Sustainability Report/
2020

Sustainability work 2020/

We are firmly convinced that our sustainability work makes us a better provider for our clients and a more attractive workplace for our employees. Our forward-looking sustainability work lays the foundations for growth and helps bring about positive societal development.

The starting point for Iver's sustainability work is our desire to focus on the areas where we can make the biggest difference. The foundations for our sustainability work development are an active dialogue with our stakeholders and a materiality analysis, and support is also provided by our structural capital, in the form of policies, guidelines, and certifications. Being sustainable is a must if we are to meet the demands and expectations of our clients, our employees, and our owners, and – not least – of Iver itself: we want to shoulder our share of the responsibility.

Our climate impact – focus in 2020

In 2020, we have focused on investigating and analysing our operations' total climate impact, and as a result, we now have a better understanding of which aspects of our operations have the biggest climate impact. Previously, we analysed, measured, and followed up our emissions in "Scope 1" (emissions from company cars, service vehicles, and the use of employees' private cars for business trips), "Scope 2" (our indirect climate emissions from electricity consumption in our data centres), and some elements of "Scope 3" (indirect emissions from business trips by rail or air). This year, Scope 2 also includes indirect emissions from heating, cooling, and electricity in our data centres and offices, while Scope 3 has been expanded to include the supply chain.

We are currently conducting pilot projects with a selection of our customers, examining the climate

About our sustainability work

Iver's corporate governance structure comprises the owners, the Board of Directors (including the Audit and the Remuneration Committees), the CEO, and external auditors. The Board appoints the Chief Executive Officer, while the external auditors who audit the accounts and the management of the Board and the CEO during the financial year are appointed by the General Meeting of the Company.

Iver's sustainability work is conducted in a structured way under the guidance of the Board, which has ultimate responsibility for supervision of the sustainability work. The Board, and the Group's CEO, Carl- Magnus Månsson, decide on the overall sustainability orientation and policy undertakings, and ensure that the work's annual goals are set and followed up and are in line with what Iver's stakeholders, in the form of clients, suppliers, employees, and owners, can expect. Responsibility for the sustainability work is delegated to the Group's Sustainability Director, Jakob Tapper, who progresses the work via a forum comprising Jesper Blomé (Head of Security & Compliance), Hanna   Falk (CHRO), Carl-Martin Rydenlund (VP Operations), Magnus Nilsson (CTO), and Bruno Blomqvist (CPO). Feedback on the status of activities and goal fulfilment is provided to the Group's Board once a year, and twice yearly to the Group's Audit Committee. Feedback on progress is also provided within the framework of Iver Holding AB's Sustainability Report, which forms part of the Group's Annual Report, pursuant to the provisions of the Swedish Annual Accounts Act.

About our Sustainability Report

Iver's 2020 Sustainability Report was produced in accordance with the Global Reporting Initiative standards (GRI), Core level. The sustainability reporting comprises Iver Holding AB, corporate ID no. 559145-1686, and its subsidiaries, with the exception of DGC Polska Sp. Z o.o, Candidator in Middle East LTZ, and DGC USA LLC. The Sustainability Report constitutes the Group's sustainability report and has been produced pursuant to the requirements of ÅRL 6:12. It refers to the 1 January 2020 to 31 December 2020 financial year.

The Sustainability Report has been approved by the Board of Directors. The most recent report was published in May 2020. Iver's 2020 Sustainability Report has not been reviewed by an external, independent party.

For any questions about the Sustainability Report, contact Jakob Tapper, Sustainability Director, jakob.tapper@iver.se

impact entailed by the services they buy from us. These pilot projects are one of our highest priority sustainability goals for 2021.

Sustainability framework

We help our clients become more sustainable by protecting their business-critical systems and reducing their environmental impact. We work to identify opportunities, minimise risks, and create value and confidence on the part of our stakeholders, by creating sustainable client offerings and responsible enterprise throughout the value chain.
Our sustainability framework has one base area and three focus areas, and each area includes a clearly expressed ambition that shows the way ahead. The framework's base is "Responsibility and transparency", which means that we must be a decent employer and choose partners who share our values. We take responsibility for our impact on the economy, the environment, and people.

Ambition levels are very high within our focus areas – "Security and privacy", "Employees and

Inclusiveness", and Sustainable services" – and we are keen to promote change and generate commercial benefits.

