



Sustainability Report 2022



Sustainability – an integral part of our client offering and value chain

Our efforts to make sustainability a fully integrated part of our operations are ongoing because we are convinced that doing so is a prerequisite for our long-term success. Proactive sustainability work enables us to lay the foundations for growth and to play our part in ensuring positive societal development.

Our stakeholders are demanding more and more of us in terms both of our sustainability work and the ways in which we integrate it into our operations. We live up to our stakeholders' requirements, and thereby maximise our shared value creation work, by taking responsibility and conducting innovative sustainability work. Our Sustainability Report contains a presentation of our work and our progress, and of the ways in which we live up to our stakeholders' demands in the area.

Sustainability management

Iver's corporate governance structure comprises our owners, the Board of Directors, the CEO, and external auditors. The Board of Directors appoints the CEO, and the Annual General Meeting appoints the external auditors who are tasked with reviewing the accounts and the administration of the Board of Directors and the CEO during the financial year. The company has no legal violations to report for the financial year and

no damages or charges were imposed for breaches of environmental or other legislation in 2022. There are also no damages or fines to report for previous fiscal years.

The Board of Directors is responsible for determining the overall sustainability orientation and the CEO is responsible for ensuring that the work is progressed and conducted. The CEO also sets policy undertakings and ensures that annual goals for the work are set and followed up on, and that they are in line with the expectations of Iver's stakeholders.

Sustainability-related policies describe rules and guidelines for Iver's sustainability work. Our policies apply both to all Iver employees and to consultants engaged by Iver and are adopted by the Board of Directors and set by the CEO. These policies are based on, amongst other things, national legislation, industry regulations, and international standards such as ISO rules and guidelines (9001, 14001, and 27001), the UN's guideline principles for companies, and the ILO's eight core conventions.

Election and composition of the Board of Directors

The Board of Directors is elected by the Annual General Meeting and appoints its Chair internally. The



composition of the Board of Directors is based on diversity regarding expertise, gender, and age, and must include independent Board Members.

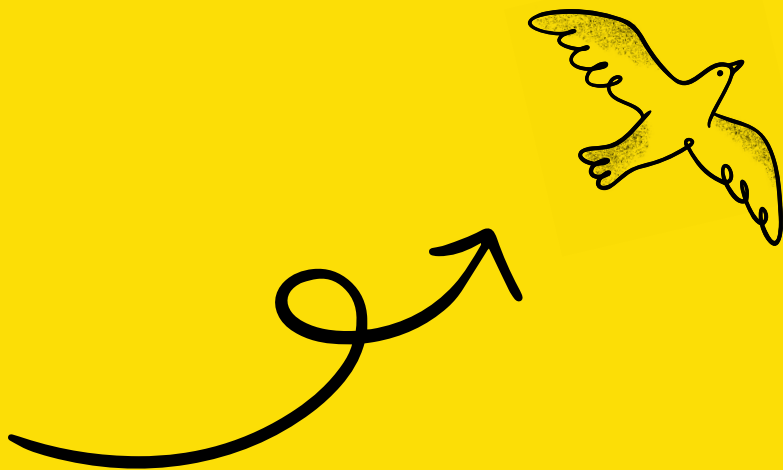
All individuals elected to the Board of Directors must be able to further relevant contacts and initiatives based on strategic ideas. They must also meet all legislative and other regulatory requirements, and the corporate governance and risk management requirement. The ability of Board Members to contribute to the corporate group's development by reviewing and challenging the decision-making process depends on them:

- having in-depth knowledge of the corporate group, the industry, and key operators in the sector in which Iver operates;
- contributing to the business strategy, challenging mindsets, and raising the ambition level of the entire management group;
- having a talent for convincing and motivating, and strong decision-making skills;
- possessing good guidance and mentoring skills.

If a conflict of interests arises for a Board Member, the individual in question is obliged to declare that such a conflict of interests exists as soon as they discover that the relationship may be regarded as a conflict. No Board Member should take part in a discussion or decision if a risk of conflict of interests exists.

Sustainability-related policies

- Quality policy
- Alcohol and drugs policy
- Code of Conduct
- Discrimination policy
- E-waste policy
- Electrical safety policy
- Information security policy
- Purchasing policy
- Gender equality policy
- Continuity and accessibility policy
- Salary and remuneration policy
- Environmental policy
- Substance abuse policy
- Personnel Manual
- Personal data policy
- "The flexible workplace" policy
- Anti-threats and violence policy
- Pool vehicle policy
- Corporate entertainment policy
- Holiday policy
- Infection control policy
- Sponsorship policy
- Company car policy
- Business travel policy



About our sustainability work

The CEO delegates the overall sustainability orientation to sustainability managers who, together with a Sustainability Council comprising decision-makers from key functions within the operations, progress the work. Feedback reporting to the Group's Board of Directors on the status of the activities and goal fulfilment occurs a minimum of once a year.

The sustainability work at Iver is conducted in a structured manner under the supervision of the Board of Directors, who have ultimate responsibility for the supervision of the sustainability work. Feedback reports on progress are also provided within the framework of the Iver Group AB's Sustainability Report, which forms part of the Group's Annual Report, pursuant to the provisions of the Swedish Annual Accounts Act.

Our approach to our sustainability work is a systematic one. Our work with quality, the environment, and information security is based on our management system, which we certify in accordance with ISO 9001, ISO 14001 and ISO 27001. Our management system is, where applicable, employed in our customer service provision activities and includes all the services we provide. The management system also includes our work with and guidance of our suppliers.

About the Sustainability Report

The report comprises the 2022 fiscal year, i.e. from 1 January 2022 – 31 December 2022.

This Sustainability Report has been produced in accordance with guidelines from the Global Reporting Initiatives (GRI) and the new GRI Universal Standards 2021 framework. This is the second collective sustainability report published by the Iver Group (under the current corporate structure) and comprises Iver Group AB, corporate ID no. 559324-0111, and the Iver Sverige AB, Iver Management AB, Iver Norge AS, Iver Workplace AB, City Network AB (Cleura AB), Aztek AB, Elits AB, Mjukvarukraft AB, Intiro AB and Nogui AB subsidiary companies. The Parent Company's head offices are in Stockholm. The Report is published once a year and the most recent report was registered with

the Swedish Companies Registration Office on 23 June 2022.

The 2022 Sustainability Report has not been reviewed by an external, independent party. For questions about the Sustainability Report, contact Jakob Tapper, Sustainability Manager, at jakob.tapper@iver.se.

The boundaries of the Sustainability Report

The Sustainability Report comprises part of Iver Group AB's Annual Report for 2022 and focuses on the in-house operations' effect on decisions arising from stakeholders and their expectations, and on the effect that our operations have on the economy, society, people, and the environment. The Report includes all the Group's subsidiary companies. Iver operates in Norway and is subject to the Transparency Act. For more information, please visit our Norwegian website: <https://www.iver.com/no/om-iver/barekraft/>

External factors

The connection between sustainability issues is becoming increasingly clear and new preconditions and contexts are consequently emerging. War, pandemics, climate change, and environmental destruction, growing inequality, and changing expectations on the part of clients, owners, colleagues, and other stakeholders are challenging not only existing business models but also the decisions we, as companies, take.

If Iver is to be not only a long-term and sustainable partner, but also a relevant employer, we must shoulder our share of the responsibility. We cannot limit our sustainability work and responsibility to our own operations and must, instead, consider our operations' environmental, social, and economic impact throughout the value chain. Our stakeholders expect us to contribute to societal development and to manage our risks transparently. Climate change, circular business models, diversity and inclusion, security and privacy, and the proper management of data, are some of the most important issues facing our industry. And we must use our sustainability work as a driving force for innovation, competitiveness, and



value creation.

Climate is on everyone's agenda – how is the global climate work going?

The climate issue is one that affects us all and is more important now than ever. It is proving difficult for all of the countries who signed up to the Paris Agreement to live up to the promises they made in 2015, and according to the synthesised report on the UN Framework Convention on Climate Change, which was updated in October 2022, a significant increase in ambition levels is required if the countries of the world are to succeed in achieving the temperature goal of holding the average global temperature increase at 2°C, and preferably a maximum of 1.5°C. The war in Ukraine, and the challenges this poses for the global energy and foodstuff supply chains, have probably made the situation even harder.

The IT sector currently accounts for between 2 and 4 percent of global CO2 emissions and generates over 50 million tonnes of e-waste every year. Several IT companies are endeavouring to become climate neutral or climate positive within 5-15 years as part of the industry's effort to play its part in achieving the goals of the Paris Agreement. Those of us who work in the IT sector have considerable responsibility for ensuring that our products and services can enable our clients and partners to reduce their emissions. Digital solutions and new technology designed to create circular flows will have a key role to play in the green transition.

Security in an insecure world

Assaults and attacks on the IT environments of private and public sector organisations alike are continuing. And the consequences are not just economic: they also have a severe impact on our society's functioning. We are experiencing a war in our region that is not only resulting in massive human suffering but has brought with it a comprehensive form of hybrid war, with attacks aimed at destroying and disrupting digital infrastructure also taking place in the digital arena. The digital threat is also spreading outside of

the warzone, with authorities and companies in our immediate area being subjected to attacks designed to shift the focus from the war on the ground.

