work, but also about everyone else who happens to be in the area?

Success requires an approach based on safety and accessibility being incorporated into the planning of construction and infrastructure projects. This in turn requires even greater insight among the decision-makers

in society. In general, safety around work zones and in public spaces is now higher on the agenda, which is something we are pleased about.

Our offering follows developments in society. Increasingly, we are helping with shell protection for buildings and construction sites, entry and exit functions and security for key infrastructure. Digitisation is also becoming increasingly important here. To meet customer needs, we develop solutions with real-time traceability, traffic lights that have acoustic signals and are powered by solar cells, geofencing (digitally defined geographical zones) and smart speed signs.

As we continue to grow, we must take on greater responsibility for sustainability. 2019 was very much about gathering and harmonising our forces. At the time of writing, we have just received our ISO certificates, which is proof that we have come a long way in terms of governance. We have also hired employees with new skills to help us as we move forward.

It's no longer enough that our business model, in which we offer full-service solutions for work zone safety in environments where there is normally traffic, is based on a circular economy and resource optimisation. We now need to take broader social responsibility for the environment and safety, and as an employer. In 2020, we will quantify the sustainability goals at group level in order to work with even greater precision.

**Hans-Olov Blom**  
CEO, Ramudden

# Greater awareness and urbanisation drive demand

**Demand for Ramudden’s services remained high in 2019. Our customers have a greater awareness of safety and the requirements that they have to satisfy in road work zones and at construction sites. This is driving our business.**

Better compliance and a greater focus on safe work zones have increased interest in our services. The major customers are becoming more aware and we are seeing more and more smaller companies establishing themselves in the sector. A more mature market benefits those of us who have been around for a long time.

At the same time, the macroeconomy developed more slowly in 2019 than in the last three to four years, especially in Sweden and Finland, where a number of road projects have been postponed and the amount of construction in the property market has decreased. In 2019, however, we managed to maintain a healthy level of profitability.

The societal trends that affect our operations include:

## Circular economy

As climate change becomes increasingly evident, more and more people are starting to question current consumption patterns. Overall, the focus on resource efficiency has increased and new requirements such as the EU’s commitment to cut greenhouse gas emissions by 40 per cent by 2030 affect both us and our customers. The transition to a circular economy benefits our operations; customers who previously owned the equipment themselves are starting to give greater priority to hiring it instead. Ultimately, it is about the contribution of customers to a more sustainable world.

## Digitisation

Digitisation is permeating all of society. For us, it is a way of improving our services and providing customers with even better service and greater efficiency. It is also about increasing the safety of work zones. For example, we are digitising products using transmitters that increase traceability and help customers keep track of products in real time. We are also working with

geofencing to enable customers to quickly take the right measures to streamline traffic. The acquisition of the digital development company Highway Resource Solutions Ltd (HRS) in the UK means that we are well positioned to do this.

## Urbanisation and demographics

The major global trends in urbanisation and demographic change have a major impact on our operations. As the population increases and more people move into cities, the need for new infrastructure increases in areas where lots of people live. For example, according to the Swedish Transport Administration’s forecasts, the need for transport is expected to increase by one per cent per year for road transport until 2060.

## Social infrastructure investments

The high maintenance needs of the district heating, water and sewage infrastructure around the country require streets and traffic-bearing surfaces to be dug up. New technology investments such as fibre broadband and 5G also require this. These projects must be safeguarded by crash barriers and traffic diversions, increasing the demand for our services.

## A new security situation

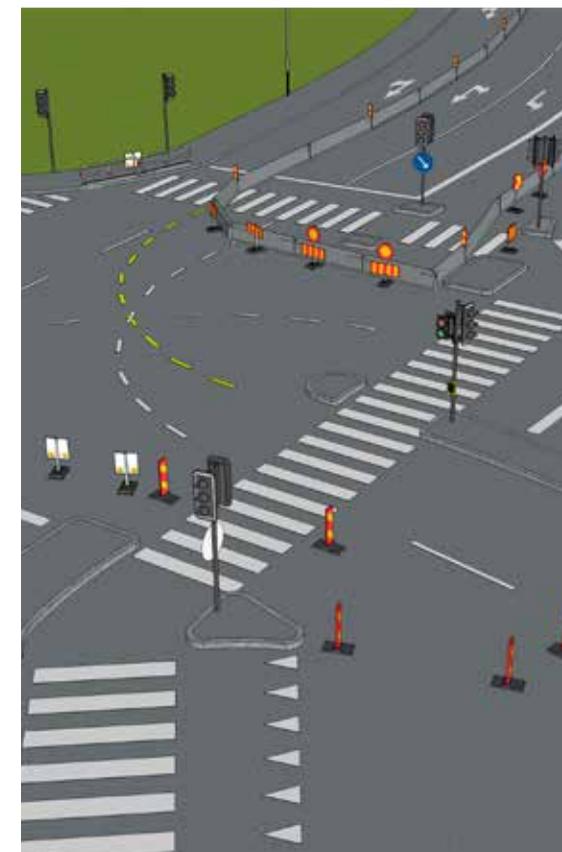
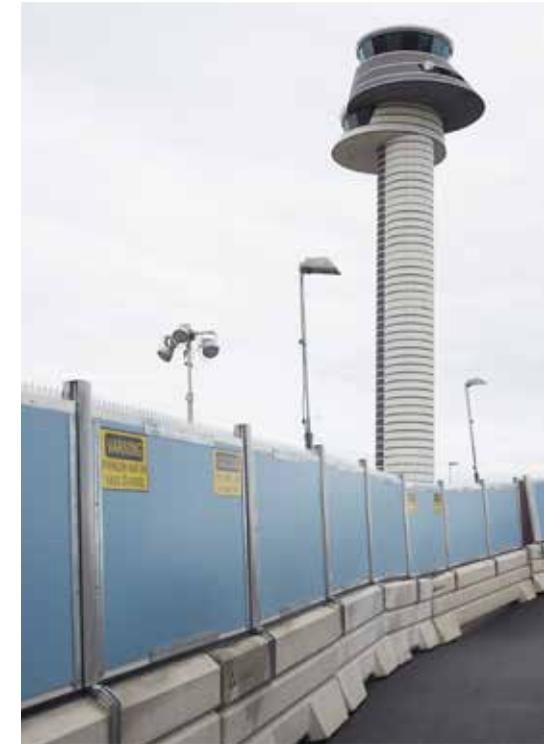
As traffic increases and crowds of people flock to public spaces, new challenges also arise. This is where our services help face a completely new reality where external threats in the form of theft, terrorism and sabotage require high levels of security. We are working with crash barriers and protection for third parties in an increasing number of public spaces, at important public buildings and at events such as Almedalen and EU summits.

## How Ramudden works with PRODUCT DEVELOPMENT

**To always be at the cutting edge of smart safety solutions, Ramudden works closely with Worxsafe, a company which helps transform ideas into finished products.**

Employees who discover improvement potential, new customer needs and increasing product demand mean that continuous product development is crucial for Ramudden. The innovations often follow the needs of society, where safe workplaces are generally higher on the agenda these days.

Whenever a new idea is born, Worxsafe helps design and actualise the product. One such product is SoundGuard shell protection. The shell protection was born of the idea that the crash barriers set up at road work zones should fulfil several functions. For example, the people working out on roads require protection from intrusion, collisions, noise and road dust caused by passing vehicles. At the same time, the surrounding area also needs to be protected from the work zone and increase safety for road users. SoundGuard has quickly become a popular product that is used at work zones at Arlanda Airport, among other places.



## Traffic management plans are visualised using 3D MODELS

**Ramudden uses digital solutions to increase clarity at an early stage.**

For many, especially those outside the construction industry, it can be difficult to interpret a standard blueprint when reviewing a traffic management plan. Ramudden is therefore increasingly choosing to present the solutions in 3D.

With a standard 2D drawing, signs and crash barriers are viewed from above. Sometimes that is enough, but there are many traffic safety solutions that are unclear to an untrained eye. With a supplementary 3D drawing, complex solutions for points of access, work under roads and bridges or work on tramlines where the power cables hang above the track can be made clearer. 3D facilitates discussions in major projects, particularly where third parties or authorities are involved and several bodies have to approve the plan.

Ramudden sees great potential in 3D and other technologies for improving our service further: intelligent products on the road that check their position against the traffic management plans and VR/AR used on-site or at a desk to “see” the products in a model before they are set up. All in order to streamline projects and reduce traffic disruptions and environmental impact.

# Sustainable solutions for our customers

Resource optimisation is the cornerstone of Ramudden’s business concept. Our entire business model, in which we provide safety solutions for traffic interchanges and construction sites, is based on a circular economy. This has clear sustainability benefits for our customers.

## OUR OFFERING

### Training

Through ongoing training, we ensure safer work zones, increase compliance and run efficient projects.

### Consulting

We make work zones safer and ensure they are up to code through consultation and the preparation of traffic management plans.

### Equipment hire

We provide the right equipment, vehicles and machines – whenever and wherever they are needed.

### Services

Our staff provide assistance on-site with crash barriers, equipment installation, flagging, monitoring and incident management.

## HOW WE WORK

### Skills

Through continuous in-house skills development, we ensure that all staff on-site in the projects are competent and have the necessary knowledge to deal with any situation.

### Proximity

With 64 depots spread across the Nordic region, we have high availability and are able to help whenever and wherever customers need us.

### Employees

Through the Ramudden spirit, where people are in focus, we ensure that our 600 or so full-time employees are happy, always do their best and provide good service.

### Materials

We provide quality-assured equipment so that customers can focus on their project.

### Digitisation

We constantly improve the safety and efficiency of work zones by developing new digital solutions.

## THE VALUE WE ADD

### Safety

Through knowledge, communication and innovative solutions, we are increasing the safety of work zones alongside roads and railway lines, as well as at construction sites and in public spaces.

### Efficiency

We work to streamline each project right from the planning stage in terms of logistics, safety, costs and environmental impact.