- We shall become "Security and privacy" leaders by preventing, identifying, and eliminating information security threats. We have the courage to address the hard questions in connection with increased digitalisation on the part of our clients and society as a whole.
- Our "Employees and inclusiveness" focus area works to create a strong and inclusive corporate culture with a good working climate, a real sense of community, and top-class skills and career development.
- "Sustainable services" focuses on ensuring our services provide quantifiable environmental benefits for our clients and progress them towards their sustainability goals. Advanced energy efficiency and the use of 100% renewable energy means our services can help reduce our clients' environmental impact.

On page 6, we describe our work with the sustainability framework and the UN's global goals.

Sustainability framework

Focus areas	Security and privacy/	Employees and inclusion/	Sustainable services/
	Goal: to be recognised as a leader in information security and client privacy.	Goal: to be recognised as one of the industry's best workplaces by everyone, irrespective of gender, background, or identity.	Goal: our services shall provide quantifiable environmental benefits for our clients and progress them towards their sustainability goals.

Base area	Responsibility and transparency/
	Goal: we shall be a decent employer and choose partners who share our values. Our standard of commercial ethics shall be high and we shall take responsibility for our impact on the economy, the environment, and people.

Stakeholder dialogue/

We work closely with our stakeholders to understand, prioritise, and manage our social and environmental impact, whether positive or negative. We endeavour, at all times, to be transparent and to take responsibility both for our progress and for when we fail to live up to our own expectations or those of our stakeholders.

The dialogue with our stakeholders provides us with vital information and guidance in our ongoing improvement work. Our most important stakeholders are our clients, our employees, our owners, our partners, and our suppliers. They are identified on the basis both of the stakeholder group to which they belong and of their actual and potential effect on our operations. The stakeholder analysis table overleaf provides an overview of the primary stakeholder groups, and a short summary of the dialogues conducted during the year and of how Iver addresses these issues.

Materiality analysis

Our material sustainability issues reflect our stakeholders' priority issues or those that emerge from targeted investigations, external trends etc., and the issues that are most key to us as a whole. We have conducted individual interviews with around 20 clients, Board Members, and senior employees. All employees have also been afforded the opportunity to get involved by means of an employee survey on our sustainability work. The conclusions are presented in the materiality analysis table.

The table shows the areas of greatest importance to our business and our core values work. High level information security, attractiveness as an employer, working to promote gender equality and diversity, offering low environmental impact services, responsible and transparent operations, and a sustainable supply chain, are the highest priority areas. The results of our analysis give us a strong platform, and establish a well-supported orientation, ambition, and way ahead for our sustainability work.

External initiatives and membership

We shall, to the extent that we are able and it is relevant, contribute to both global, national, and local initiatives designed to achieve a better world. We are members of the UN's Global Compact, an initiative designed to persuade companies to take increased responsibility for the UN's ten principles in the areas of human rights, working conditions, the environment, and anti-corruption. We also support the UN's Agenda 2030 and the UN's global goals for sustainable development, and follow the core conventions of the ILO (International Labor Organization). In Sweden, we are members of the Swedish IT and Telecom Industries, an industry and employers' organisation for all tech sector companies, which aims, by working hand in hand with its members, to create optimum preconditions for a competitive Swedish IT and telecoms industry. We are also members of the Swedish IT and Telecom Industries' sustainability council.

The UN's Global Goals for Sustainable Development

Stakeholder analysis

Stakeholder group	Dialogue format	Focus issues	Management
Clients	• Regular partnership model meetings. • During procurement processes • During audits • In client surveys • Client dialogue in the service development process	• Client dialogue on data and information security and privacy • Environmental impact – waste, data centres, processes • Iver's supply chain	• Sustainability framework, Codes of Conduct, and sustainability reporting • Information security, quality, and environmental management systems • Partnership model with evaluation
Employees	• Performance management model with recurring check-ins • Conduct four Group-wide pulse measurements per year. Optional greater frequency if required. • Discussion during recruitment • Recurring meetings and forums – quarterly, monthly meetings, etc. • During training courses. • Code of Conduct training	• Shared core values • Work environment • Working conditions • Career paths • Personal development • Iver's role in society • Environmental impact	• Employee handbook • Training • Role descriptions • Policies • Code of Conduct and shared values • Sustainability framework • Measurement and follow-up
Owners	• Board Meetings at least 6 times/year • Regular reporting • Active process with owner-initiated ambition level • A designated Board Member with special focus on sustainability	• Responsible conduct • Privacy and information security • Equal opportunity and decent workplace • Iver's environmental impact • Minimise risks	• Codes of Conduct • Policies • Sustainability framework
Partners/suppliers	• Regular partnership model meetings • Code of Conduct for suppliers • During certification processes	• Responsible conduct • Regulatory and statutory compliance • Reporting and information exchange	• Code of Conduct • Evaluation