The threat aimed at Nordic companies and organisations is currently growing, and the authorities are encouraging all organisations to strengthen their infrastructure and IT environment protection. We have an important part to play in these efforts: through the robust provision of services for societally important operators, we can help create a resilient society that works normally, even in emergencies and wartime.

Talent scouting in an unequal sector

The digital structural transformation in the Nordic region, and worldwide, has made the IT and telecoms sector into an industry of the future, and one of the most important engines driving employment and economic growth.

The skills shortfall in the industry is consequently extremely serious, and there is real global competition for cutting edge digital expertise. TechSverige's latest report indicates that in Sweden alone, there will be a shortfall of 70,000 people with IT- or digitally related expertise by 2024. It is vital, not least in terms of the industry's business benefits and quality, that more people take an interest, educate, and train themselves, and take up jobs in our sector. In the long-term, this will have an effect both on Swedish competitiveness and on sustainable development.

The skills shortfall also highlights the ongoing challenge posed by gender inequality in the sector. The total skills requirement is both acute and structural, and a number of measures are, therefore, needed.

Increased gender equality, diversity, and inclusion are one way to address the skills shortfall. The percentage of women working in the sector is low, and we are failing to attract sufficient numbers of international talents. Every single company in the sector must play their part in making it an attractive one, and for us, as a leading Nordic provider of cloud-based services, successfully retaining and attracting new talents with the right skillsets is crucial.



Highlights within the sustainability work 2022

We joined the Science Based Targets initiative (SBTi)

Our climate work took a major step forward in 2022 when we joined the Science Based Targets initiative (SBTi). This means that we undertake to reduce our operations' carbon footprint in accordance with what the latest climate research deems necessary to achieve the ambition of a maximum temperature increase of 1.5°C. Our targets were submitted to the SBTi in the autumn of 2022, and we expect to have our targets approved during the late spring of 2023.

New Code of Conduct training

We have implemented a new Code of Conduct training course for all Iver employees. The new training includes a recorded introduction to the field and the main elements of the Code of Conduct. During the recording, which is available via our intranet, staff function managers present the area or areas for which their staff function is responsible, under the Code of Conduct. All employees have also taken a training test that covers every aspect of the Code, via our nano-learning tools.

New circular hardware management facility

Demand for circular IT is, we are pleased to see, increasing and we have accordingly upscaled our operations in new premises in Rotebro. The Rotebro facility paves the way for more sustainable IT use, and thereby ensures that we can meet the demands faced by the IT sector and our clients. Our circular model for reuse and recycling is designed to ensure, first and foremost, that the products are renovated, repaired, and upgraded in order to extend their lifespan as much as possible and enable reuse. Extending the lifespan of the products means we can offer modern, high-quality equipment more cheaply and with a reduced carbon footprint. Devices lacking the functionality for reuse are recycled in an eco-friendly, safe manner. The goal, going forward, is to offer a 100 percent circular management of IT hardware.

Updated supplier survey

IT supply chains are global and include numerous operators. We base our offering on close partnerships with others in order to ensure that we, as IT service providers, can provide value for our clients. In 2022, we took an important step forward in the form of our updated supplier evaluation which entails, amongst other things, a requirement by Iver that the suppliers from whose product ranges we choose are members of the Responsible Business Alliance (RBA). We also make sure that selected suppliers have their own science-based targets in accordance with SBTi, or the equivalent. Strong business relationships with suppliers who share our core principles are what allows us to conduct our business operations in a professional and responsible way.

Augmented ISO certification for information security

We have continued our efforts to certify additional elements of our operations in accordance with ISO 27001. This work is how we build the security culture that we want to permeate our company, how we achieve a more consistent level in our information security work, and how we can place greater confidence in the fact that we are taking the same, consistent approach to protecting both our clients and ourselves.

Sustainability strategy and focal areas

Digitalisation can be a massive enabler of sustainable development and can play a major part in addressing some of the biggest challenges of our time. As a leading Nordic provider of cloud-based IT services, we have a huge responsibility in this area, and we shoulder it through active and transparent sustainability work.

Our sustainability work focuses on the areas where we can have the greatest impact and make the biggest difference, and we have identified 6 of the 17 Sustainable Development Goals (SDGs) of particular relevance to our operations as part of this process.

The aim of our sustainability work is not only to minimise risks but also to identify business opportunities. Our sustainability work shall generate value for our clients, owners, employees, and society as a whole. The business-critical services we provide come with a very real responsibility, not just from an environmental perspective, but also from the perspectives of security, privacy, and business ethics. Stakeholder dialogues and materiality analyses are central components of both our strategic sustainability work and our strategy.

An active dialogue with our stakeholders enables us to ensure that our sustainability work is focusing on the right areas and generating the maximum possible societal and commercial benefits. Our sustainability work is a prioritised, well-supported, and integral part of our overall strategy.

Sustainability framework

Our sustainability framework comprises one basic area and three focal areas. The basic area of the framework is "Responsibility and transparency", which means that we shall be a decent employer, that we shall choose partners who share our values, and that we take responsibility for our economic, environmental, and societal impact. Our starting point, within our "Sustainable services" focal area is that we shall help address one of the biggest challenges of our time, namely climate change. We shall help reduce our operations' negative effect on the climate and help our clients to reduce their carbon footprint.

Our aim, through our "Security and privacy" focal area, is to always protect our clients' information. Our clients' security and privacy are critical to us, and if we are to address the complex and ever-changing threat scenario that operations and organisations now face, we need to work even smarter to protect both our clients' environments and our own. If we are to suc-

ceed in achieving our ambitious goals in the field of sustainability and be a relevant provider for our clients, we need to be a workplace where our personnel are happy and can develop, and our "Employees" focal area consequently focuses on continuously monitoring our development into one of the industry's best workplaces.

External initiatives and memberships

We shall, to the extent we are able and where it is relevant, contribute to both global, national, and local initiatives designed to bring about a better world. We are participants of the UN Global Compact – an initiative designed to persuade companies to take more responsibility in connection with the ten principles in the areas of human rights, working conditions, the environment, and anti-corruption. We also support the Sustainable Development Goals and comply with the core conventions of the International Labour Organisation (ILO).

In 2022, we developed a new strategy for reducing our carbon footprint by joining the Science Based Targets initiative. In Sweden, we are members of TechSverige, a member organisation for tech sector companies, and which works, in partnership with its members, to the optimum preconditions for a competitive Swedish IT and telecoms sector. We are also members of TechSverige's Sustainability Committee.

Stakeholder dialogue and materiality analysis

It is important that we understand our stakeholders' views on our sustainability undertakings. We conduct a purposeful and fact-based programme of improvement work that is based on our annual stakeholder dialogue, and which meets the social sustainability and environmental demands made on us regarding our operations and sector as a whole.

In 2021, we conducted a comprehensive programme of support-building work within Iver in order to establish the company's sustainability framework for 2022-2024. The work included individual interviews with 20 or so clients, Board Members, and



Sustainability strategy and focal areas, cont.

Sustainability framework for 2022–2024

Sustainable services	Security and privacy	Our employees
<p>Ambition For our services to provide quantifiable environmental benefits for our clients and progress them towards their sustainability goals.</p> <p>Goal To be climate neutral throughout the value chain year 2030/2035.</p> 	<p>Ambition To protect our clients' information at all times.</p> <p>Goal To have a security and privacy index of at least 4.0.</p> 	<p>Ambition To be one of the sector's best workplaces.</p> <p>Goal To have an engagement index of at least 80%.</p> 
Responsibility and transparency		
<p>We shall be a decent employer and choose partners who share our values. Our business ethics shall maintain a high standard and we shall take responsibility for our economic, environmental, and societal impact.</p> 		

senior Iver executives, together with a survey on the company's sustainability work that was sent out to all the company's employees. In the run-up to the publication of the 2022 Sustainability Report, we elected, therefore, to conduct a simplified stakeholder dialogue with the owners, Board of Directors, management, and a limited number of clients only, based on our existing sustainability framework with openings for adjustments and additions.

An analysis of Iver's existing sustainability framework was conducted with owner representatives, the Board of Directors, senior executives, and clients as part of the stakeholder dialogue. The analysis evaluated the overall goals and the activities and KPIs that govern our undertakings in the respective focal areas. The evaluation included Iver's positive and negative impacts from an economic, environmental,

and social perspective throughout our operations and in our business relationships.

The table on page 37 provides an overview of the primary stakeholder groups, together with a short summary of the dialogues conducted during the year and the adjustments and additions to which they have led.

The results of the stakeholder dialogue show that the existing sustainability framework is relevant and provides a roadmap for our sustainability work going forward. The dialogue also indicated that we need to:

- Sharpen our ambition as an employer
- Further develop our climate-related work and clarify our long-term climate objectives
- Further develop the work we have already begun in the areas of diversity and inclusion

Stakeholder dialogue

Stakeholder group	Dialogue method	Issues of importance to the stakeholder group	Framework adjustments
Owners	Digital questionnaire	<ul style="list-style-type: none"> • Carbon footprint in service provision is a key area • Science-based targets • Human rights throughout the value chain • Work environment • Diversity and inclusion 	New diversity and inclusion index that will help us further develop the work already begin in this area.
Board of Directors	Digital questionnaire	<ul style="list-style-type: none"> • Responsibility and transparency • Carbon footprint throughout the operations and service provision • Security and privacy • Iver as a workplace 	-
Management	Digital questionnaire and in-person/virtual meetings	<ul style="list-style-type: none"> • Clearly communicated action plan • Engagement • Gender equality • Diversity and inclusion • Work environment • Transparency 	New diversity and inclusion index that will help us further develop the work already begin in this area.
Clients	Digital questionnaire and in-person/virtual meetings	<ul style="list-style-type: none"> • Sustainable consumption and production patterns • Transparency • Proactiveness • Upskilling • Scope 1, 2 and 3¹ • Advice on sustainable solutions • Increased circularity • Energy efficiency • Science-based targets • Reduced emissions • Sustainability as an integral part of the provision • Collective bargaining agreements • Security and privacy 	We are, given the nature of our operations and sector, intensifying our work in the areas of sustainable consumption and production in line with goal 12 of Agenda 2030.