### Compliance

By becoming involved in projects early on, we ensure that the regulations relating to work zone safety and the environment are observed.

### Circular economy

We help customers avoid having to invest in their own equipment, which generally reduces resource consumption. We optimise resources by extending the service life of the material and ensuring a high utilisation rate.

### Sustainable society

Our expertise, our business model and our engagement outside of the company contribute to sustainable urban development – when it comes to both infrastructure and social and environmental aspects.



## Ramudden’s mission

All companies are an integral part of society and have a responsibility for the impact of their operations on people and the environment. It is important for us to achieve Ramudden’s mission while also minimising our environmental impact and contributing to sustainable social development.

Ahead of 2020, we want to:

- Continue to expand our offering within the field of safe work zones alongside roads and at construction sites.
- Continue to develop as the leading supplier in our field in terms of quality, financial stability and size.

- Enable high productivity, by economising on resources and working with digital innovation.
- Maintain strong growth by sharing the Group’s success factors across our markets.
- Collaborate with customers and industry players to contribute to sustainable infrastructure and social development.
- Ensure everyone’s right to a safe workplace by increasing risk awareness and working in a manner that prevents risks.

# Risk control

Ramudden’s operations, like all business operations, are associated with various risks. To control, limit and manage these in a proactive manner, we have developed a special procedure that describes all risk management at Ramudden.

The procedure specifies how we work to identify and manage risks and opportunities from different perspectives and focus areas in the organisation, taking into

account Ramudden’s stakeholders, binding requirements and environmental aspects. The aim is to create a common starting point for increasing expertise and knowledge, ensuring that deviations are managed and improvement suggestions are made correctly, as well as creating a business environment in which each employee can participate in improving the organisation. We ensure this is achievable by working with our Karma management system.

In addition to this, we use a web-based system (Notisum) to ensure compliance with laws and requirements, as well as the BIA database for documentation of all risk management types (whether this concerns work environment events such as accidents, incidents, risk observations, safety inspections and personal risk assessments, or quality, the environment and internal audits).

A challenge we consistently face is the limited number of suppliers and carriers in our industry; put simply, it is

difficult simply to decide not to use someone. This makes the dialogue with the existing suppliers and carriers all the more important. It is in this context that our various conduct, anti-corruption and business partner policies are important governing documents. They should be complied with both internally and externally, and are therefore also shared with our business contacts. We have not had any confirmed cases of corruption.

RISK AREA	DESCRIPTION OF RISK	MANAGEMENT OF RISK
<b>Environment</b>	<ul style="list-style-type: none"> <li>Negative environmental impact due to business travel and equipment transport.</li> <li>Deviations from environmental laws and regulations.</li> <li>Major environmental incidents in operations or the supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Ramudden complies with applicable laws and performs targeted environmental work.</li> <li>Preparation of policy documents relating to responsible business conduct from an environmental point of view.</li> <li>ISO 14001 certification ensures systematic management of environmental risks and related issues.</li> <li>Continuous training of employees, through Ramudden’s Sustainability Training (e-learning), to increase knowledge and reduce environment-related risks.</li> <li>Dialogue with suppliers to reduce the risk of environmental incidents in the supply chain.</li> </ul>
<b>Human rights</b>	<ul style="list-style-type: none"> <li>Human rights violations such as unreasonable working conditions, forced labour, harassment and discrimination in the company’s own workplaces or in subcontractor and supplier workplaces.</li> </ul>	<ul style="list-style-type: none"> <li>The code of conduct requires managers, employees and suppliers to respect internationally recognised human rights.</li> <li>Our supplier assessment, with questions about e.g. work environment, sustainability and safety is an important tool. As we gain more suppliers, we will further streamline the requirement and control issue procedures during purchasing and when selecting suppliers.</li> <li>We carry out factory visits, something we did for Worxsafe, one of our biggest suppliers of crash barrier materials with production in China.</li> <li>They are certified in accordance with OHSAS 18001 (transitioning to ISO 45001) and generally maintain higher standards than similar businesses in terms of e.g. salaries, resulting in staff turnover of almost zero.</li> </ul>
<b>Employees and social conditions</b>	<ul style="list-style-type: none"> <li>Occupational injuries and ill health that affect employees in Ramudden’s workplaces or people nearby who are affected by our operations.</li> <li>Skills shortage and understaffing for projects.</li> </ul>	<ul style="list-style-type: none"> <li>We need to be an attractive, inclusive employer that offers good development opportunities and prioritises measures that help employees feel comfortable.</li> <li>We strive for a climate of openness where each individual can both contribute and develop. This is where ISO 45001 is a tool for working systematically with physical and psychosocial health in the workplace.</li> <li>Leadership training to increase competence among managers and supervisors and thereby prevent psychosocial ill health.</li> <li>Cooperation within Ramudden through safety officers and work environment committees in all countries.</li> <li>Our policy on health, safety and work environment describes how Ramudden’s employees can contribute to an injury-free work environment.</li> <li>Our policies on alcohol, drugs, inclusion and equality are also important documents for ensuring a healthy workplace.</li> <li>We are involved in several trade associations, initiatives and training opportunities to increase safety among employees as well as in road work zones and in the construction industry.</li> <li>Our zero accidents vision together with risk analyses and risk assessments are important tools for identifying and addressing risks.</li> </ul>
<b>Anti-corruption</b>	<ul style="list-style-type: none"> <li>Corruption, bribery, money laundering, violations of antitrust and competition legislation, or other violations of Ramudden’s values.</li> <li>In general, it is mainly in connection with production outside the Nordic region that we see increased risk, as well as in connection with our suppliers hiring subcontractors.</li> </ul>	<ul style="list-style-type: none"> <li>Clear guidelines for employees and suppliers can be found in Ramudden’s code of conduct and anti-corruption policy.</li> <li>To combat corruption and ensure good financial order, we have prepared internal rules and regulations. We have an approvals list where the “four-eyes principle” applies.</li> <li>All invoices, documents, records and reports must always be transparent.</li> <li>We review, follow up on and document suspicious transactions and always reject requests for cash payments.</li> </ul>

# The framework for a sustainable business

UN objectives, ISO standards and our mission, together with stakeholders' wishes, provide the framework for Ramudden's sustainability work. We want to act where operations have the greatest impact on the outside world, while also meeting the demands of owners, employees and customers.

Since 2017, as a growing company, Ramudden has been working in a targeted manner with systematic operations management (read more on page 19). This work is now starting to give clear results and to help us in our sustainability efforts. Within the area of sustainability, it is ultimately the sustainable development goals, the UN 2030 Agenda, that we are working towards. From the total of 17 goals, we have selected some that can be linked to both our sustainability work and our business strategy:

### Goal 3: Good health and well-being

Our traffic management devices for safe work zones alongside roads and at construction sites may contribute to meeting the goal of halving the number of deaths and injuries in road traffic accidents at a global level by 2020.

### Goal 4: Quality education for all

Ramudden's ambitious investments in training for both employees and customers in Sweden and Norway in particular help meet the goal linked to quality education.

### Goal 9: Sustainable industry, innovation and infrastructure

We contribute to this goal by safeguarding work zones when infrastructure is maintained and expanded. We also work with digitisation and innovations such as SoundGuard to continuously increase quality and efficiency.

### Goal 10: Reduced inequalities

Our conviction that everyone is of equal value guides us in promoting diversity, combating discrimination,



increasing equality and creating a work environment where employees feel safe. We also engage externally, e.g. by collaborating with *Samhall* and *Glada Hudik Theatre*.

### Goal 11: Sustainable cities and communities

Urbanisation places great demands on sustainable state development. We contribute by giving more people access to safe work zones alongside roads and railway lines and at construction sites. We streamline the projects and engage in industry issues/regulations through initiatives such as *Zero Accidents* and the *Swedish Association for Safer Roadwork Sites*.

### Goal 13: Climate action

Climate change is a real threat to us all. At Ramudden, we are working towards more climate-smart operations by mapping our impact. We also train employees in sustainability.

## Choice of focus areas for 2019

Ramudden's focus areas for sustainability are established through our risk and opportunity analysis, carried out in line with the Karma management system and relevant ISO standards. Our owners' sustainability requirements, prioritised focus areas and stakeholder dialogue are also taken into account.

We have chosen to link the focus areas to the funda-

mental internal work we have to do as we grow as a company. In this way, we ensure both synergies and a good return on our efforts. The chosen focus areas for 2019 are:

- Organisation, management and industry engagement
- Work environment and corporate social responsibility
- Environment
- Financial stability

## Stakeholder dialogue

In 2019, we carried out a survey of our stakeholders, a total of around 35 different sub-groups. Here we present the insight that has emerged from among the major stakeholders.

It is clear that sustainability, resource efficiency and safety are now high on everyone's agenda.