Materiality analysis

Priority	Materiality	High priority
• Human rights • Social engagement • Resource efficiency • Waste	• Work environment, working conditions, and health • Skill development • Anti-corruption • Renewable energy • Emissions	• Strict information security • Attractive employer • Promote equality and diversity • Offer low environmental impact services • Responsible and transparent operations • Sustainable supply chain

The UN's global goals

In 2015, the world's countries adopted the UN's "Agenda 2030", which comprises 17 overall global goals for the world we want to create by 2030. If these goals are to be reached, every member of society, at every level of society, must work with the global goals in the areas where they can make the biggest difference.

Iver and every other company has a key part to play in efforts to achieve the global goals. We have identified five goals where our focus can be relevant, based on our business operations and sector, where we operate – geographically speaking, and the role we play in our sector's ecosystem. Work on these global goals will also result in business opportunities for Iver. Our sustainability framework places a clear focus on how we must work in order to develop our sustainability work in accordance with the global goals.

Goal 5: Gender equality

Men and women should have the same rights, obligations, and opportunities. Iver operates in a sector where men are clearly in the majority, and we are working actively to increase the percentage of women working for our company. We train all of our staff in our Code of Conduct and as part of ensuring that our workplace is inclusive and welcoming for all.

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

The transition to using sustainable energy sources and enhancing the efficiency of our energy usage is vital if we are to reduce climate change. We want to take responsibility for our environmental impact and are consequently working to reduce greenhouse gas emissions throughout the Group, and to measure and follow up continuously on the operations' emissions while simultaneously improving and refining our measurement methods over time. We must make it easy for our clients to achieve their sustainability goals through the services we offer, and we are also keen to help all of our staff choose sustainable ways of travelling on business and to and from work.

Goal 8: Decent work and economic growth

A secure and decent workplace, with good potential for entrepreneurship, development, and innovation is the basis for a successful company. Iver endeavours to be one of the sector's best workplaces, and we accordingly offer our staff the right opportunities for training and development through our "My Journey" model.

Goal 16: Peace, justice, and strong institutions

Iver has zero tolerance for corruption and bribery, and has an internal training programme for all employees to ensure that there is no corruption within the organisation. Information security and client privacy are fundamental to our existence. We have a continuous and ongoing programme of work that develops preventative and systematic measures, based on the information security policy and management systems. A clear readiness programme has also been put in place to handle any 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 a clear dialogue with our clients, employees, and other stakeholders.

We continuously identify risks and work preventatively with follow-ups and change management.

Environmental and climate impact

Digitalisation has an important part to play in the transition to more sustainable business models, and can break the link between emissions and growth. The IT sector accordingly has a substantial responsibility, as part of the transition to more climate-friendly societies, in addition to its responsibility for minimising the negative climate impact of IT usage.

We want to play our part by accepting real responsibility for how we conduct our own operations, and the decisions we take are important. Iver accepts the reality of climate change and that our operations contribute to the problem. Running data centres, for example, consumes vast amounts of energy, and by making our own active choices and choosing the correct measurement methods, we can reduce our operations' impact on the environment and climate. Concrete goals and goal achievement monitoring are an effective way of reducing our operations' climate impact.

Our climate impact derives primarily from our energy usage, travel and transportation, and from the manufacture and waste management of hardware. Reversing these negative effects on the environment entails costs. The basis for Iver's environmental work

management is the Group's environmental policy, which starts with the precautionary principle. The environmental policy mandates that we must endeavour to reduce our negative environmental impact and use renewable energy wherever possible.

Much of our operations are already certified in accordance with ISO 14001 (environmental management), and our goal in 2021 is for all of the primary locations within each region to be certified in accordance with ISO 27001 (information security).