1. See description on page 49.

Management of material topics

Material topics where we aim to enhance our value creation are reviewed annually in order to update or replace them as needed. The management of material topics is governed by policies and followed up on by means of dialogues with our stakeholders. We use a risk-based approach in our management of these issues in order to understand our impact on the economy, environment, and people, and to identify the place in the value chain in which our impact and involvement occurs. See below for a presentation of our management activities within the respective areas of our sustainability framework.

Responsibility and transparency

Impact on the economy, environment, people – negative/positive, current/potential	<ul style="list-style-type: none"> • Potential positive impact through good business ethics, developed and implemented Code of Conduct, and supplier monitoring. • Potential negative impact due to risk of infringement of human rights and negative climate impact in the supply chain.
Involvement in impact – location in the value chain	<ul style="list-style-type: none"> • Involvement in impact through the supply chain and in commercial relationships.
Policies and undertakings to address the issue:	<ul style="list-style-type: none"> • Supplier Code of Conduct that harmonises with our internal Code of Conduct, environmental policy, and purchasing policy, and with internal guidelines and certifications. • Consolidated accounts in accordance with IFRS (International Financial Reporting Standards). • We pay tax in every country in which we operate and do not employ any tax planning for the purposes of paying less tax.
Measures taken – to prevent, ameliorate, or get to grips with the impact	<ul style="list-style-type: none"> • A risk management process that includes requirements for compliance with international frameworks (e.g. the ILO's 8 core conventions and the principles of the Global Compact). • Scope 3 reporting of carbon footprint in our Sustainability Report. • Process for consolidating and categorising our suppliers and classifying them by degree of importance to Iver's core operations in order to ensure correspondence to recognised standards and our core principles.
Monitoring the measures' efficiency – processes, goals, results, lessons learned	<ul style="list-style-type: none"> • Systematic evaluation of suppliers that is carried out at least once a year in order to ensure correspondence to recognised standards and our core principles. A follow-up evaluation, based on the results and a risk assessment, will be carried out when necessary and potentially include an action plan to be drawn up by the supplier. If malpractice is detected, it may result in sanctions/termination of contracts. • Establishment of multiple Group-wide supplier agreements and reduction in purchases from less relevant suppliers.
Engagement with stakeholders – impact on measures and contributions to outcomes	<ul style="list-style-type: none"> • Expanded dialogue with our biggest suppliers in order to obtain more accurate, high-quality data on our indirect greenhouse gas emissions.

Sustainable services

Impact on the economy, environment, people – negative/positive, current/potential	<ul style="list-style-type: none"> • Negative current impact due to energy consumption and purchase of products with a large carbon footprint. • Positive potential impact through energy enhancing measures and circular hardware supplies.
Involvement in impact – location in the value chain	<ul style="list-style-type: none"> • Involvement in impact through energy usage in datacentres, purchasing and use of IT equipment that generates a negative climate impact during use and when scrapping.
Policies and undertakings to address the issue:	<ul style="list-style-type: none"> • Set targets approved in accordance with the Science Based Targets initiative (SBTi) and ensure that our biggest suppliers have their own science-based targets in accordance with SBTi or equivalent.
Measures taken – to prevent, ameliorate, or get to grips with the impact	<ul style="list-style-type: none"> • Enhance energy efficiency in our datacentres by using electricity from renewable sources and optimising the server infrastructure that provides Iver's services. • Enhance the efficiency of our existing datacentres and platforms by actively choosing more efficient components and in order to achieve a higher utilisation rate. • Group-wide recovery process for IT hardware generated in Iver's own operations and in our customer service provision packages, in order to create circular material flows.
Monitoring the measures' efficiency – processes, goals, results, lessons learned	<ul style="list-style-type: none"> • Reporting emissions and following up on goals annually. • Monitoring science-based targets delivering absolute emissions reductions in Scope 1 and 2 and supplier engagement in Scope 3.
Engagement with stakeholders – impact on measures and contributions to outcomes	<ul style="list-style-type: none"> • Expanded dialogues with suppliers in order to obtain more specific information on emissions from the supply chain. • Expanded contact with clients regarding the carbon footprint of our services.

Security and privacy

Impact on the economy, environment, people – negative/positive, current/potential	<ul style="list-style-type: none"> • Positive impact through structured security work, certification in accordance with ISO 27001, and continuous, proactive, improvement work. • Potential negative impact through deficiencies in our security work and due to a deterioration in the security situation. • Potential negative impact due to potential power shortages in Sweden that could result in planned outages and, as a result, data centre operations being temporarily halted.
Involvement in impact – location in the value chain	<ul style="list-style-type: none"> • Through possible incidents in and disruptions to our own operations and to our client service provision.
Policies and undertakings to address the issue:	<ul style="list-style-type: none"> • Coordination of the information security work within Iver through policies and steering documents in relation to information security: Information security policy, Code of Conduct, Continuity and Accessibility policy, Password policy, Personal data policy, The Flexible Workplace Policy.
Measures taken – to prevent, ameliorate, or get to grips with the impact	<ul style="list-style-type: none"> • Certification in accordance with ISO 27001. • Recurring training for all personnel, ensuring continuity and increased awareness in areas such as information security and privacy. • Targeted training courses for specific groups of employees and managers.
Monitoring the measures' efficiency – processes, goals, results, lessons learned	<ul style="list-style-type: none"> • Security and privacy index goal of >4.0. Result in 2022: 3.5. • Ongoing crisis management skills exercises. • Experience transfer from genuine incidents where conclusions drawn from incident response measures form the basis for the ongoing augmentation of our skills in this area.
Engagement with stakeholders – impact on measures and contributions to outcomes	<ul style="list-style-type: none"> • Processes, routines, and other structural capital are developed with clients and suppliers. • Annual client survey of how Iver's services meet their security and privacy requirements.

Our employees

Impact on the economy, environment, people – negative/positive, current/potential	<ul style="list-style-type: none"> • Positive impact due to significant focus on increased gender equality, diversity, and inclusion. • Negative current effect due to high staff turnover and acute skills shortages in the sector.
Involvement in impact – location in the value chain	<ul style="list-style-type: none"> • Formal employer responsibility and work environment responsibility.
Policies and undertakings to address the issue:	<ul style="list-style-type: none"> • Management system for health & safety that includes all employees. • Employee engagement, diversity and inclusion indices. • Pulse surveys of employee engagement four times a year. • Pulse survey once a year for diversity and inclusion.
Measures taken – to prevent, ameliorate, or get to grips with the impact	<ul style="list-style-type: none"> • New Group-wide Talent Acquisition and onboarding process staff function. • Office managers who are jointly responsible with managers for the local work environment. • Augmented support for senior executives on issues relating to the work environment, economy, and leadership. • Internal leadership programme for managers, based on our leadership model and "The Iver Way" brand platform. • Levelled off gender balance and increased percentage of women in managerial roles. • We have started tracking a diversity and inclusion index that will help us further develop the work we have already begun in this area. • Code of Conduct training as part of our efforts to ensure our workplace is inclusive and welcoming for all. • We believe in a flexible working life with the option of working from home if the position/role and function permits.
Monitoring the measures' efficiency – processes, goals, results, lessons learned	<ul style="list-style-type: none"> • Six-monthly health & safety inspections. • Sick leave and overtime followed up on a monthly basis. • Goal – to have an engagement index of over 80 percent. Result in 2022: 65 percent.
Engagement with stakeholders – impact on measures and contributions to outcomes	<ul style="list-style-type: none"> • Various types of employee survey on a quarterly basis. • Continuous communication between managers and employees via so-called check-in chats.

We want to shoulder our share of the responsibility

In 2015, the countries of the world adopted the UN's "Agenda 2030", which comprises 17 overall global goals for the world we want to see by 2030. If the global goals are to be achieved, every operator at every level in society must work with the goals in the areas where they can make the greatest difference. We have, given the nature of our operations and industry, identified six goals as being relevant focal areas for us.



Goal 5: Gender equality

Men and women shall have the same rights, obligations, and opportunities. Iver operates in an industry with a clear male majority, and we are actively working to increase the number of women in the company. We train all personnel in our Code of Conduct as part of our efforts to make our workplace inclusive and welcoming for all.