STAKEHOLDERS	IMPORTANT ISSUES IN 2019	TYPE OF DIALOGUE/ACTIVITY
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Safety and work environment</li> <li>• Environment and transports</li> <li>• Local community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous dialogue within the framework of each assignment.</li> <li>• Communication via internet and social channels.</li> <li>• Relationship-promoting activities such as participation in trade fairs: Almedalen in Sweden, MEF Forus and Arctic Entrepreneur in Norway.</li> <li>• Customer satisfaction survey conducted in Sweden.</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Safety and work environment</li> <li>• Environment and transports</li> <li>• Ethics and values</li> </ul>	<ul style="list-style-type: none"> <li>• Local community engagement.</li> <li>• Continuous dialogue in internal channels and employee survey.</li> <li>• Regular staff meetings in connection with e.g. workplace meetings, one-on-one meetings, employee survey, the work environment committee, sports and exercise events.</li> </ul>
<b>Trade associations</b>	<ul style="list-style-type: none"> <li>• Safety and work environment</li> <li>• Environment and transportation</li> <li>• Attractive employer</li> </ul>	<ul style="list-style-type: none"> <li>• Activities in connection with the industry-wide initiative "Zero Accidents" in Sweden and together with the Swedish Construction Federation and the Swedish Association for Safer Roadwork Sites.</li> <li>• Activities in Norway in connection with the Norwegian Federation of Service Industries and Retail Trade, and the foundation Cooperation for Safety in the Construction Industry, partly founded by Ramudden.</li> <li>• Activities with the association SKTY (Suomen Kuntatekniikan Yhdistys) related to municipal infrastructure projects, as well as participation in the Association of Finnish Technical Traders in Finland.</li> </ul>
<b>Municipalities, municipal companies and authorities</b>	<ul style="list-style-type: none"> <li>• Safety and work environment</li> <li>• Environment and transportation</li> <li>• Attractive employer</li> <li>• Corporate social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous monitoring of regulations and information about these.</li> <li>• Dialogue in connection with ongoing assignments.</li> <li>• Participation in development projects in areas such as geofencing together with the Swedish Transport Administration.</li> </ul>
<b>Owners</b>	<ul style="list-style-type: none"> <li>• Safety and work environment</li> <li>• Ethics and values</li> <li>• Environment and transportation</li> <li>• Attractive employer</li> <li>• Corporate social responsibility</li> <li>• The company's development, deviations from the company's policies, regulations and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous dialogue on requirements for e.g. sustainability, supplier assessment and policies.</li> <li>• Digital reporting on a semi-annual basis.</li> <li>• Business reviews for key functions in connection with board meetings.</li> </ul>
<b>Suppliers/carriers</b>	<ul style="list-style-type: none"> <li>• Safety and work environment</li> <li>• Environment and transportation</li> <li>• Ethics and values</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier assessment and sharing of Ramudden's various policies.</li> <li>• Continuous supplier dialogue.</li> <li>• Local supplier meetings.</li> <li>• Relationship-promoting activities.</li> <li>• Internet and social channels.</li> </ul>

# We are now harmonising the company's different parts

The governance of Ramudden will become increasingly important as we grow. An important part of our sustainability efforts is ensuring that we work according to the same principles in all countries and subsidiaries. Only when we have the same procedures, approach and metrics can we evaluate sustainability work and take the right measures.

**A**s a growth company, with both organic growth and several acquisitions behind it, Ramudden has worked hard to stitch together the company's various parts since 2017. Ultimately, it is about being able to do sustainable business while ensuring the quality of our service provision. Several important milestones have been reached:

- **Central purchasing function.** A central function for agreements, purchases and supplier contacts was added in 2017, a function further developed in 2019.
- **The Karma management system.** The system has been implemented in Sweden and is being used more and more. The plan is for the system to also be deployed in Norway (start meeting in spring 2020) and then also in Finland and Estonia.
- **Risks and opportunities.** Within the framework of the management system work, we have identified and analysed the Group's strategic and operational opportunities and risks, and also established a procedure for this work (see page 14).
- **Business policy.** Our new business policy was adopted at the beginning of 2018. It covers quality, the environment and work environment, and forms the basis for our goals, such as how we contribute to sustainable development in society and limit negative environmental impact.
- **Group-wide policies.** In 2018, 10 different policy documents were produced. These highlight issues such as human rights, labour law, child labour, forced labour, freedom of association, environmental impact, safety, ethics, gifts, bribery and hospitality. The documents have been adopted in the countries in which we operate, distributed to suppliers and appended to agreements.
- **The ESG team.** Ramudden's Nordic ESG group (Environment, Social, Governance) was formed in 2018. The team's work progressed in 2019, a year in which we, among other things, updated the risk and opportu-

nity matrix, ensured compliance with ESG requirements and anchored the ESG work with our owners, Triton.

• **ISO certification.** In October 2019, an external ISO audit was carried out. Auditors from Bureau Veritas visited a number of depots and all central functions at the head office. In February 2020, we received certificates for the standards ISO 9001, ISO 14001 and ISO 45001 for all depots in Sweden, as well as for Wewab and TMA Centralen. In Norway, an external ISO audit is planned for 2021.

• **Leadership and communication.** An important part of Group-wide governance is awareness of our values. During 2019, through leadership training and media training, we have worked on how we want to be perceived as a company, how we communicate about crises and risks and how we can build a healthy corporate culture.

• **New website.** To ensure that Ramudden's customers always have access to the latest version of documents such as statutory assembly instructions and manuals, the management of this information was centralised in 2019. A new, easy-to-navigate and mobile-friendly website for this will be launched in 2020.

## Goals linked to sustainability

Ramudden's owners, Triton, build on the UN-supported Principles for Responsible Investment (PRI), with Triton undertaking to make investment decisions with consideration for environmental, social and ethical factors. As part of this, in September 2019 Ramudden decided to declare its priorities and outline guidelines at Group level linked to sustainability. The sustainability work, based on Triton's requirements, should be Group-wide and extend to the companies in each country, where we will establish clear, measurable guidelines. In line with Triton's prioritised focus areas for 2020, we will further develop supplier assessments and implement action plans and activities for whistleblowing and anti-corruption.

# Everyone has the right to a safe workplace

Ramudden is deeply involved in the work to establish safer work zones alongside roads and railway lines and at construction sites. Safety in the workplace is not just an industry issue – it is also a social issue. As we achieve better governance within the organisation, we can highlight industry issues with even greater authority and precision throughout the Nordic region. Here are some of the industry-related initiatives that Ramudden has been involved in during the past year.



## Swedish Association FOR SAFER ROADWORK SITES

When it comes to ensuring safer road work zones for both road workers and road users, the **Swedish Association for Safer Roadwork Sites (SBSV)** has a central role. Among other things, SBSV works with the relevant authorities to develop the APV (Working on Roads) area.

Ramudden has representatives on both the Board of Directors and the committees that are driving SBSV's work forwards. Several of our trainers are also involved in the crash barrier training that the Swedish Transport Administration has as a requirement and of which SBSV is the sole supplier. During the spring of 2020, the focus will be on the government assignment given to the Swedish Transport Agency to investigate and propose measures to improve the work environment for road workers.

## Construction industry initiative "ZERO ACCIDENTS"

The **"Zero Accidents"** association promotes working together to ensure that none of the 300,000 people who work in the construction and property industry in Sweden are injured, or even killed, at work.

Since its inception, the association has grown from 13 to over 70 companies in the construction and property industry. Ramudden was one of the first companies to become a member. During 2019, several network meetings, courses and training sessions in safety culture were held.

In Norway, Ramudden is a member of a similar association, **Sfs BA** (*the Cooperation for Safety in the Construction Industry*).

## The Norwegian trade association NORWEGIAN FEDERATION OF SERVICE INDUSTRIES AND RETAIL TRADE

The trade association the **Norwegian Federation of Service Industries and Retail Trade** was established in 2018 in Norway.

Ramudden AS is one of the members working to increase the safety of road workers. Work on the follow-up of regulations related to traffic management and standardised training for the area continued in 2019. An important element is the establishment of collective agreements for the industry to ensure competition on equal terms, in addition to developing standard parameters for the industry in terms of statistics and social benefit.

## Seminar on "RISK TO LIFE"

The Swedish Union for Service and Communications Employees' report *"Risk to life"* was released in the autumn of 2019. The report makes clear the alarming work environment for Sweden's road workers; as many as 91 per cent of them say that they are concerned about working on roads due to a lack of safety measures. The corresponding figure in 2009 was 47 per cent. To discuss why the work environment looks the way it does and how safety can be increased, Ramudden arranged an industry seminar in Södertälje.



## Almedalen EVERYONE HAS THE RIGHT TO A SAFE WORKPLACE

In the last 10 years, more than 400 people have died in work-related accidents. Several thousand are injured every year. How many of these accidents could have been prevented by better compliance with existing regulations? Safety and security at work is about complying with laws and regulations, but also about the work culture having safety in focus and the workplace embodying the principle of all people having equal value.

Ramudden continued to pursue the issue of safe work environments at Almedalen in 2019. In addition to representatives from companies and trade associations in the infrastructure and construction industries, the Swedish Minister of Employment Ylva Johansson, sports star Thomas Fogdö and executive manager at Glada Hudik Theatre Pär Johansson also participated in the morning sofa chat and panel discussions.



## Arlanda SAFETY PARK COMPLETED

Sweden's first shared safety park for the construction industry was completed in October 2019. The park is a physical training facility where people working in the construction industry, such as skilled workers, supervisors, safety officers, apprentices, site managers and project managers can undergo safety training in accordance with the Finnish Safety Training Parks model.

The **Swedish Construction Federation** initiated the project, which is part of the work to reduce the number of occupational accidents. The steering group includes representatives from several of the country's biggest construction companies, including Ramudden, which sponsors and is responsible for the Working on Roads training, providing materials, scripts and training supervisors. This area enables users to see examples of different road work zones and protective clothing, and to experience through VR what it is like to work on roads.

## Meeting place INDUSTRY DAYS IN NORWAY

In 2019, Ramudden AS launched new industry days for everyone involved in roadworks. The industry days took place on five occasions around Norway with contractors, authorities and trade associations participating. The aim is to link the different branches of activity to shed light on road safety/responsibility when it comes to work zones in environments where traffic is normally present, and to face the challenges.

# A safety culture that is bone-deep

In addition to industry-focused work to highlight safety issues, we also want to build a clear internal safety culture. We invest heavily in healthy, strong employees who have good risk awareness. We do this through training and activities both centrally and locally. But as important as it is to protect employees, it is also important to protect the society in which we operate.

**W**orking alongside roads and railway lines and on construction sites is associated with risks. Sometimes it can be really tough. Unfortunately, there is no easy solution to ensuring a 100 per cent safe environment for those working out in the field.

We believe that the key to improved safety lies in building a solid safety culture from the ground up and promoting a strong sense of solidarity, where we care about each other. We do this through training, development and good working conditions. We also send office-based employees out into the field in live projects; as a consequence, safety considerations should permeate the entire organisation.