We have placed great emphasis in 2020 on investigating and analysing the full range of our climate impact by expanding the climate calculations for our emissions. This analysis has fundamentally changed our understanding of our operations' climate impact. We previously analysed, measured, and followed up on our emissions in Scope 1 (our direct climate emissions from the operation of our company cars, service vehicles, and the use of our employees' private cars for business travel) and Scope 2 (our indirect climate emissions from electricity consumption in our data centres), together with some elements of Scope 3 (indirect emissions from business travel by rail and air). Our Scope 2 calculations now also include indirect climate emissions from the use of heat, cooling, and electricity in our data centres and offices, while the Scope 3 calculations now include the operations' supply chain.

We have also got to grips with our vehicle fleet

Iver's greenhouse gas emissions

Tonnes, CO2e	**2020**	2019
Scope 1, direct greenhouse gas emissions (company cars, service vehicles, coolants, fuel consumption)	151	87
Scope 2, indirect greenhouse gas emissions (electricity, remote heating, remote cooling)	118	-
Scope 3, other indirect greenhouse gas emissions (rail, air, supply chain)	54 757	41 953
Total	**55 026**	**42 039**

The table shows Iver's greenhouse gas emissions by Scope, as per the Greenhouse Gas Protocol. Conversion factors that include all relevant greenhouse gases, i.e. CO2, CH4, N2O, HFCs, PFCs, SF6 and NF3, are used to calculate Iver's greenhouse gas emissions. Iver's CO2 emissions for electricity consumption for location-based calculation: 1,012 (972) tonnes CO2e.

during the year, reducing and adapting it in line with commercial requirements, and setting lower emission requirements.

The expansion of our climate calculations has also resulted in an update to the Scope 3 emission figures for 2019. Our emissions largely derive from our supply chain and, in particular, from the hardware used to realise service provision to our clients.
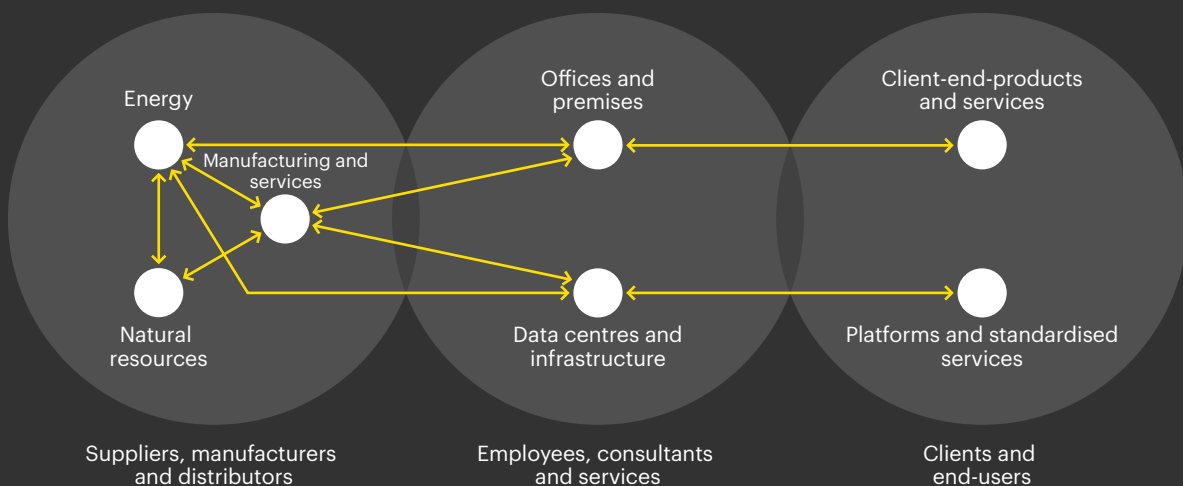
In 2020, our greenhouse gas emissions totalled 55,026 (42,039) tonnes of CO_2e. Our direct emissions totalled 151 (87) tonnes of CO_2e, our energy consumption totalled 118 (-) tonnes of CO_2e, and emissions from business travel and the supply chain totalled 54,757 (41,953) tonnes of CO_2e. Iver's total emissions per SEK 1 of turnover amounted to 25.6 (25.5) tonnes of CO_2/SEK million. In 2020, we consumed around 16,500 (15,800) MWh to operate our IT infrastructure and the electricity, heating, and cooling in our offices. Iver's energy intensity totalled 7.6 (9.6) MWh/SEK million, corresponding to a reduction from the previous year's figures.