Goal 7: Affordable and clean energy Goal 13: Climate action

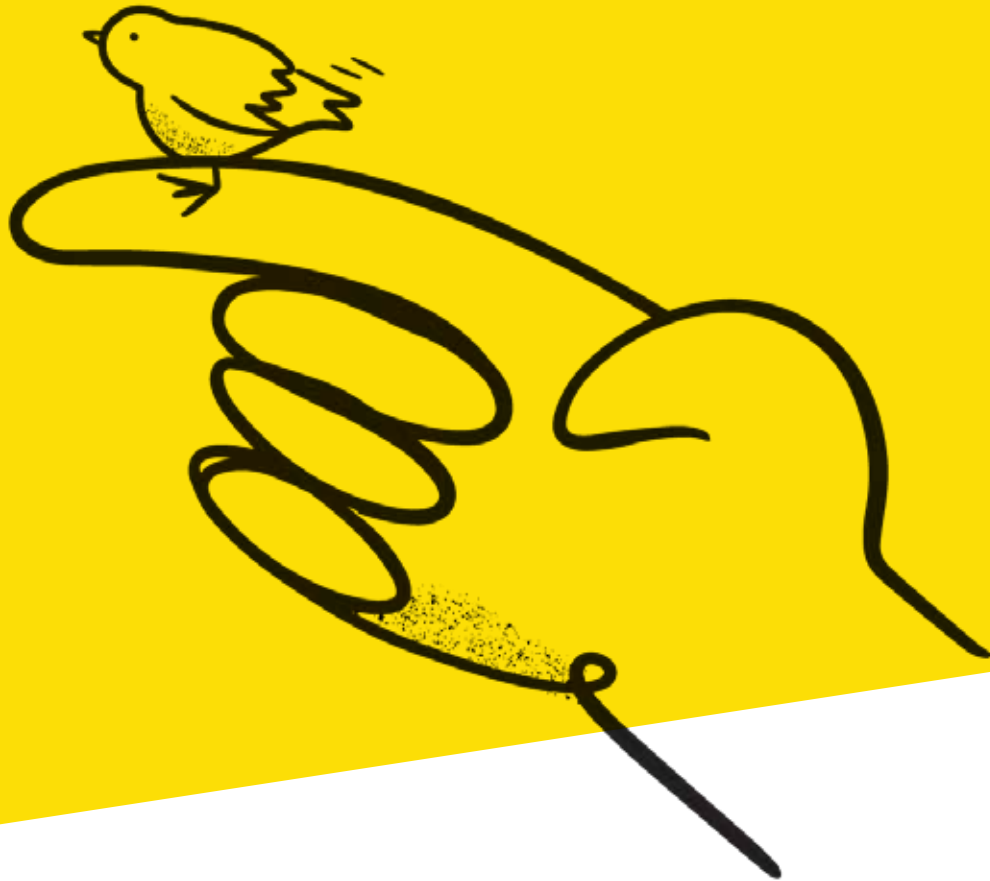


The transition to using sustainable energy sources and enhancing energy consumption efficiency are critical to reducing climate change. We want to take responsibility for our environmental impact and are working to reduce greenhouse gas emissions throughout the Group. We continuously measure and follow up on our emissions at the same time as we improve and refine our measurement methods over time. Our services shall help our clients achieve their climate goals. We also want to help all employees choose sustainable methods of travelling on business and to and from work.



Goal 8: Decent work and economic growth

A successful company is built on a secure, decent workplace with good preconditions for entrepreneurship, development, and innovation. Iver endeavours to be one of the best workplaces in the industry. This is why we offer our employees the right opportunities for training and development through our "My Journey" model.



Goal 12: Responsible consumption and production

Iver shall, wherever possible, extend the lifecycle of IT hardware in order to help establish a more sustainable consumption and production pattern. Iver's reuse and recycling model is designed to ensure, first and foremost, that hardware is reused and, secondarily, that it is recycled. We shall help our employees and clients use equipment for longer, and ensure that devices lacking the functionality for reuse are recycled in an eco-friendly and safe manner. We encourage our partners to implement sustainable methods and we integrate the climate impact within the supply chain into our Sustainability Report.



Goal 16: Peace, justice, and strong institutions

Iver has zero tolerance of corruption and bribery. We have an internal programme that provides training for all employees to ensure that there is no corruption within the organisation. Information security and client privacy are fundamental to our existence. Work on the development and implementation of preventative and systematic measures based on the Information Security Policy and management systems is, therefore, continuous and ongoing. We have also established clear readiness in the event of incidents arising.

Responsibility and transparency

The basis of our sustainability work is our desire to take responsibility for our operations and be transparent about our impact. Transparency generates the right preconditions for engaging in a clear dialogue with our clients, employees, and other stakeholders. Identifying risks and working preventatively with follow-ups and change is an ongoing process at Iver.

A high standard of business ethics is a must for us, here at Iver. We have zero tolerance of all unethical forms of behaviour and work continuously to follow up on our ethical guidelines and methodologies. Our Group-wide Code of Conduct describes how we see our responsibility, how we shall act and be as a company that takes responsibility and does things correctly. We also, over and above our own policies, always comply with national legislation.

Responsible supply chain

IT supply chains are global and involve multiple operators. We buy in hardware and software, consultancy services, business-related travel and logistics solutions, property management services, corporate health care, etc. If we, as IT service providers and relatively small players from a global perspective, are to have the ability to deliver value for our clients, we must base our offering on close cooperation with other suppliers when purchasing services and products.

The risk of infringement of human rights and a negative environmental impact in global supply chains is, in many cases, adjudged to be high. The risk of deficient business ethics or compliance with laws and regulations is, furthermore, high in many countries.

The sustainability perspective is, therefore, well integrated into our supply chain business processes in order to ensure continuous improvement and promote effective change. Our risk management process includes requirements for compliance with international frameworks and a systematic supplier assessment process. We impose requirements and encourage our partners to implement sustainable methods, and we integrate the climate impact present in the supply chain into our Sustainability Report.

Shared Code of Conduct

The work is performed by our Group-wide purchasing staff function and is directed in line with our Supplier Code of Conduct. The policy is a dynamic document that harmonises with our internal Code of Conduct, environmental policy, and purchasing policy, and with internal guidelines and certifications. In our Supplier Code of Conduct, we ensure that our suppliers are, wherever possible, environmentally certified in accordance with ISO 14001, or equivalent, in order to be able to demonstrate a systematic programme of environmental work. Our suppliers shall also, wherever possible, comply with standards such as the ILO's eight core conventions and the principles of the Global Compact.



Strong business relationships with suppliers who share our core principles are what enable us to conduct our business in a long-term, professional, and responsible way. Our Supplier Code of Conduct can also be used as a support tool by those of our suppliers who lack policies or guidelines of their own regarding human rights, conditions of employment, environmental work, health and safety, and information and data security.

Iver has almost 40 priority suppliers. At the end of the financial year, over 70 percent of them had signed up to and accepted Iver's Supplier Code of Conduct, corresponding to a year-on-year increase of 30 percent.

Supplier assessment procedures

Our supplier assessments are conducted at least once a year and start with a self-assessment form (the Supplier Assessment Questionnaire). A follow-up evaluation, based on the results and a risk assessment, will be carried out when necessary and potentially include an action plan to be drawn up by the supplier. Work on improving our supplier dialogue is ongoing. The survey questions are revised on a rolling basis and as soon as regulations and legislation change in the areas to which the assessment relates.

Plan for reducing indirect CO2 emissions

Our ambition, by 2024, is to have expanded our dialogue with our 10 biggest suppliers in order to obtain supplier-specific and quality-assured details of our indirect emissions. 98 percent of our climate impact emissions occur in our supply chain, so the dialogue is a crucial component of our efforts to reduce both our own and our clients' climate footprints.

An important step forward was taken in 2022 when we ensured that our major suppliers have their own science-based targets in accordance with SBTi, or equivalent. Iver now also requires the suppliers, from whose hardware product ranges we choose, to be members of the Responsible Business Alliance (RBA). Iver buys from both distributors and manufacturers and the RBA membership requirement is, therefore, of value for us, enabling us to influence the development of manufacturing processes. It has been convincingly demonstrated that the factors with the greatest influence when it comes to reducing products' environmental burden is increased resource efficiency, i.e. that the equipment is used for longer, and the purchase of reused products. One focal area going forward will be the further development of our circular hardware management, which is described in greater detail on page 53.

Responsibility and transparency, cont.

The Iver Group's major suppliers who have set science-based targets:

- Apple
- Microsoft
- Cisco Systems Inc.
- VMware
- Dell Technologies
- Lenovo
- Hewlett Packard Enterprise
- Ingram Micro AB
- TD SYNEX Sweden AB
- HP Inc.
- Equinix Sweden AB
- Experis AB
- CBRE GWS Sweden AB

Progress in consolidating the supplier base

Iver has continued its efforts to consolidate and categorise our suppliers over the past year, and to classify them by their degree of importance to Iver. The aim is to ensure correspondence to recognised standards and our core principles. Iver had around 1,400 suppliers at the end of the financial year, corresponding to

a consolidation of the supplier base by 18 percent in 2022. Our efforts have resulted in the establishment of several Group-wide supplier agreements and a reduction in purchases from less relevant suppliers.

Financial management

As a company, we have a considerable responsibility to our owners, our colleagues, and our clients. Profitability is, over time, a prerequisite for our ability to make strategic investments and develop our operations. The value our operations generate will benefit multiple stakeholders. Ensuring our operations are healthy and stable is also a precondition of our ability to recruit the right talents and retain skilled personnel.