Without our employees, Ramudden would be nothing. In Sweden, employees are covered by collective agreements and health insurance. We also offer a range of benefits such as preventive healthcare and occupational healthcare. In Norway, work on new contracts has been delayed and the case is now due for consideration by NHO (the Confederation of Norwegian Enterprise) and LO (the Norwegian Confederation of Trade Unions). What has been done so far is that Ramudden's terms and conditions have largely been harmonised with the Service and Maintenance Agreement.

## Zero accidents vision

Our aim is for no one to injure themselves in the workplace. In 2019, we did targeted work to put safety awareness on the agenda and increase the number of reported risk observations. The foundation of our zero accidents vision is risk analyses and risk assessments in terms of the most obvious risk, physical safety on roads

and other work environment risks. Risk management procedures have now been established at all levels of the company: Group, regional and local (see page 14).

At the end of 2017, Ramudden implemented BIA, the Construction Industry's Information System for Occupational Injuries. Incidents, accidents, risk observations and safety inspections are reported and handled in BIA so that we can work systematically, learn from past incidents, relay the results to the organisation, keep templates for the safety inspections up to date and obtain statistics on accidents/incidents that have occurred and risk observations reported. Ramudden's strategy plan for 2018–2022 includes objectives linked to reporting.

By increasing safety awareness, getting more people to submit reports and thus increasing the number of risk observations, we can work more preventively and reduce the number of incidents and accidents. In general, we are seeing an increase in the number of reported work environment incidents, which can be interpreted as an increase in risk awareness among employees and managers, as well as a decrease in the number of unreported cases.

- In Sweden, BIA is widely used to report work environment incidents.
- In Finland, BIA was introduced in 2019. In Estonia, we have not yet started work on reporting procedures as there are no common definitions for what falls within the categories. This means that the data in the table is incomplete.
- In Norway, Ramudden has a different reporting solution, Sticos, but BIA is to be introduced in 2020. Here, employee

**WORK ENVIRONMENT AND CORPORATE SOCIAL RESPONSIBILITY**

## WORK ENVIRONMENT AND CORPORATE SOCIAL RESPONSIBILITY

engagement has greatly increased; in addition to what is shown in the table, a further 252 incidents were reported, most of which were quality-related. All in all, there is an overall increase in reporting of 333 per cent.

Most of the accidents that occurred in 2019 concern trapping/crushing injuries in connection with loading or unloading equipment. In Sweden, there have also been a couple of accidents and incidents due to slipping. Most of the incidents reported concern the loading/unloading of crash barriers, stacking of goods and truck mounted attenuator (TMA) vehicles that have either crashed or been driven into. The majority of risk observations recorded concerned stacking goods and risky road user behaviour (driving too fast, threats and violence/aggressive attitude).

The number of accidents resulting in absence has decreased per full-time employee, despite a significant increase in the number of employees.

The reason for this is that we are better at carrying out risk assessments and training. We are also better at informing employees about how to avoid accidents and how to learn from those accidents that unfortunately still occur. Although it is still difficult to deduce clear trends,

### Work environment incidents at Ramudden

Norway	2018	2019
Risk observations	15	56
Incidents	16	56
Accidents	11	6
Accidents resulting in absence	1	3

Sweden	2018	2019
Risk observations	11	18
Incidents	21	32
Accidents	14	30
Accidents resulting in absence	3	4

Finland	2018	2019
Risk observations	0	0
Incidents	0	5
Accidents	10	7
Accidents resulting in absence	6	5

thanks to BIA, we now have a good basis for statistics. Management has also made it a Group-wide goal to increase the number of reported risk observations, with a strong focus on encouraging reporting in BIA.

## Safety officers FOR A BETTER WORK ENVIRONMENT

Safety officers play an important role in the work environment when it comes to e.g. well-being, physical risks and interaction between employer and employees. The two main safety officers for Ramudden Sweden were appointed in 2018 and the work to train safety officers continued in 2019.

A safety committee has now been established in each country, i.e. Sweden, Norway and Finland, as well as local safety officers. We are seeing a general increase in interest in work environment tasks and have created a good structure for this work in all countries.



## WORK ENVIRONMENT AND CORPORATE SOCIAL RESPONSIBILITY

### Corporate social responsibility THE RAMUDDEN SPIRIT

Ramudden's corporate culture is based on something we call *the Ramudden spirit*. We focus on the customer, put employees' health and safety first, and aim to be the best at what we do. This also involves corporate social responsibility and taking an inclusive approach. **We believe in everyone having equal value, care about employee satisfaction and are trying to push for greater equality in our industry.**

Quite simply, we want to conduct business fairly, at the depots, on the roads and in all meetings with customers and suppliers. In practical terms, we have developed Group-wide policies for inclusion and equality, alcohol and drugs, and for conduct. We require everyone to follow these guidelines. We have also worked with salary mapping and drawn up an equality plan.

As part of our corporate social responsibility, we have also welcomed people with disabilities as part of a collaboration with Samhall since 2018.



### HSE day "IN SAFE HANDS"

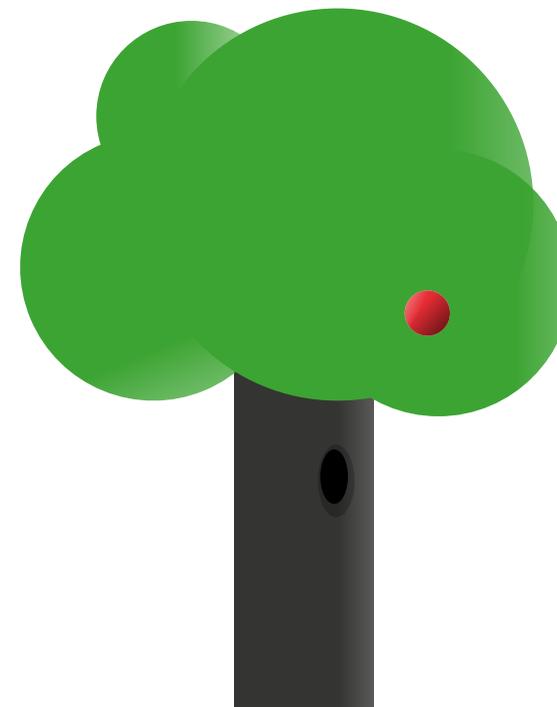
"In Safe Hands" was the theme of the HSE day (Health, Safety, Environment) in December held in Trondheim. With a particular focus on operating personnel, basic information on work environments, laws and regulations, traffic situations, ergonomics, risks and Ramudden's own goals was reviewed. The group also discussed the responsibility of each individual in terms of contributing to a safe workplace.

## UPSKILLING TRAINING ROLLED OUT

During 2019, work continued on coordinating and developing Ramudden's in-house and external training courses. The pace has now increased even more: a total of 3,466 people in Sweden participated in a course run by us during the year.

Attracting, recruiting, retaining and developing employees is crucial to Ramudden's competitiveness. We are currently receiving good reviews from our customers. At the same time, we must never stop developing to meet the needs of the market – and to remain an attractive employer. In-house training and skills development are therefore high priorities for us.

We also attach great importance to training our many different collaboration partners; external training is one of our main processes. Training creates the conditions for a healthy, safe work environment as well as for the skills required to help customers in a professional and cost-effective manner based on industry requirements and guidelines.



## Upskilling FRAMEWORK FOR IN-HOUSE TRAINING

### The Competence House

In 2019, work continued with training in leadership, road safety, work environment and systems and products, with all employees taking part and having a skills plan linked to their role. We have also further developed the work with skills matrices and positions.

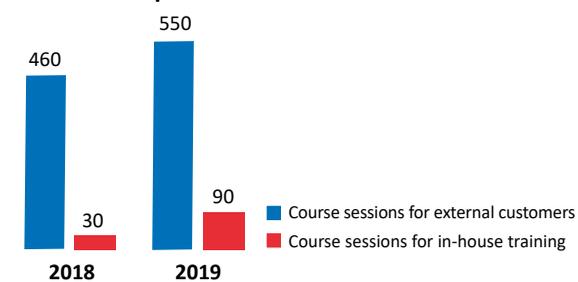
### Training portal

Ramudden's physical training courses in Sweden are coordinated via the training portal. The aim is to ensure that each employee has the right skills for their role and to facilitate follow-up by their line manager using one-on-one meetings, something that is part of the systematic work environment efforts.

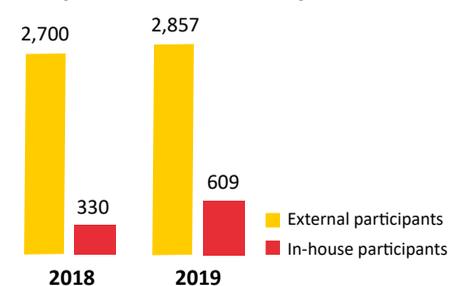
### E-learning platform

During 2019, work continued on developing and publishing web-based training courses. Web modules have been created for BIA (the Construction Industry's Information System for Occupational Injuries), sustainability, shuttle signals and ADR 1.3 (carriage of dangerous goods). The platform is another way of spreading and enhancing skills, no matter where the employee is physically located.

### Number of open course sessions in Sweden



### The number of participants in Sweden who completed a course run by Ramudden



## WORKING ON ROADS FOR OFFICE WORKERS

In the autumn of 2019, 19 administrative employees from head office completed the training course Working on Roads step 1.1 (required by the Swedish Transport Administration). After the training, they arranged practical work experience at some of our depots, but not at their usual depot in Gävle. Once there, they were allocated approved safety clothing and other required personal protective equipment.

The aim of the project was to increase understanding of the operations conducted at the far end of the line where the revenue is generated. The project as a whole has been very positively received by the administrative staff, as well as by depot managers and other employees at the depots visited.

## Training in Norway INCREASED NUMBER OF PARTICIPANTS

The number of participants attending training courses run by Ramudden AS is also increasing steadily. 2019 saw 363 people from companies, authorities and organisations participating in several different locations in Norway.



## SAFETY DAY AT THE DEPOTS

Every year, the UN World Day for Safety and Health at Work is arranged to promote a safe and healthy working life. In connection with this, the Swedish Construction Federation held a special Safety Day on 29 April with the aim of highlighting safety in the construction industry. Through mailshots sent to depot managers in Sweden, Norway and Finland, Ramudden encouraged local discussions on safety culture in the workplace.