The increase in emissions and energy consumption is 2020 is due to better data quality and the expansion of the areas under analysis.

Supply chain

We have used a total of around 1,900 unique suppliers in 2020. Our newly established Group-wide purchasing department has focused on categorising our suppliers during the year and on classifying each supplier by degree of importance – are they critical to our business, or can they easily be replaced. The categorisation and classification improves our ability to consolidate our supplier base going forward, and to establish more Group-wide supplier agreements and better supplier monitoring, and to reduce purchases from the less relevant suppliers. There were a total of 254 unique IT suppliers in the total supplier base. Consultants – both resource and skill consultants – are bought in regionally in the part of the operations where they are needed.

Supply chain

Energy

Manufacturing and services

Natural resources

Offices and premises

Data centres and infrastructure

Client-end-products and services

Platforms and standardised services

Suppliers, manufacturers and distributors

Employees, consultants and services

Clients and end-users

Recycling

In 2020, we began work on establishing a Group-wide model for the reuse and recycling of IT equipment and electronic waste generated by our own operations and our customer service provision. This was previously handled by the individual regions. Our goal is resource-efficient lifecycle management that will maximise investments made and thereby reduce the investment's environmental impact. 2020 also saw us decide that our internal PCs will be used for 4 years, rather than 3. We also have a new collaboration agreement that ensures our internal IT equipment and and our mobile units will continue to be used by another party or sent for safe recycling.

Anti-corruption

We operate in a world with complex and long supply chains that span the entire planet, and it is important, therefore, that we work systematically to identify and counter the risks of corruption. By working in accordance with the Global Compact principles, we help reduce bribery and corruption. Our zero tolerance for corruption is clearly described in our internal Code of Conduct and our Supplier Code of Conduct. These documents also contain clear instructions on our stance on giving or receiving gifts, or other benefits, that risk influencing decisions or behaviour.

Our internal Code of Conduct was updated in 2020 and introductory training courses were begun in late 2020 for management groups in our regions and Group-wide staff functions. One of our sustainability goals for 2021 is for all employees to receive training in our Code of Conduct.