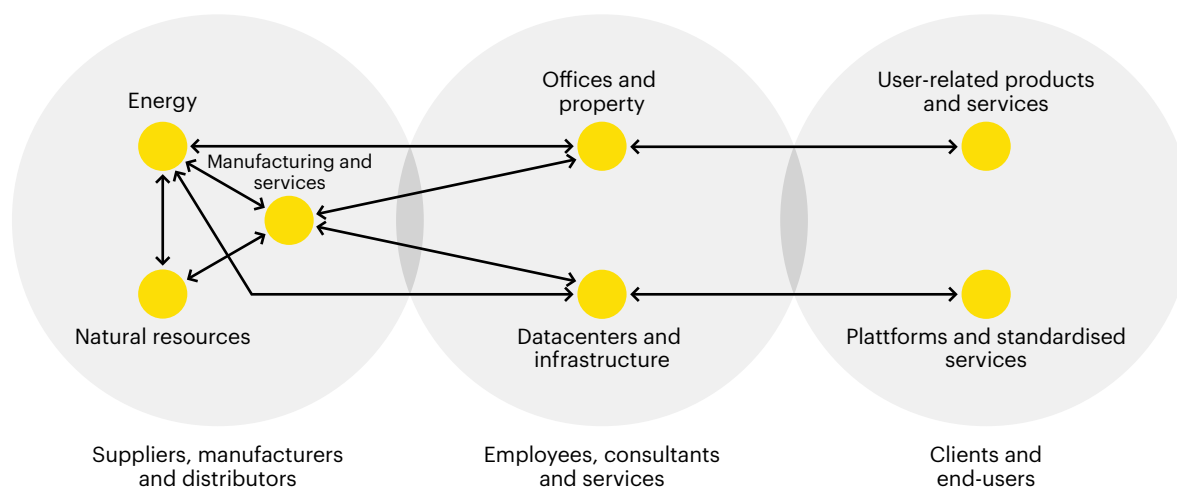
The Group's financial reports are prepared in accordance with IFRS (International Financial Reporting

Standards) and we pay tax in all the countries in which we operate and do not employ any tax planning for the purposes of paying less tax. In 2022, our operations contributed approximately SEK 875 million in VAT, taxes, and charges.

Anti-corruption

We operate in a world with complex and long supply chains that span the entire world. It is, therefore, important that we work systematically to identify and

Supply chain



counter corruption risks. By working in accordance with the principles of the Global Compact, we help reduce bribery and corruption. Our zero tolerance of corruption is clearly described in our Code of Conduct and our Supplier Code of Conduct.

In 2022, we carried out a Group-wide programme of training in our Code of Conduct, which is revised annually by our Board of Directors. The training programme ended with a test for all employees, and 86 percent of all employees have now taken and passed the test. The vast majority of the remaining 14 percent of employees who have not, as yet, completed the training and taken the test, come under the heading of groups of employees who are on long-term leave, sick leave, who have joined Iver through the acquisition of another business, or who are serving out their notice. We will, with the support of the implementation of a new HRM system which interoperates better with other support systems, continue our efforts to achieve our goal of 100 percent of our employees having both completed the training and taken and passed the test.

We encourage all our employees to report any and all forms of deviation from policies, Codes of Conduct, or laws. Reports can be submitted anonymously via our whistleblower function. Our Code of Conduct states that anyone submitting a report or taking part in an investigation into reported deviations

is not at risk of any form of reprisal. We have identified no cases of corruption during the financial year, either through internal or external reports or via our anonymous whistleblower function. No damages or fines were imposed on the company for breaches of environmental or other legislation in 2022.

Human rights

Human rights are fundamental to our business, and we have undertaken to promote and respect human rights throughout our operations. Every human being has equal worth and equal rights, and everyone shall have the same opportunities for development and for contributing to society through their expertise and experiences. One particularly important issue for us, as part of the tech industry, is that men and women shall have the same rights, obligations, and opportunities in every part of society. Many of our employees – just over 98 percent of them – are, at present, based in Sweden and Norway, where levels of adherence to human rights are deemed to be high, and we have, therefore, chosen to focus on our suppliers, who come from all over the world. Our purchasing function and our Supplier Code of Conduct are key components of this work, and applying the contents of the Code of Conduct enables us to help strengthen efforts to promote human rights within our supply chain.

Close cooperation with suppliers to reduce climate impact

98 percent of Iver's climate-impacting emissions occur in our supply chain and a closer dialogue with, first and foremost, our biggest and most strategic suppliers will be a major focal area for us in the years ahead. It is vital to our success in reducing our climate footprint that our strategic suppliers have their own active sustainability work programmes and science-based targets within the framework of their operations. And by working closely with our suppliers, we can also help our clients achieve their targets.

Cisco is one of Iver's strategic suppliers, and the concepts we are developing together include the market's first consumption-based, hybrid-managed services in the fields of infrastructure and services.

We have met with Kim Sonn, Channel and Sustainability Lead for Cisco North, Peter Rådeström, VP Network & Security at Iver, and Jakob Tapper, Sustainability Manager at Iver, to find out more about Cisco's sustainability work and the nature of the collaboration between Iver and Cisco.

Kim, can you give us a brief description of Cisco's sustainability work, with particular reference to the climate-related aspects?

If we look at the IT sector as a whole, it accounts for between 2 and 4 percent of the world's climate-impacting emissions. At the same time, however, the industry's solutions also enable a potential reduction in global climate emissions of up to 15 percent, according to ITU*. Here at Cisco, we set science-based targets that we communicate in our "Purpose Report", and take initiatives designed to help our clients and channel partners achieve their sustainability goals. And because our technology is a key component not only of our clients' IT networks, but also of our partners' operations, our clients and partners all rely on us to help document and improve the critical aspects of their sustainability work.

Kim, what are Cisco's thoughts on collaboration with your partners, such as Iver, in connection with sustainability work?

When I look at partners like Iver, I believe having shared plans to help clients achieve their sustainability goals is critical. Some of the most important focal areas in our annual studies of clients' main problems are climate change and greenhouse gas emissions, accelerated energy costs, circularity, and managing the supply chain. Partners like Iver can benefit from our reporting and our initiatives. Cisco is a critical



component of Iver's service provision, and hence, a component of Iver's Scope 2 and 3 emissions. Innovations in our product development, here at Cisco, allow us to offer products and services with substantially better energy efficiency, so emissions are reduced. We have also made considerable progress on our recovery programme, and 28 percent of the equipment returned is now reused in a new provision package, while 99 percent of the equipment that cannot be reused is recycled.

Peter, how are Iver and Cisco working together to create a more sustainable service provision structure, and what can we, at Iver, do better to further improve performance in this area?

We're already working together successfully, but if we're going to focus on the climate emissions issue, we must improve our understanding of the real data with which Cisco can supply us, and which will be included in our Scope 3. We currently use a method based on service and product purchasing volumes, where every purchasing category has its own emissions factor, when calculating our climate emissions in the supply chain. We would like, however, to replace this template with "real data" from our suppliers, and our partnership with Cisco is largely about how we

can improve the way in which we include the data supplied by Cisco in our own calculation source data in the years ahead.

Jakob, the work on establishing a sustainable supply chain is an ongoing process at Iver. What does the work involve?

Our sustainability work is an integral part of our business processes in the supply chain, with the aim of ensuring continuous improvements and promoting effective change. One important piece of progress we made in 2022 was in the form of our updated supplier assessment, which involves, amongst other things, ensuring that selected suppliers have their own science-based targets and imposing a requirement from our side for RBA membership when it comes to the suppliers from whose product ranges we choose. We base our offering, as IT service providers, on close cooperation with others, and we expect our strategic suppliers to exercise control over their sustainability work and climate footprint. Strong business relationships with suppliers who share our core principles are what allow us to conduct our business in a professional and responsible way.

* ITU, International Telecommunication Union

Sustainable services

Ambition: For our services to provide quantifiable environmental benefits for our clients and progress them towards their sustainability goals.

Goal: To be climate neutral throughout the value chain by 2030/2035.

Iver as a sustainable business partner

We expect and want our clients to demand sustainable IT services and to exercise control over their entire environmental and climate impact from our provision packages. Our offering and market position can help assist in the transition to a more sustainable societal development, but we must minimise the negative impact of the use of IT too.

We take an holistic approach in order to ensure that our services provide quantifiable environmental benefits for our clients and progress them towards their sustainability goals. We link our services to the global goals of Agenda 2030 and set science-based targets in order to work in a sustainable way. Energy efficient datacentres and the use of 100 percent renewable energy, along with the circular management of hardware, are important tools in reducing our clients' environmental and climate footprints. Our long-term goal is to be climate neutral throughout the value chain by 2030/2035.

Environment and climate

We are working systematically to reduce the environmental and climate impact of every aspect of our value chain. We use recognised standards to calculate and report our greenhouse gas emissions, we report

emissions in accordance with the Green House Gas Protocols Corporate Standard (the GHG Protocol) and we use the GRI Standards as the basis for our sustainability work reporting.

We understand our emissions – that's why we report Scope 3

When companies report in accordance with the GHG Protocol, the measurement and reporting of their own greenhouse gas emissions (Scope 1) and indirect greenhouse gas emissions from purchased energy (Scope 2) are mandatory. If more than 40 percent of other indirect greenhouse gas emissions (Scope 3) come from the supply chain, they should also be included in the company's climate calculations. 98 percent of Iver's climate impacting emissions represent Scope 3 emissions and they are, therefore, also included in our targets. Locating indirect emissions in the supply chain and identifying potential means of reducing them is a challenge we share with our industry colleagues.