## In-house and external courses TRAINING IN 2019

In Sweden, 550 courses were held for external customers and around 90 for in-house staff during the year – an increase on previous years.

### BWE training for managers

In 2019, BWE (Better Work Environment) was implemented for 30 employees, including managers, supervisors and safety officers.

### Induction training for new employees

During 2019, induction training held for new employees was split across three course sessions with a total of about 40 participants. The aim was to broaden knowledge about Ramudden's operations and core values.

### The Swedish Transport Administration's mandatory courses

To work safely in a work zone in an environment where traffic is normally present, each employee must have passed the mandatory courses required for the work to be carried out, such as basic skills for driving road maintenance vehicles or performing work on traffic management and safety devices as well as directing traffic. These courses are given by Ramudden's own trainers, both as part of the training plan and as refreshers. In 2019, 230 employees completed APV training (Working on Roads).

### Leadership training courses

During 2019, leadership training was held in-house across three course sessions with a total of around 40 participants. The focus has been on communication, expectations, roles and goals that improve the culture and increase attendance.

### CPR, defibrillator and fire protection

Split across 30 or so sessions, in-house CPR and fire protection training was held for a total of 170 employees.



## Employees STRONGER AND HEALTHIER

Run, cycle, ski or go to the gym? The *Passion for Health* initiative, which was launched in 2016, aims to encourage more employees to exercise purposefully and regularly. The basic idea is that a healthy company also needs healthy, strong employees who work well together.

In Ramudden's closed Facebook group, there is a feature for anyone who wants to share their training regime, whatever form it takes. In addition to diet and exercise advice, joint activities and external competitions such as the Blodomloppet running race and Stafettvasan skiing race are also offered.

The in-house WE+ exercise competition attracts a lot of participants. It encourages all employees to engage in physical activity for at least 30 minutes three times per week for a period of six weeks. In 2019, there were 2,727 exercise sessions recorded. Taken as a whole, the employees exercised for 3.5 sessions per week and for 208 minutes per person – an increase in the level of exercise by 67 per cent compared to before the start of the competition. In addition, employees acknowledged each other's efforts 29,000 times with likes, comments, photos and videos.

### Increase in exercise level



Increase in participants' exercise level during the WE+ competition compared to before the start of the competition.

## Beyond the company's walls: social engagement

Ramudden believes it is also important to contribute to a sustainable society outside the crash barriers and areas where traffic is present. In Sweden alone, we supported around 100 different initiatives through sponsorship and engagement in 2019, both locally and nationally. In Norway and Finland, Ramudden is also a partner and enabler for a variety of social initiatives.

Part of Ramudden's strategy is being active in the local community and working in positive contexts. Engagement is often long-term, constituting a partnership over several years, such as in the following examples:

- Ramudden is a partner of the non-profit association **Blodomloppet**. In addition to participating in the Blodomloppet running races (in 2019 both customers and employees participated in 17 races), Ramudden's employees in Sweden are allowed to give blood during working hours.
- Ramudden is a partner in daily newspaper Aftonbladet's initiative **Swedish Heroes**, in the category Guardian Angel of the Year. In 2019, Filippa Sandqvist received the award for "Tjejskjutsen", an initiative that helps women to get home safely in the evenings and at night.

- The multi-year initiative **Team Ramudden** is an investment in cross-country skiing together with skier Lina Korsgren that will pave the way for the next generation of skiers. The initiative is also part of Ramudden's internal preventive healthcare initiative Passion for Health.
- For several years, Ramudden AS has sponsored many different sporting events, such as the **Blink Ski Festival**, a major roller skiing competition aimed at both professional and amateur athletes, the **Trondheim Marathon**, the **Northman OCR** obstacle course and the **Ramudden Cup**. The latter is a football weekend in Bergen and Ålesund for almost 90 children's and youth teams, for which Ramudden is the main sponsor.



Team Ramudden – an investment in cross-country skiing together with skier Lina Korsgren.



Blink Ski Festival in Norway.



In Helsinki, Ramudden Oy Ab has provided school children with high visibility vests.

## At Glada Hudik, people are in focus

A society that allows for differences will flourish the most. It is precisely this approach that characterises Ramudden's involvement in the Glada Hudik Theatre, an exchange that benefits both parties.

What does a theatre group with disabled actors from Hudiksvall have in common with a company like Ramudden? Quite a lot, actually. Both want to see, encourage and believe in each individual. The organisations also share the conviction that a society which allows and promotes differences is also more productive.

**Glada Hudik Theatre** is a municipal organisation as described in the Swedish Act concerning Support and Service for Persons with Certain Functional Impairments that works to offer a stimulating and meaningful activity for people with disabilities. Ramudden has been collaborating with Glada Hudik for several years, with the theatre group going from strength to strength with popular performances such as Elvis and The Wizard of Oz. Most recently, the film Catwalk has premiered all over Sweden.

For Glada Hudik, the involvement of the business community provides an opportunity for the organisation to constantly raise the bar. It is not just about funding; the actual exchange with another type of organisation is equally important.

"It is through cross-fertilisation that we can change people's perceptions," says the theatre's executive manager and founder, Pär Johansson. "If we are to achieve a diverse society, this must also be evident in the interaction between culture, industry and organisations."

Pär Johansson believes that insight into another type of organisation paves the way for unexpected encounters that in turn give rise to new insights. Perhaps it is possible to sow a seed of change and turn prejudice into understanding. But it is important that the commitment is genuine; it should be about doing rather than theorising.

The benefits to Ramudden are also clear. Within



Pär Johansson, Glada Hudik Theatre's executive manager and founder, together with some of the ensemble.

Ramudden, the soft values, that is the Ramudden spirit, are a fundamental idea. Among other aims, this means that employees should feel seen and be able to go to work with pride every day. At the same time, the soft values are also important outside of the company.

"It's important to be a part of and contribute to the society we live in," says Hans-Olov Blom, CEO of Ramudden. "The work with Glada Hudik shows that nothing is impossible, an approach we want to be inspired by and spread both internally and externally. Pär Johansson, for example, has participated as a speaker during Almedalen."

It is now hoped that the film Catwalk will be shown in schools and go on a world tour. This will help spread Glada Hudik's vision of everyone contributing to society and of diversity benefitting both people and the environment.

# Greater awareness and better management of our environmental footprint

At Ramudden, we have generally achieved better control and management of our environmental footprint. We have also worked to raise awareness internally about how each individual can contribute to sustainable operations. As far as waste and chemical management are concerned, we have come a long way. At the same time, a great deal of work remains to be done in the area that causes the most emissions: transportation.

A large part of our environmental impact comes from the emissions that our transportation produce. We have a great responsibility when it comes to influencing emissions from external carriers, our own commercial vehicles and employees' business travel. So how can we manage transports in a sustainable way while also doing the best possible work?

The starting point is efficient logistics: that the products arrive on time at as low a cost as possible in terms of time, fuel and environmental impact. Our overall goal is to reduce our environmental impact, something we try to achieve by streamlining our transportation and increasing the use of fossil-free fuels. We therefore try to coordinate transports, drive with as high a load as possible and spread the volume of traffic across the day. This minimises driving time and thus the CO<sub>2</sub> emissions. All this requires the depots to keep track of both the material and the projects.

In addition to the transportation themselves, in 2020 we will focus on holding digital training courses to reduce the amount of travel for both trainers and participants.

## Our commercial vehicles

We are working to make better use of existing fleets, as well as to modernise and have a more environmentally friendly vehicle fleet as this represents our greatest environmental impact. All our service vehicles, from passenger cars to TMA vehicles (Truck Mounted Attenuators or protective vehicles), must have a certain

environmental class. We therefore coordinate the purchase of new vehicles to find the most sustainable option. In Norway, the number of electric cars has increased and will continue to increase. In addition to that, we are testing a biogas-powered TMA vehicle in Oslo.

We are also trying to encourage the use of fossil-free fuels such as HVO 100, where possible, and to have a small number of suppliers to gain better control over fuel purchases.

We have not yet focused on separating the accounts for consumption from business travel versus transportation or work with other commercial vehicles. The total environmental impact of commercial vehicles in Sweden is monitored in terms of the total amount of fuel and the proportion of renewable fuel.

## Fossil-free fuels for external carriers

In most cases, external carriers are used for transporting purchased materials and for transporting our own materials between the depots. Transportation between the depots takes place within and between the Nordic countries and in Estonia. Since the majority of carriers are not currently able to account for fuel consumption and the total amount of CO<sub>2</sub> produced, we have started a project to review the biggest transport providers. The hope is to be able to influence them to make greater use of fossil-free fuels, but also to consider transport by train whenever possible.

## Training IN-HOUSE SUSTAINABILITY TRAINING

To increase employee awareness of Ramudden’s most relevant environmental aspects, we have developed a web-based training course focusing on waste management, chemicals, transportation, purchasing, services/products and work vehicles. Through exercises and examples, employees are encouraged to, among other things, extend the use of products and vehicles, manage waste in the best way from an environmental perspective, make purchases taking into account the entire life cycle of the product and increase the utilisation of materials.

## Business travel IT IS POSSIBLE TO MAKE A DIFFERENCE

Business travel includes journeys by train, taxi, rental car, aeroplane and public transport made by employees in connection with depot visits, work zone visits, training, events, customer meetings, etc. It is not currently possible to present accounts for the total environmental impact of business travel. This is because the travel includes business travel in company cars and travel booked through Resia, as well as travel that has been booked privately with employees reimbursed via expenses. What we can report is travel booked through Resia.