We encourage our employees to report all forms of deviation from policies, Codes of Conduct, or laws. Reports can be submitted anonymously via the whistle-blower function. Our Code of Conduct states that no one reporting a deviation or taking part in a survey of reported deviations shall be at any risk of reprisals. We have not identified any cases of corruption in
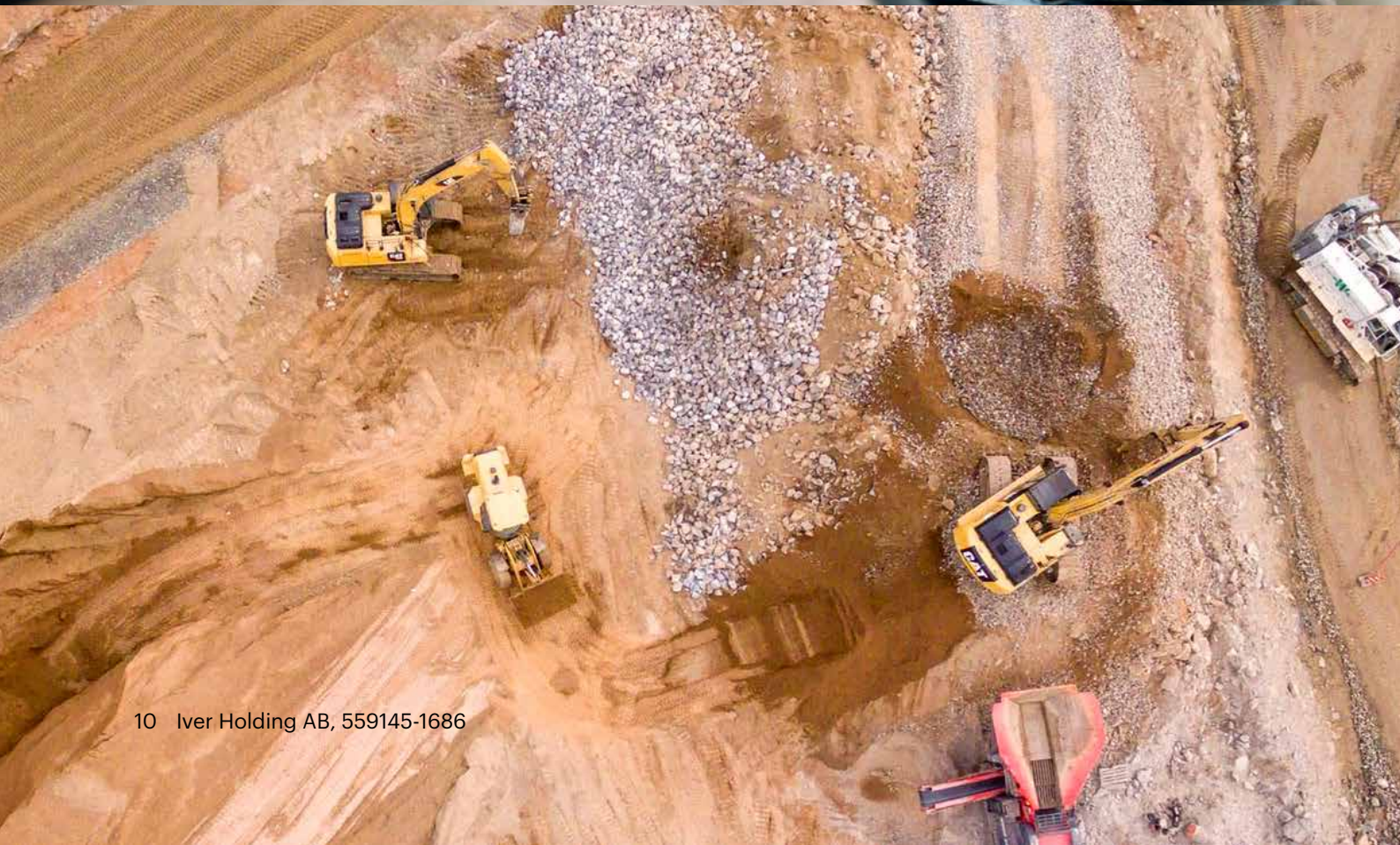
2020, either through internal or external reports, or via our anonymous whistle-blower service.
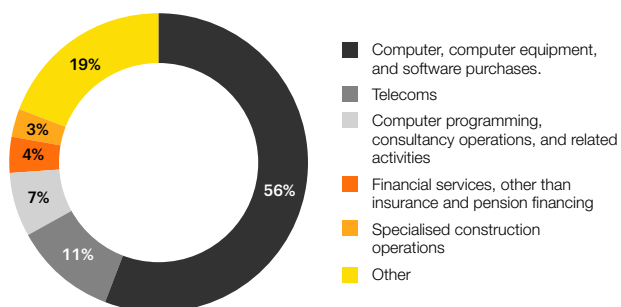
Human rights

Human rights are fundamental to our operations and we have undertaken to promote and respect human rights throughout our operations. Every single person has equal value and equal rights. Everyone has the ability to develop and contribute to society's development through their know-how and experience, whatever their gender, ethnic origin, or sexual orientation. Women and men shall enjoy the same rights, obligations, and opportunities within every part of society. The vast majority of our employees are currently based in Sweden and Norway, where human rights compliance levels are regarded as very high, and we have accordingly chosen to focus on our suppliers, who are located worldwide. If we fail in our efforts to

promote and respect human rights, it could have a negative impact on the way in which clients and other stakeholders view Iver.

The establishment in 2020 of a Group-wide purchasing staff function and the completion of our Supplier Code of Conduct were two major steps forward in our work with human rights in the supply chain. The Code is based on our internal Code of Conduct and environmental policy, and on international conventions and standards such as the UN's Global Compact, and the fundamental rights at work principles of the International Labor Organization (ILO). These international standards ensure that we conduct responsible operations that harmonise with our internal policies. Our Supplier Code of Conduct can also be used as a support tool by those suppliers who do not have their own human rights, conditions of employment, sustainability work, health and safety, or information and data security policies or guidelines.

Scope 3 emission categories, tonnes, CO2e

- 56% Computer, computer equipment, and software purchases.
- 11% Telecoms
- 7% Computer programming, consultancy operations, and related activities
- 4% Financial services, other than insurance and pension financing
- 3% Specialised construction operations
- 19% Other

Energy consumption

MWh	2020	2019
Heating	1 269	-
Total	16 457	15 806
Kyla	846	-
Totalt	**16 457**	**15 806**

The table shows energy consumption for heating and cooling premises, and for operating equipment. The source data for 2019 only included electricity consumption.