Total emissions have increased slightly since 2021, but a comparison with turnover shows a reduction since 2021.

A major reduction in climate impact is primarily apparent in Scope 2, where a transition to renewable



energy in all our datacentres and offices has had a major impact. The reduction is also due to an improvement in data quality for those offices that use district heating and district cooling, in that the gaps in the data meant that the reporting for 2021 was based, in part, on templates.

The vast majority of Iver's climate impact comes, once again this year, from purchases of goods and services, with the production of the hardware that Iver buys in and sells on to clients as part of its service

offering by far the largest individual item. The electricity usage resulting from the use of these products by Iver's clients also accounts for a substantial part of the company's total climate impact.

Overall strategy for achieving our goals

In 2022, we took the next major step forward in our sustainability work by signing up to the Science Based Targets initiative (SBTi), and our goals are consequently, as part of our new strategy, evaluated and vali-

Scope

Scope 1: Includes direct greenhouse gas emissions from sources owned or operated by Iver (company-owned or leased vehicles, cooling media and fuel consumption in our datacenters).

Scope 2: Includes indirect greenhouse gas emissions from purchased energy (electricity, district heating and district cooling in our datacenters and office premises).

Scope 3: Includes other indirect greenhouse gas emissions in addition to purchased energy, that occur outside Iver's own operations (emissions from production of purchased goods and services including their lifespan energy consumption and waste management when no longer used, business travel, employee commuting and emissions from waste management caused by our operations and upstream emissions from fuel and energy consumption).

Sustainable services, cont.

Greenhouse gas emissions divided by Scope

CO ₂ e	2022 ²	2021	Emission factor source
Scope 1	145	324	
Stationary combustion	11	7	Actual amount of fuel
Mobile combustion	108	284	Vehicle logbook from company-owned and leased vehicles
Refrigerants	26	33	Replenished quantities in datacentres
Scope 2	121	774	
Electricity	0	661	Actual consumption datacentres and office premises
Heating (offices)	71	112	Actual consumption (from property owners)
Cooling (offices)	4	1	Actual consumption (from property owners)
Cooling (datacentres)	46	0	Actual consumption datacentres
Scope 3	53 688	53 051	
Purchased goods and services	39 396	36 682	Spend data and CEDA 5.05 and Ecoinvent v.3.3.8
Capital goods	3 212	2 920	Spend data and CEDA 5.05 and Ecoinvent v.3.3.8
Fuel and energy-related activities	25	408	IVL 2021 and Värmeforsk 2011
Upstream transportation and distribution	140	132	Spend data and CEDA 5.05
Waste generated in operations	18	16	Extrapolated amounts based on data from a number of offices in 2021 and Ecoinvent v.3.3.8 in 2021
Business travel	81	380	Data from travel agency
Employee commuting	272	617	Employee commuting survey 2022
Upstream leased assets	1 070	602	Spend data and CEDA 5.05
Use of sold products - IT products sold/leased to clients	9 438	11 251	Spend data and Ecoinvent v 3.53
End of life treatment of sold products	36	43	Spenddata and Ecoinvent v 3.3.8 2021 and BEIS
Total (market based)	53 954	54 149	
Total emissions per Swedish krona	17	19,3	
Total (location based)	59 105	58 752	

1. The table presents Iver's greenhouse gas emissions by Scope, in accordance with the Greenhouse Gas Protocol. Conversion factors include all relevant greenhouse gas emissions, i.e., CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃.

2. All Iver Group subsidiary companies from Q2 2022 are covered by the GHG result 2022. Added subsidiary companies in the GHG result 2022 (compared to calculations from 2021) are Intiro Development and Mjukvarukraft.

dated by teams of independent experts. This sort of engagement shows that we are driving innovation in the areas of emission reduction and climate neutrality and makes it easier to show how we are working with relevant and quantifiable targets. And because SBTi helps us set goals in line with the requirements of the Paris Agreement, it shows that we mean business, and that we are working in a systematic and science-based way.

The process for setting science-based targets

Iver is following SBTi’s seven-stage process (Step by Step Process) in setting science-based targets and is currently, at the time of writing, between steps 4 and 5 in the process. This step of the process entails activities in connection with publishing and communicating the goals we have set to our stakeholders. The targets we have submitted to SBTi for validation and approval are a 50 percent reduction in Scope 1 and 2 by 2030. The documentation was submitted in October 2022.

1. “Control and develop”: control and development of our climate data. The measurements are divided up into the GHG Protocol’s three different emissions categories, known as Scopes. The calculation methodology we use gives us a complete picture of the emissions in our value chain.
2. “Commit”: submit a “standard commitment letter” showing our ambition to submit targets within two years. The targets are developed and submitted for approval in step 2 and 3.

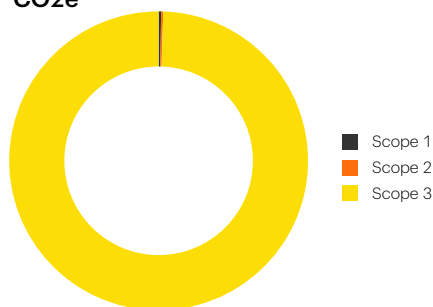
3. “Develop”: develop targets in accordance with SBTi’s criteria.
4. “Submit”: submit targets to SBTi for validation and approval.
5. “Communicate”: publish and communicate Iver’s targets to its stakeholders.
6. “Act”: draw up roadmaps including measures, activities, those responsible, etc., for reaching the targets.
7. “Disclose”: report Group-wide emissions and follow up on results in relation to targets on an annual basis.

More and more companies are opting to join SBTi and there is consequently now something of a time-lag in getting our targets approved. Many companies are, just like us, in a queue to go through the same process, and our hope is, therefore, that our SBTi targets will be validated and approved in the late spring of 2023.

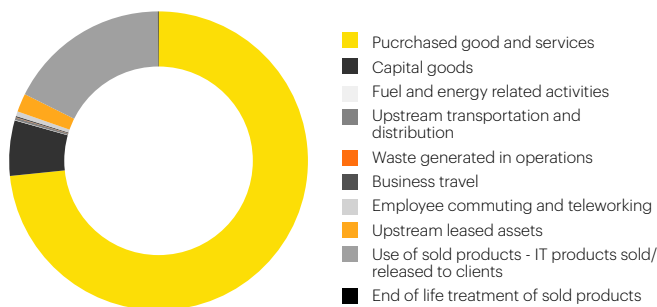
Enhanced energy efficiency at our datacentres

All the electricity used in our datacentres comes from renewable sources, and we are also, in addition to using renewable electricity, actively working to optimise the server infrastructure that delivers Iver’s services. We are working towards a future in which Iver’s services are delivered from a small number of carefully selected and optimised operating environments in order to maximise the utilisation rate of the hardware and energy required to maintain the services. We are also working, in parallel with enhancing the energy

Greenhouse gas emissions divided by Scope, tonnes CO2e



Scope 3 emission categories, tonnes CO2e





Sustainable services, cont.

efficiency of our existing datacentres and platforms, on actively choosing more efficient components, and thereby achieving a higher utilisation rate, resulting in reduced energy consumption per service provided.

In 2023, we will be continuing and accelerating the consolidation of the service platforms into fewer, more efficient platforms. Work on reducing the number of datacentres will continue for several years, and will result not only in greater energy efficiency, but also in increased coordination, security classification, and reduced hardware use.

Circularity

Excess consumption of technology, and the resultant increase in the amount of electronic waste generated, places a considerable burden on the environment and is, therefore, an important issue for the entire IT industry. This financial year has seen us establish a Group-wide recovery process for IT hardware generated by Iver's own operations and as part of our client provision packages. Resource-efficient lifecycle management gives us the right tools to maximise investments and thereby reduce the investment's environmental impact. *Recovery of an extended lifespans for IT hardware*

Over 90 percent of the total number of devices we provide (computers, smartphones, or other types of IT-related equipment, both within our own operations and as part of our provisioning for clients) is handed back to us. The exception to this is those clients who choose a different solution for reuse and recycling, but our goal is 100 percent recovery of all IT hardware provided. As many as 98 percent of the devices returned to us can be reused, and our ambition for the years ahead is to be able to describe the CO2 saving in which this reuse results. 20 percent of the number of devices returned to us within the framework of the recovery process were reused in another service provision package, with the remainder of the devices recovered being resold on the second-hand market via partners who have buyers for the equipment.

Responsible and documented recycling model

Iver sends all the IT equipment that cannot be reused to Stena Recycling for sustainable material recovery. Our partnership with Stena gives us control over the entire process – from transport, through recovery, up to the material being sent on to new users. In 2022, Iver sent 1,140kg of material to Stena, generating a CO2 saving of 115kg.

Energy consumption

MWh	2022	2021 ¹
Energy consumption, offices		
Electricity	3 074	3 548
Heating	1 053	2 226
Cooling	181	246
Energy consumption , datacentres		
Electricity	13 668	15 011
Cooling	819	0
Total energy consumption (MWh)	18 795	21 031
Energy consumption/turnover (kWh/kSEK)	5,9	7,5

1. The data published here has, in comparison with the data published in the 2021 report, been adjusted using the same templates as those used to calculate GHG emissions for 2021 where data gaps have been found.