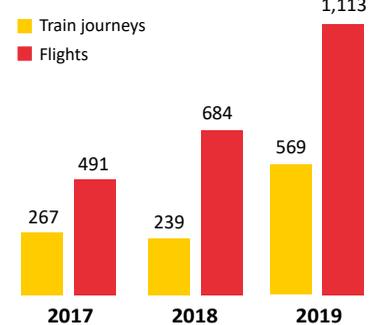
The total amount of travel is generally increasing. The main reason for this is that Ramudden has made several foreign acquisitions, mainly in the United Kingdom and Norway. In 2019, we worked to encourage more digital meetings, carpooling to meetings and use of public transport where possible.

Emissions, Finland



Emissions generated by business travel in Finland.

Number of train journeys and flights



The number of business trips by air and train made by Ramudden AB and Ramudden Acquisition AB employees. For 2017, only figures for Ramudden AB are reported.

It is possible to make a difference: although the number of employees in Finland had almost doubled at the end of 2018, CO<sub>2</sub> emissions linked to business travel by train and air decreased in 2019 compared to 2018. In Sweden, air travel per full-time employee has decreased by around 15 per cent, while train travel per full-time employee has increased by about 36 per cent, which is very positive from a sustainability perspective.



## EcoOnline SAFER, SIMPLER CHEMICAL HANDLING

For us, it is important that we have safe chemical handling. It is not just about following the rules, but about ensuring a sustainable safety culture to protect both the environment and the health of employees.

Chemicals must be stored and handled safely from a waste and fire perspective, chemical products must have a documented risk assessment and all employees must also have access to the latest safety data sheets. Sweden has therefore chosen to add all information to the digital chemical management system EcoOnline. Norway will do the same in 2020.

EcoOnline makes it easy to see what personal protective equipment should be worn for each chemical product. All our employees can access the system via their phone or computer, no matter where they are. To facilitate the work with risk assessments and access to safety data sheets, we have also chosen to only purchase chemical products from centrally approved suppliers.

## Cooperation with Stena Recycling RAMUDDEN CLIMBS THE WASTE LADDER

During the spring of 2019, Ramudden in Sweden began centralising its waste management together with Stena Recycling. The aim is to enable simpler handling at the depots and a greater understanding of the importance of a circular, sustainable approach to waste management.

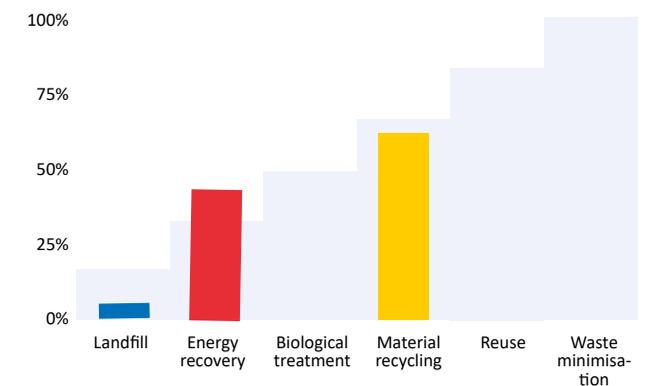
The sustainability issue has now been elevated from each individual depot to a central function, with the aim of improving controls and developing waste management. To paint a picture of the current situation, an inventory of all the facilities has been taken. The aim is to take substantial steps up the EU waste ladder towards a higher material recycling rate.

Almost all the depots are now involved. Something that has become clear is that paper and plastic have often ended up in combustible waste in the past. By sorting the material instead, considerable financial and environmental gains can be made.

In addition to this, several initiatives have been introduced aimed at achieving a safer, more circular approach to waste:

- Simple, clear management of hazardous waste has been an important basic requirement. Special cabinets for hazardous waste now facilitate safe handling and proper sorting at the depots.
- Stena is carrying out analyses of Ramudden’s foot-plates with a rubber blend to see whether they can be taken from landfill for recycling or reuse.
- Within the combustible fraction, Stena is carrying out analyses of the flows to identify new sorting possibilities.
- It will now be possible to start measuring CO<sub>2</sub> foot-prints through sorting in Stena’s customer portal. This also creates opportunities for “climate offsetting”.

The waste ladder



Recycling efficiency	kg	Percentage
Waste minimisation	–	–
Reuse	0	0
Material recycling	76,268	56.9
Biological treatment	0	0
Energy recovery	53,973	40.3
Landfill	3,833	2.0

The statistics do not include the disposal of traffic barriers. In total, we disposed of around 200 tonnes of Deltabloc and ProTec barriers, as well as 350 tonnes of GP Link in 2019. Approximately 70 per cent is sold for reuse to motor racing tracks, farms, builders, etc. The remaining 25 per cent or so is sent to approved waste facilities for crushing and sorting. The reinforcement in the barriers becomes scrap metal that is recycled, while the crushed concrete is used as a construction material. Fencing and gates made of metal are also not included in the waste statistics, as these are sold locally at the depots and sent directly to metal recycling companies.

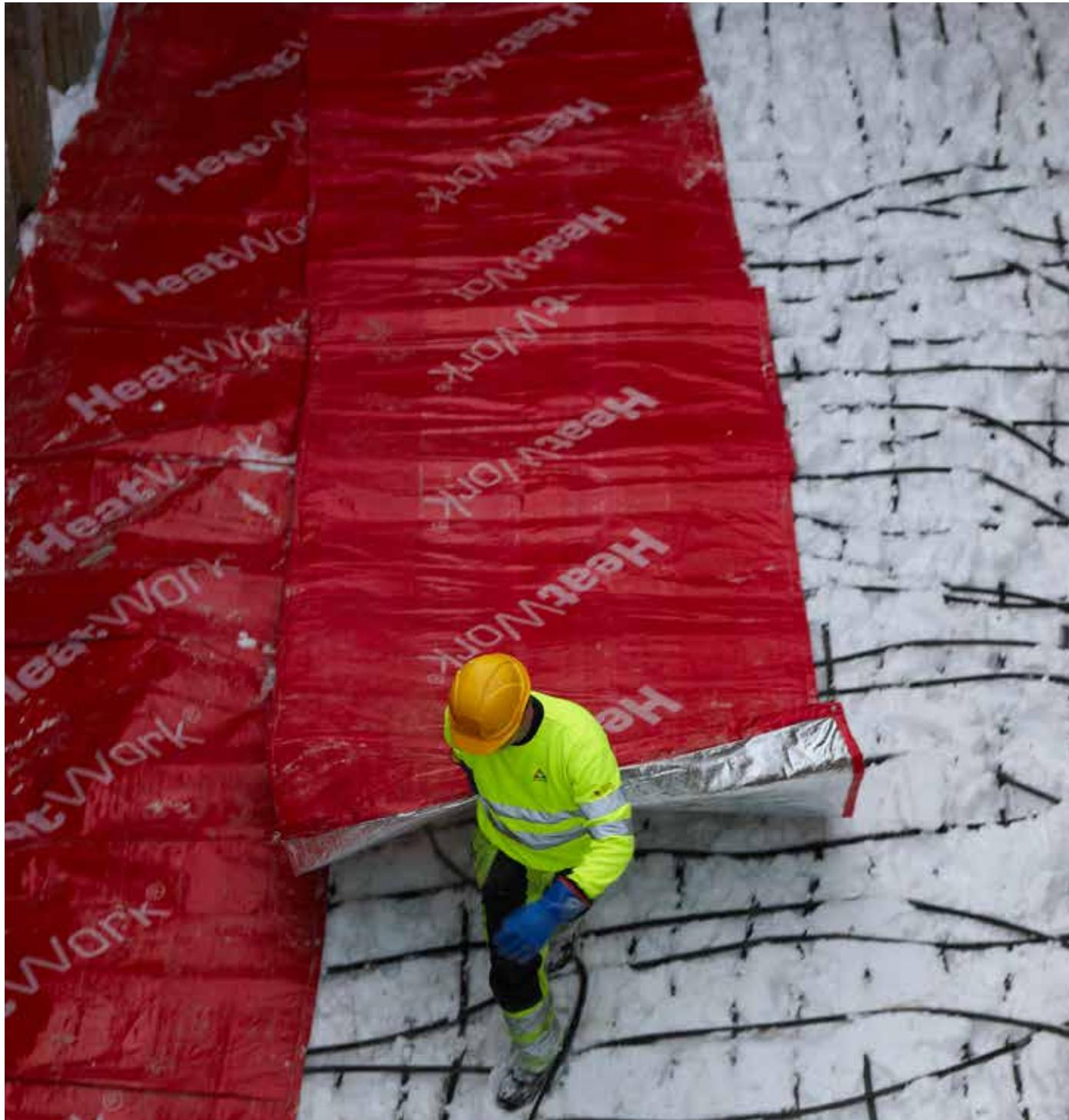
## Energy audits FOR IMPROVED ENERGY EFFICIENCY

Ramudden is subject to the Swedish Act (2014:266) on Energy Audits in Large Enterprises (EKL), which stipulates that an audit should be carried out every four years. The purpose of the act is to promote improved energy efficiency.

In Sweden, Ramudden has hired a certified energy auditor to carry out a detailed energy audit that must be submitted to the Swedish Energy Agency by the end of March 2020. The audit must identify the measures over which Ramudden has control and that could minimise energy consumption.

In Norway, energy auditing is not yet a requirement, but in 2019 Ramudden AS signed an agreement with Eneas Services AS on coordinated electricity purchases for all departments to improve control over energy consumption. Eneas offers 100 per cent green power, mainly from Danish and German wind turbines in 2019. During 2020, Eneas will invest more in hydroelectric power.

Although total consumption of kWh has increased per full-time employee, Ramudden’s most significant energy consumption related to transportation has decreased on the whole per full-time employee.



# Sustainable, healthy business for the benefit of all

Our goal is to experience good financial growth without this having a negative impact on climate, people or the environment. By being profitable, we create the conditions for driving and developing our circular business model, while actively contributing to a sustainable society.

A sustainable business, where we care for people both inside and outside of the organisation, place demands on suppliers and carriers and actively try to reduce our own footprint, is an integral part of our business strategy. For us, sustainable business is about our profitability goals going hand in hand with our environmental and social ambitions. We simply want to be able to grow, hire employees and make a profit without jeopardising the world around us.