Waste and recovery

2022	kg	Procent
Material recycling	839	74
Energy recycling	225	20
Waste to landfill	76	7

New premises for circular hardware management

Rotebro is Iver's new 1,800m² recycling, logistics and configuration centre for IT hardware. It is where we, in cooperation with our partners, offer complete lifecycle management for clients and mobile devices, including orders and logistics, financing, asset management, and eco-friendly and safe recovery of IT equipment.

We have met with Amanda Sangemark, a sustainability specialist at Iver, Malin Hammarström, who is responsible for Iver's Group-wide hardware business, and Henrik Olsson, who is responsible for Iver's financing of hardware, to find out more about Iver's long-term plan for the Rotebro operations.

Amanda, how is Iver working to establish more sustainable management of hardware products?

Extending and multiplying the IT equipment's lifecycle is the most obvious way to reduce the climate-related emissions that their use entails. Every year, we measure and follow up on how good we can be at circular management of hardware products. Our ambition for the years ahead is to be able to provide our clients with real climate data on their specific hardware in order to actively help them make climate-friendly product choices. This means we can be frugal in our use of the planet's resources and raw materials and can also help reduce emissions.

Malin, what is Iver doing in Rotebro?

Demand for circular IT is, we're pleased to see, increasing, so we have consolidated and upscaled our operations in new facilities. These new facilities

allow us to pave the way for more sustainable IT use in order to meet the challenges facing the IT industry and our clients. The starting point for our IT equipment lifecycle management lies in our "Digital Workplace" service area offering. The facility in Rotebro will become the hub for all Iver's circular management of the IT hardware generated, both within Iver's own operations and in our provision for clients. Our circular model for reuse and recycling is designed to ensure that the products are, primarily, wiped, renovated, repaired and upgraded to extend their lifespan and the degree to which they are reused as much as possible, and when this is no longer possible, to recycle the materials.

Henrik, Iver's goal going forward is to offer 100 percent circular management of IT hardware. How can Iver help its clients maximise their investments and, at the same time, boost their sustainability work?

Circular solutions as part of a uniform provision package are an attractive and competitive alternative to buying new. Extending the lifespan of products allows us to offer better access to modern, high-quality equipment at a lower price and with a substantially reduced climate footprint. We also offer advantageous opportunities to rent, rather than buy, which spreads the costs over the rental period and means that the client only keeps the equipment if it is actually in use. This enables us to take better advantage of the equipment's residual value and ensure that it is given new life with another user.



Security and privacy

Ambition: To always protect our clients' information.

Goal: To have a security and privacy index of at least 4.0.

Worsening security situation and growing uncertainty

The increased interest in and focus on information security notwithstanding, we have seen how security deficiencies are resulting in attacks that cause services to be unavailable and information and personal data to be leaked. In 2022, we have seen examples of attacks impacting both public sector organisations and private companies. These attacks are occurring at an ever-increasing rate and with increasingly severe consequences, and the risk of a substantial impact on society in conjunction with these incidents is considerable. It is consequently vital that we increase protection levels in all environments – both in the platforms and services that we, as providers, develop, and by helping establish a more resilient infrastructure amongst our clients. From a societal perspective, this is vital.

Problems with electricity production in late 2022 and early 2023 also saw us facing possible power outages in Sweden, and Iver has consequently begun planning for and mapping the potential consequences, not only for Iver's own operations but also in terms of massive instability in society as a whole. The challenges being posed in the energy sector mean that both we and our customers are in previously uncharted waters and are, furthermore, highlighting the need for additional domestic electricity produc-

tion in order to ensure both accessibility and growth for Swedish companies.

Our work

Our clients' expectations of us are constantly increasing, and it is vital that we develop our knowhow and abilities in a way that meets both these expectations and the challenges posed by the changing world in which we live.

We provide recurring training programmes for our entire workforce in order to continuously increase their understanding of security issues. Short, recurring, online courses provide continuity and increased awareness in areas such as information security and personal privacy. These courses are complemented with targeted training for relevant groups, in order to give them the repetition and continuous reminders needed for meaningful learning. We use this increased understanding and awareness of, for example, threats, the importance of personal privacy when handling information, and source criticism, to build the security culture needed nowadays.

We have continued our efforts to certify additional elements of our operations in accordance with ISO 27001. The aim of this work is to build the security culture that we want to permeate our company, to achieve a more consistent level in our information security work, and to ensure we can have greater



confidence in taking the same, consistent approach to protecting ourselves.

Preparing and planning for the unforeseen is part of our business. We practice our crisis management skills on a rolling basis, and Iver's Incident Response Team has participated in and managed several security-related incidents during the year. Preparations and exercises are a critical component of building the ability to handle the attacks, intrusions, and other unforeseen events in a systematic and structured way. Exercises of this kind, together with experience feedback from actual incidents, enable us to continuously develop our abilities and experience in order to optimise the help we provide for those affected.

Security and privacy index

One of the questions in our client survey concerns our clients' perceptions of how well Iver's services meet their security and privacy requirements. We use the response data to track a security and privacy index, and on a scale of 1 to 5 (where 5 is the highest), the respondents rated our services at 3.5 in that respect – a slight decline from 2021, when the corresponding figure was 3.8. We recognise that our goal of >4.0 is a challenge, given that cyberthreats and attacks on digital environments are becoming more commonplace and more sophisticated, and that defence against them is hence becoming more difficult.

Incidents and disruptions

We were involved in five information security incidents with hostile motives, during the year, attacking clients to whom we have obligations.

We experienced two more comprehensive accessibility incidents affecting the accessibility of our services during the year. One of the incidents affected the network infrastructure of one of our major datacentres, while the other affected storage infrastructure used for service production.

We also noted two incidents in connection with personal privacy during the year. In the incidents in question, personal information was accessible to a greater number of employees than intended in Iver's internal systems. These incidents were quickly addressed and the technical deficiencies speedily remedied. They have not been deemed to pose any risk to the registered party's freedoms and rights.

Rectifying and learning from these incidents is business-critical for us, here at Iver. The know-how and conclusions we draw from the incident response measures we take form the basis for the continuous augmentation of our abilities in this area. We take the lessons we have learned forward with us to work with our clients and suppliers on developing processes, routines, and other structural capital that reduces the risk of similar incidents and attacks.

Our employees

Ambition: To be one of the industry's best workplaces.

Goal: To have an engagement index of at least 80 percent.

Our employees are our most important asset, which makes attracting, developing, and engaging our employees crucial factors in the success of our operations. We focus resolutely on creating a sustainable workplace that contributes to increased engagement where employees can be involved in and influence the day-to-day work.

Our journey continues

We have implemented a reorganisation over the past year, enhancing our potential to act as a relevant partner for our target group. We have abandoned our previous regional and local structures in favour of a company-wide one, enabling us to meet new clients in the marketplace and grow alongside existing ones. This affords us new opportunities to share expertise across the entire Group and to become one of the industry's best employers, offering excellent career opportunities.

The reorganisation has not only generated new opportunities, however: it has also posed new challenges. Staff turnover has increased during the year, due, in part, to high levels of mobility within the

organisation. This has affected the work environment and change often encounters a degree of resistance. The fact that our industry is crying out for expertise also means that there is stiff competition for talent. A high staff turnover rate has placed considerable pressure on our employees, who have done a fantastic job in welcoming and introducing new talents to the company.

Engagement

My Voice is the method we use for measuring employee engagement, and we implement it four times a year by means of what we call pulse surveys. The surveys contain questions adapted in line with our internal guidelines, culture, and focal areas and result in, amongst other things, an engagement index that we use to visualise the extent to which our employees feel appreciated and involved in their work.

In 2022, we saw a downwards trend in our overall engagement metrics. Our analysis indicates that this is linked both to the major organisational change we have undergone, and to challenges in onboarding new employees. By the end of the financial year, however, it was apparent that our engagement index on a yearly



basis had remained the same – 65 percent – as in the previous reporting period.

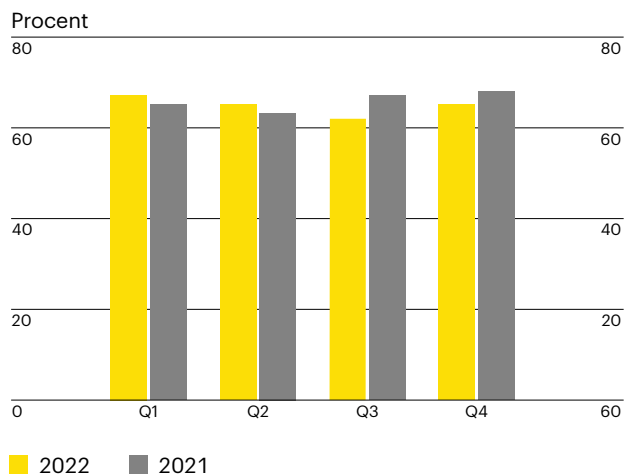
Health promotion measures

We have developed several initiatives designed to increase engagement in the operations. These include our establishment of a totally new, Group-wide function in the field of Talent Acquisition and onboarding processes, and the establishment of a new role – Office Manager – in all of our major offices. The Office Manager is, together with the managers in every location, responsible for the local work environment in the offices and for supporting employees in senior executive positions on issues relating to the work environment, the economy, and leadership.

Health & Safety in the workplace

Iver’s health & safety management system covers all employees and includes issues such as stress ergonomics, psychosocial conditions, job adaptation, and rehabilitation. The work environment activities cover the entire organisation and also apply in connection with remote working. Ultimate responsibility for the work environment and staff management lies with the

Engagement index



Our employees, cont.