Thanks to our circular model, in which we hire out equipment and offer professional services, we contribute to:

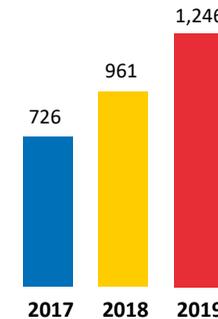
- Streamlining each project right from the planning stage in terms of logistics, safety, costs and environmental impact.
- Helping customers avoid having to invest in their own equipment, which generally reduces resource consumption.
- Ensuring that the equipment used always complies with quality and safety-related laws and requirements.
- Ensuring that all staff on-site in the projects are competent and have the necessary skills to deal with any situation.
- Giving more players access to safe solutions, which in turn helps reduce the number of accidents in work zones by roads and tramlines, on construction sites and at events – something that benefits the whole of society.

## More people accessing safe solutions

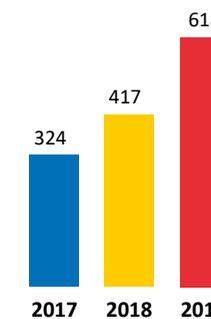
From a broader perspective, we contribute to sustainable urban development through our expertise and services. In the Nordic region, we are involved in the development and maintenance of all important social infrastructure projects: roads, railways, other civil engineering structures and electricity and water/sewage networks. There is an enormous need for flexible, cost-effective solutions in our field.

## FINANCIAL STABILITY

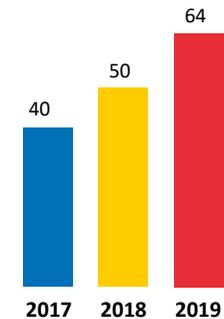
Revenue 2017–2019, SEK million



Full-time employees 2017–2019



Number of depots 2017–2019



**Responsible business  
A PIECE OF THE SOCIAL PUZZLE**

Responsible corporate governance is also about the economic contribution Ramudden represents from a societal perspective. We create jobs, pay taxes and help create growth.

Ramudden is characterised by sound business practices and works actively to combat corruption and unethical behaviour, at all levels of the company.

We are constantly reinvesting in the business to develop and strengthen it in the long term. In the Nordic countries, an average of 20 per cent of revenue is reinvested in vehicles, signs, crash barriers and other equipment every year. Put simply, we have long-term ambitions. We aim to continue growing organically and through acquisitions while managing what we have built up.

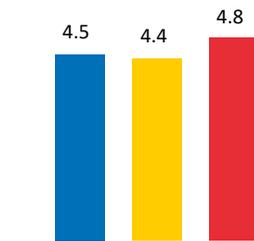


**Customer satisfaction  
GOOD CUSTOMER RATING**

A customer satisfaction survey was conducted in Sweden in 2019. Out of the 87 customers who was asked to take part, 76 agreed; just that in itself is proof of a good business relationship. The conclusions drawn from the results are that we, with the help of service-oriented employees, deliver high quality throughout Sweden. We can also see that customers are prepared to pay for safety.

Our ambition is to conduct the survey twice a year and also to conduct customer surveys in Norway and Finland.

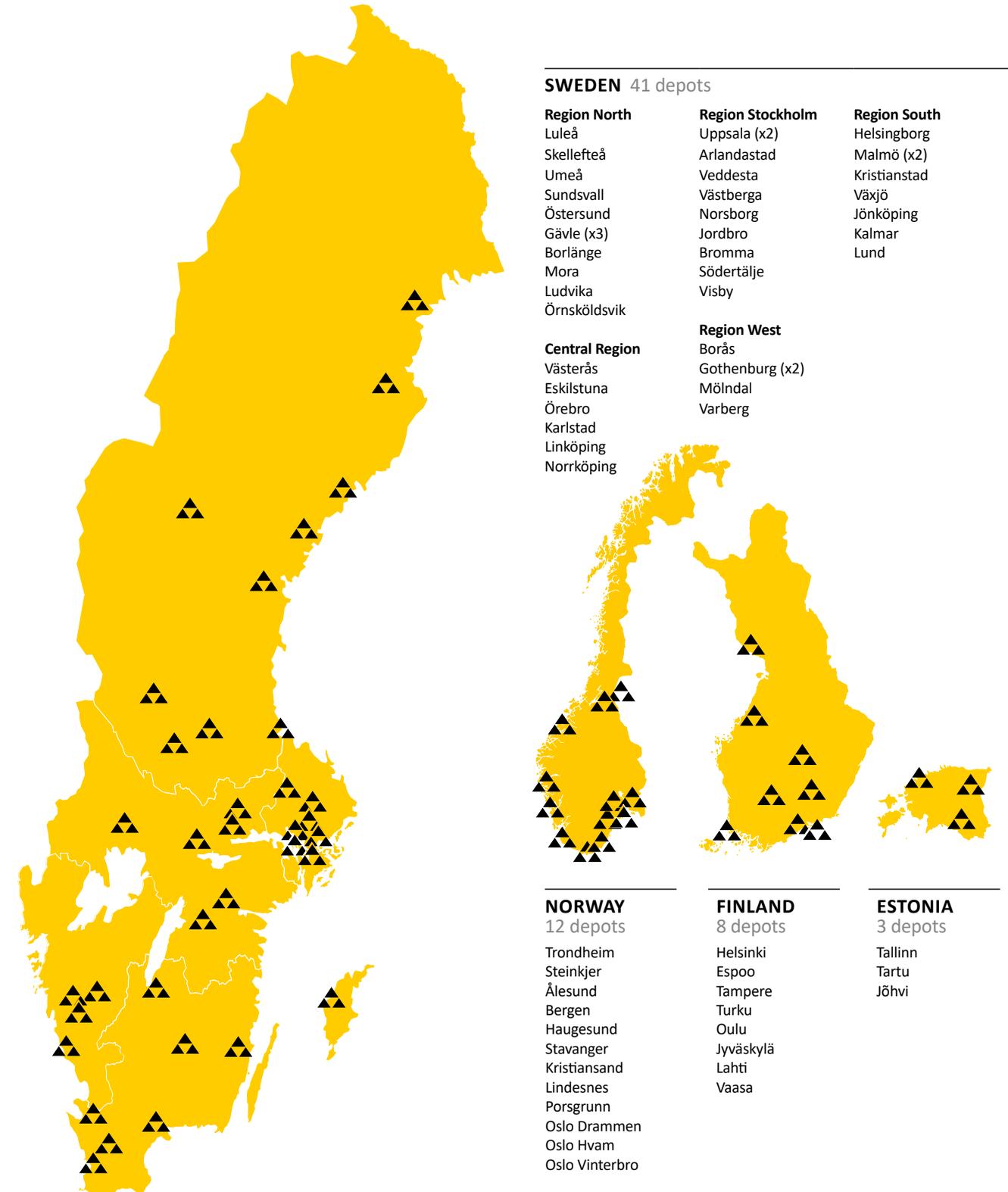
Customer satisfaction, maximum value 5



Results from customer survey of 76 existing customers conducted in Sweden in 2019.

■ Quality of materials  
■ Quality of services  
■ Quality of conduct

**Number of depots  
64 DEPOTS, WITH MORE PLANNED FOR 2020**



# Safeguarding Slussen, Stockholm's main interchange

**Cars, buses, metro trains, cyclists and pedestrians; half a million people pass through the Slussen area in Stockholm every day. All of Slussen is currently being renovated. Ramudden is an important piece of the puzzle in terms of both making the work zones safe and ensuring accessibility for all those moving around in the area.**

Midsummer's Eve 2016. The city is half-empty, so all major traffic changes that have to be made in the Slussen area therefore take place that night. The pressure is on for one of Ramudden's most complex and exciting projects ever in Stockholm, says regional manager Fredrik Murmester.

"We worked day and night to guarantee accessibility and safety since the traffic flow would be diverted to the west side. Many different players were involved and the communication between us was crucial; the logistics simply had to work."

## A new meeting place

Wear and tear, flood risks and Stockholm's growth are some of the reasons why Slussen needs to be modernised. The aim is to transform a run-down interchange into a meeting place – and also to safeguard the drinking water for two million people. Everything is expected to be completed by 2025.

The project requires meticulous planning. Major and complex work is to be carried out in a small area, while everyday life, traffic and public transport has to continue as usual. There are also height restrictions in the area, which causes problems when moving machinery and equipment.

## Efficient, safe work zones

Slussen is a bottleneck that people have to be able to pass through 24 hours a day. Stringent requirements are therefore stipulated for safety, surveillance, shell protection, fencing and enclosures. Ramudden has been involved since 2012, when maintenance was being performed on the older structures. Between 2016 and 2018, the work focused on diverting traffic and protecting the staff involved in the demolition and reconstruction of the structures on the east side.

During 2018 and 2019, the work concerned the relocation of the existing bus terminal to a temporary location, as well as closures around the new bus terminal being built in Katarinaberget. Another intensive year awaits during which the east side will be completed and the west side demolished and rebuilt. A major closure of Stadsgårdsleden is being planned for the assembly of the new golden bridge that is being transported by sea from China.

"The scale of the project, combined with all the people passing through, means that nothing can be left to chance in terms of safety for those working in and moving around the area," says Fredrik Murmester. "I'm incredibly proud of the Ramudden team and of the supervisor, Andreas Eld, who really lives and breathes Slussen."



*There is a stretch of about 500 metres of SoundGuard, the shell protection for both work zones and road users, that runs from the Gamla stan metro station to Kornhamnstorg.*

## Norway SAFEGUARDING A NEW REALITY

Safety and security in public spaces where many people congregate is becoming increasingly important. As safety awareness increases, the demand for Ramudden's solutions in these contexts is also increasing. Shell protection for public buildings and enhanced security in connection with major public events and festivals, such as during the celebration of Norwegian Constitution Day on 17 May, are some examples of occasions when Ramudden's solutions are used in Norway. Ramudden is the only company in the market that provides longitudinal protection at a height of over four metres with our proprietary products **GP Link** and **SoundGuard**.