CEO and the senior management, who delegate the practical work environment activities to managers within the organisation.

We have developed routines for the following points, in order to detect and counter ill health and potential work environment risks:

- Half-yearly health & safety inspections
- Quarterly employee surveys
- Monthly follow-ups on sick leave and overtime
- Follow-ups on accidents reported and suspected discrimination
- Continuous communication between managers and employees by means of so-called check-in chats
- Risk and consequential analyses ahead of organisational changes

New employees complete a health & safety training course as part of the onboarding process, and there is an internal introduction programme on health & safety issues for all employees. Full-time employees are offered a wellness allowance and we partner with a number of exercise facilities in order to promote an active lifestyle. We have a corporate health care agreement and offer employees complementary medical insurance, which can also be used privately, irrespective of whether an injury is work-related.

Tomorrow's workplace

When 2022 began, we were leaving a pandemic year behind us. It was a year characterised by many of our employees working from home, and this trend has continued on a large scale in 2022. The pandemic has given us an insight into the way work might look in the future. Offices will probably continue to play an important role for Iver, albeit in a different way, as people in our industry can work pretty much anywhere at least some of the time. Our focus going forward will primarily be on the ability to offer attractive forums for cooperation and the creation of an inclusive corporate culture in a hybrid work environment. This poses several challenges, including placing totally new demands on distributed leadership and our ability to create a sense of community and teamwork in connection with the onboarding of new employees.

Leadership

Leadership is a key component of our business strategy to motivate and engage all employees during our shared journey ahead. Employee engagement is, in many cases, a reflection of engaged and competent leaders, and the past year has seen the launch of our

new internal leadership programme for managers, which is based on our leadership model and our brand platform, "The Iver Way". The programme is designed for both new and existing managers across the organisation.

Diversity and inclusion

The percentage of women working at Iver continues to be low and we are failing to attract sufficient numbers of foreign-born and other under-represented social groups to positions at Iver. Diversity and inclusion have been a focal point in our recruitment to managerial positions and we have actively worked to even out the gender balance. The percentage of women in senior positions increased from 17 percent in the previous year to 25 percent by 31 December 2022. We are convinced that the lack of female role models affects diversity overall within the company, and in December, we produced a diversity and inclusion index based on the results of an employee survey sent out to all employees at the end of the financial year. The index will help us continue to develop the work we have already begun in this area in the years ahead.

Upskilling

The sales organisation has, in addition to our development initiative for managers, conducted training courses on Iver's new Group-wide sales process. Over 85 percent of our employees have, furthermore, completed a course of training in our internal Code of Conduct.

Iver continues to maintain high levels of expertise in the service areas in which we operate. Working strategically with our service development enables us to plan for impending skill requirements in line with our market analysis and approved strategies. There is a clear ownership in connection with every service area, and in 2022, Iver coordinated certification-related training for over 300 employees from Cisco, Microsoft, Fortinet, VMware, etc. Over 45 new certifications have been registered in our shared skill database – up from 300 last year.

Every year, we review the certifications available from our partners and the way in which employees keep their skills and certifications up to date and renew their certifications, and the number of new certifications consequently varies from year to year. We can also see that it has not been possible to prioritise the completion of training in our technology areas to the same extent as last year, due to our situation with higher staff turnover and the resultant increased workload.



**We're not
big blue.
We're
yellow.**



Our employees, cont.

Talent Acquisition as a staff function

The skills shortage in the industry at present is both acute and structural. Our newly established Talent Acquisition staff function has, however, successfully structured our talent acquisition work in close cooperation with our managers, and thereby ensured the faster and more reliable injection of fantastic talents into the company during the year. This was confirmed, not least by our nomination for and being finalists in the "Career Company of the Year" awards for the second year in succession. We have also seen a substantial inflow of applications, which is proof that we are seen as an interesting workplace.

2022 also saw us hold our first Group-wide onboarding event at which we brought together all new employees for a collective introduction. We will continue to develop this concept in 2023.

Career Company

Iver has once again been nominated as a "Career

Company of the Year" by Karriärföretagen, and was one of this year's five finalists. Karriärföretagen has, since 2011, presented the award to employers in Sweden offering the best career and development opportunities for "young professionals", in order both to make it easier for Sweden's "young professionals" to find their next employer, and to reward successful employer branding work. The splendid citation for our nomination read as follows: "Iver offers an innovative workplace where employees have good opportunities for development. A wide range of activities has enabled Iver to create an employer brand that both impresses and inspires. Iver's unique innovation culture attracts Sweden's talents – junior and senior alike. There is no doubt that its employees are one of Iver's most important assets."

We are incredibly proud of the nomination and, of course, of being one of the five finalists. We look forward to continuing to work on attracting this important target group and, of course, to welcoming tomorrow's talents to Iver.

Employees

	2022-12-31		2021-12-31	
	Number	Women	Number	Women
Sweden				
Permanent employees	1 406	16%	1 135	16%
of whom full time	1 393	15%	1 119	16%
of whom, part time	13	54%	16	31%
No. fixed term employees	15	13%	19	42%
Total no. employees	1 437	16%	1 154	17%
Norway				
Permanent employees	224	12%	75	8%
of whom full time	222	11%	75	8%
of whom, part time	2	50%	0	0%
No. fixed term employees	-	-	0	0%
Total no. employees	224	12%	75	8%
Other countries				
Permanent employees	25	20%	-	-
of whom full time	24	17%	-	-
of whom, part time	1	100%	-	-
Fixed term employees	3	0%	-	-
Total	25	20%	-	-
Personnel, not employed	115			

All data is taken from Iver's personnel register, with 31 Dec. 2022 as the record date.

Composition of the company

	2022-12-31		2021-12-31	
	Number	Women, %	Number	Women, %
Board of Directors				
<30 years of age	0	0%	0	0%
30-50 years of age	3	0%	4	25%
>50 years of age	4	25%	1	0%
Management				
<30 years of age	0	0%	0	0%
30-50 years of age	7	0%	8	13%
>50 years of age	9	22%	8	13%
Other employees				
<30 years of age	441	15%	317	17%
30-50 years of age	943	14%	717	14%
>50 years of age	283	19%	186	21%
Staff turnover				
Number	2022		2021	
	Number	Women	Number	Women
New hires during the year				
<30 years of age	164	12%	181	19%
30-50 years of age	213	19%	183	17%
>50 years of age	54	19%	38	13%
Total no. new hires	431	16%	402	18%
People leaving the company during the year				
<30 years of age	235	17%	146	9%
30-50 years of age	56	18%	45	16%
>50 years of age	414	15%	291	13%
Total number leaving the company				

Health & Safety

	2022	2021
Sick leave, %	3	1
Short-term sick leave, %	2	1
Long-term sick leave, %	1	0
Reported cases of discrimination	0	0

Number of employees with collective bargaining agreements

	2022	2021
In Sweden, %	74	99
In Norway, %	0	0
In other countries, %	0	0

Of course, HR is a sustainability issue

Our employees expect us, as employers, to shoulder our share of the responsibility for a more sustainable world and that our sustainability work will be an integral part of our entire organisation. Sustainable employeeship is business critical and is one of our focal areas. This is particularly true when it comes to our efforts to attract the right employees and persuade them to stay at Iver. We want our employees to be happy and to feel included and engaged.

We have met with Maria Lagerstam, the new HR Director at Iver, to hear her views on business-driven and sustainable HR work.

Maria – how are sustainability issues and your areas of responsibility linked?

In several ways, but at heart, it's really not complicated. We must, quite simply, have the right employees onboard and attract the right talent if we are to be a long-term and sustainable partner for our clients. And if we're to be an attractive workplace, we need to take across the board responsibility for both environmental, social, and economic sustainability. We must contribute to positive societal development by being a workplace where people want to start, stay, and develop. And if we are to be successful in this respect, our HR strategies must be included in the operational goals and be an integral part of our sustainability work. Our work with engagement, leadership, upskilling, and diversity are all examples of business-driven HR dimensions that are also part of our sustainability framework.

What are your views on the concepts of social sustainability and employeeship?

We have a considerable responsibility, as employers, for building a sustainable working life for our employees. Taking a 360-degree responsibility for our employees' physical and mental health, for their work environment, their job satisfaction, and their social inclusion in the workplace is something we not only must do: we want to do it. The increase in distance and hybrid working has given rise to new challenges and we must work to ensure proper workloads, support, and a good work environment for our employees. We need to create a sense of belonging and of being seen, even if you're not always physically present in one of our offices. The challenges are by no means unique to us, here at Iver, and leadership is absolutely crucial in this context. We must work continuously to support our employees by improving our managers' preconditions for leading distributed work successfully in an environment in which the prerequisites for team building and for belonging and inclusion have changed totally in just the past few years.

You took over as HR Director at Iver at the beginning of 2023. How do you view your role in terms of creating an attractive and sustainable work environment, and on which areas will you be focusing?

The most important thing in 2023 is to ensure that we know why employees want to start, stay, and develop with us, and that we deliver on that. In the long term, I see the main areas as leadership, engagement, upskilling, a good work environment, and ensuring that everyone here at Iver has a clear picture in their heads of what Iver is and where we are going, and that this is something of which all our employees want to be part.



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