*Construction projects in central Oslo, where the buildings are protected using GP Link and SoundGuard.*

## Finland PROTECTION AROUND LIGHT RAILWAY LINE IN HELSINKI

**It has been predicted that the Helsinki region will have two million inhabitants and over one million jobs by 2050. To meet the increased passenger volume and move towards sustainable travel, a new light railway line is being built. Ramudden is securing the work along the entire Jokersi light rail route.**

The Jokersi light rail, the 25-kilometre high-speed light rail route connecting eastern Helsinki to Espoo, is due to be completed in 2024. It is hoped that it will sustainably increase the capacity and comfort of Helsinki's transverse public transport system and reduce the need to travel by car of the expected 91,000 passengers per day. New homes and workplaces are also planned along the line.

Ramudden's responsibility covers the entire route. Our tasks include establishing traffic arrangements, supervision and diversions, as well as responding to disturbances that are called in around the clock. Since the line is being built close to major residential areas, ring roads and traffic routes, Ramudden must have night-time resources that can respond at short notice.

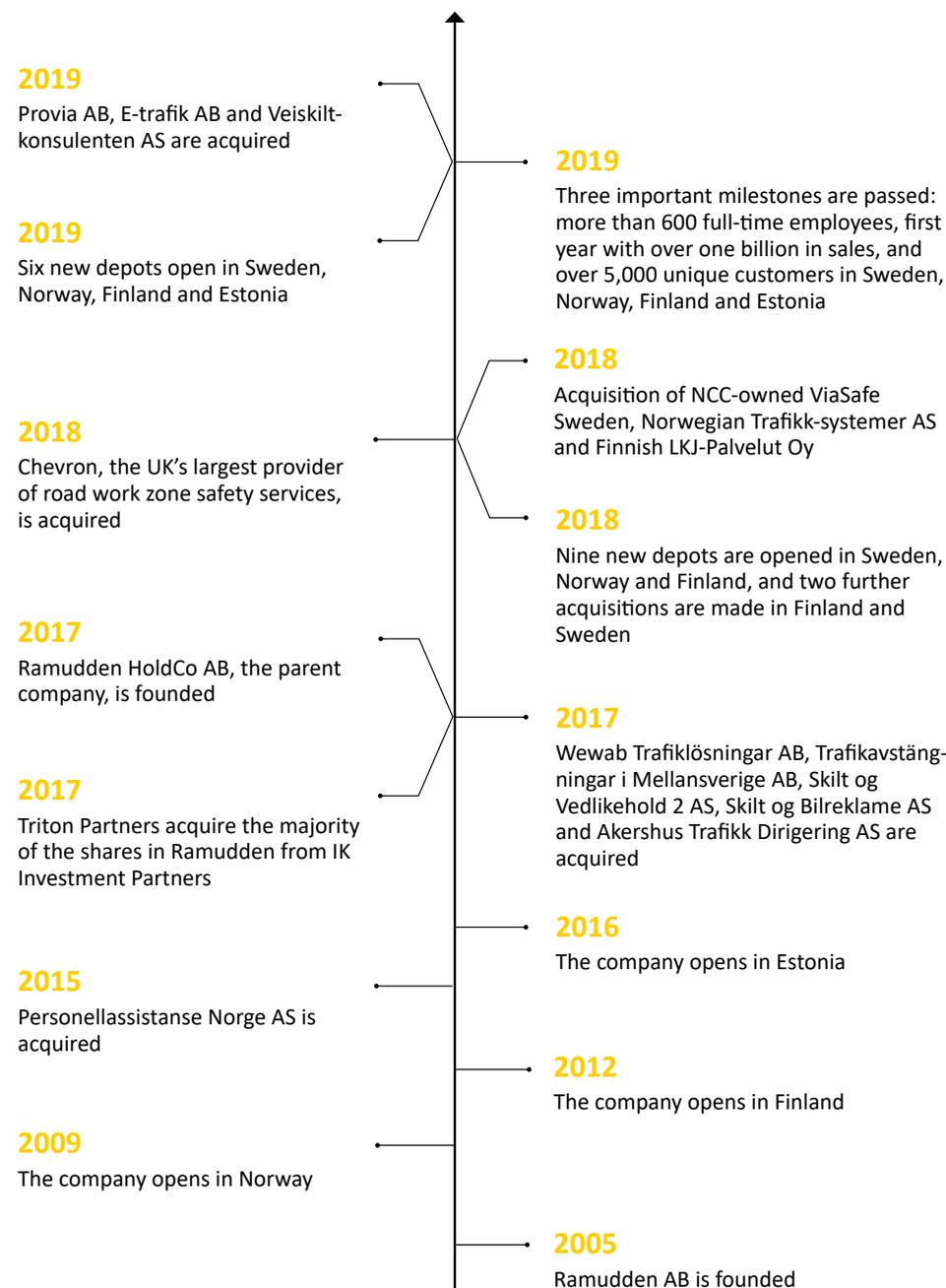
In 2019, water, sewage and electricity lines were moved from the planned rail area. The project involves many different work zones and work stages, which places high demands on control and on managing resources correctly.



"The whole project is based on good communication, a high level of service and our willingness to make work zones safe for everyone involved," says Michael Wackström, CEO of Ramudden Oy Ab. "For example, we report incidents directly using an app to quickly find weaknesses and risks in the project."

# The history of Ramudden

Ramudden has come a long way since it was founded in 2005, when the current CEO himself used to drive materials to contractors in the local area. In 2019, our number of full-time employees exceeded 600 for the first time. Together, we are currently helping over 5,000 unique customers across Sweden, Norway, Finland and Estonia.



# Reporting of key performance indicators

To ensure that the work on the selected focus areas helps us achieve our goals, we follow a number of key performance indicators (KPIs). We do this with the help of Normative, a comprehensive system for digital sustainability reporting. This year's report includes the Nordic and Estonian operations.

The 2018 report also included the UK operations, but these are now reporting separately.

Code	Note	Year	Ramudden	Ramudden Sweden	Ramudden Norway	Ramudden Finland	Ramudden Estonia <sup>4</sup>
<b>FINANCE</b>							
Revenue, SEK thousand		2019	1,246,005	887,813	218,933	115,099	24,160
		2018	960,799	745,025	143,221	57,254	15,299
<b>SOCIAL</b>							
Number of full-time employees	1	2019	618	387	131	73	27
		– of which women, %	19.0	19.9	21.4	11.0	14.8
– of which women, %		2018	417	273	89	38	17
			19.5	19.4	23.6	12.0	17.6
Number of deaths		2019	0	0	0	0	0
		2018	0	0	0	0	0
Number of accidents reported		2019	43	30	6	7	0
		2018	35	14	11	10	0
Work-related accident rate		2019	35.9	40.3	23.5	49.5	0.0
		2018	42.2	25.2	63.5	151.9	0.0
Number of accidents reported resulting in absence		2019	12	4	3	5	0
		2018	10	3	1	6	0
Absence rate		2019	10.0	5.4	11.7	35.4	0.0
	2	2018	12.1	5.4	5.8	91.1	0.0
Number of incidents		2019	93	32	56	5	0
		2018	37	21	16	0	0
Number of risk observations		2019	74	18	56	0	0
		2018	26	11	15	0	0
Absence due to illness, %	3	2019	5.1	4.0	9.1	5.5	0.0
		2018	3.9	3.0	7.4	3.2	2.0
<b>ENVIRONMENT</b>							
Total energy consumption, kWh		2019	23,409,567	15,622,652	4,627,040	2,456,584	703,291
		2018	15,531,573	11,554,237	2,333,608	1,163,967	479,761
Total energy consumption, kWh per full-time employee		2019	37,880	40,369	35,321	33,652	26,048
		2018	37,291	42,323	26,220	31,039	28,221
Fuel consumption for vehicles in operations, kWh		2019	17,904,348	11,871,633	3,195,478	2,240,928	596,309
		2018	12,210,061	9,393,855	1,359,009	1,039,293	417,904
Fuel consumption for vehicles in operations, kWh/full-time employee		2019	28,971	30,676	24,393	30,698	22,086
		2018	29,316	34,410	15,270	27,714	24,583
Greenhouse gas emissions, kg CO <sub>2</sub> eq		2019	4,524,628	2,954,253	805,695	604,533	160,147
		2018	3,080,833	2,322,096	365,631	280,369	112,737

**DEFINITIONS FOR THE NOTES**

- 1) Total time worked for all employees converted into full-time employees.
- 2) The injury rate is calculated based on serious and sudden incidents that caused personal injury with more than one day's sick leave/with hours worked x 1,000,000. The incident can occur during working hours or on the way to/from work.
- 3) Absence due to illness excluding long-term sick leave for more than one year.

**OTHER COMMENTS**

4) We do not have complete data for Estonia's accident statistics and the same definitions are not implemented, which is why the figure is 0.

**CARBON DIOXIDE IMPACT**

**ACTUAL** CO<sub>2</sub> emissions from commercial vehicles in Sweden and Finland have been reported, while Norway and Estonia's figures are calculated based on volume and in accordance with the GHG Protocol as well as conversion factors from Defra.

## **Auditor's opinion on the statutory sustainability report**

To the Annual General Meeting of Ramudden Group Holding AB, corporate ID number 556946-3366

### **Assignments and division of responsibility**

The Board of Directors is responsible for the sustainability report for 2019 and for its preparation in accordance with the Swedish Annual Accounts Act.

### **Focus and scope of the review**

Our review has been carried out in accordance with FAR's recommendation RevR 12 The auditor's opinion on the statutory sustainability report. This means that our review of the sustainability report has a different focus and a significantly smaller scope compared to the focus and scope of an audit in accordance with the International Standards on Auditing and best practices in auditing in Sweden. We believe that this review provides us with a reasonable basis for our opinion.

### **Report**

A sustainability report has been prepared.

Stockholm, 8 April 2020  
PricewaterhouseCoopers AB

Patrik Adolfson  
Authorised public accountant



Ramudden

[ramudden.se](http://ramudden.se)