The owner's perspective: EQT

Iver's majority shareholder, EQT, is a purpose-driven, global investment organisation with a track record of almost three decades of delivering consistent returns across multiple geographies, sectors, and strategies. EQT has raised over EUR 84 billion since its foundation and currently has over EUR 52 billion in assets under management and 17 active funds in two business segments – Private Capital and Real Assets.

We met with Albert Gustafsson, a partner at EQT and a Member of the Board of Iver, to learn more about EQT's stance on sustainability and owner responsibility.

Why is sustainability important to EQT?
"EQT's primary impact on society comes from the 160 or so portfolio companies and these companies' approximately 250,000 employees worldwide. Ownership comes with a substantial responsibility to take a long-term approach to investment and one that both takes major social challenges into account and prepares businesses for a different tomorrow.

"This is the heart of EQT's business model, which is based on buying good companies and making them even better – on "future-proofing" companies. Having a long-term, responsible, and sustainable strategy for investments and ownership is EQT's way of creating value for investors, in portfolio companies, and in society as a whole."

How does EQT work with sustainable investments?
"EQT's vision is to become the most highly respected investor and owner by investing in companies and helping them develop and flourish. The sustainability aspect is consequently now a fully integrated component of the due diligence processes and business plan work. EQT's funds invest in companies that have a positive effect on society or have the potential to have a positive effect with our support. Our decisions are based on using the UN's global goals for sustainable development to identify synergies and establish where we can have the greatest effect."

"EQT also has a dedicated internal team of sustainability experts – the EQT Sustainability Team – which continuously supports both investment advisors and portfolio companies, helping them exploit

opportunities and address risks in connection with sustainability."

What are your sustainability work expectations for the companies you own?
"EQT has clearly defined expectations of its portfolio companies, including their management of strategic sustainability issues and improvements in line with EQT's framework for social impact. During their first year under our ownership, all of the companies are introduced to EQT's framework, which clarifies our expectations of the portfolio companies in the form of sustainability-related key performance indicators that the companies are expected to report on annually and develop throughout our ownership period, with the help of EQT, of course."

How do you ensure that the companies live up to these expectations?
"We monitor KPIs and their sustainability work for the entire duration of our ownership to ensure that the work is proceeding and that the portfolio companies, in partnership with EQT, are achieving their goals. We also appoint a "Sustainability Champion" – someone who will support the sustainability agenda – to the Board of all of our portfolio companies. EQT has also chosen, starting in 2020, to link employees' incentive programmes – including mine – to the sustainability goals."

What's your opinion of Iver's current sustainability work?
"The infrastructural and business-critical IT services that Iver provides also come with substantial societal responsibilities, not least in relation to such issues as security, privacy, sustainability, and business ethics. Iver has made considerable progress in its sustainability work to date, but EQT's mantra is, "Everything can always be improved at all times," so we won't stop

there. In 2020, the company has worked with EQT to calculate Scope 3 for CO2 emissions, which will be included in the 2020 Annual Report. EQT has also supported Iver in the vitally important work on developing quantifiable KPIs that focus on employees and inclusiveness, where Iver's goal is to be regarded as one of the best IT services workplaces of all, whatever your gender, background, or identity."

Going forward, what trends are you seeing, and what sustainability-related risks and opportunities will affect Iver and the IT sector most in the next 5-10 years?
"Increased demand and focus on sustainability data, both from companies and end-users, and a desire to minimise individual effects. Climate offsetting is a global theme, not least for the IT sector, where data centres account for substantial CO2 emissions. We are convinced that access to this sort of data will be regarded as a must by the client, which is why we have strongly encouraged the pilot study Iver initiated

in 2020 with the aim of improving reporting and the advice given to customers in helping them achieve their individual sustainability goals."

"We also believe that cloud services, with fewer and more climate-friendly and energy-efficient data centres, represent a massive opportunity for the IT sector to reduce its huge energy consumption and associated CO2 emissions. This is completely in line with Iver's strategy of continuing to consolidate its existing data centre footprint and the investment in City Network's cloud services."

"Iver's goal is to be a long-term IT partner with the market's most satisfied customers, which can only be achieved if the company creates value in a sustainable way. Sustainability is now a well-established and prioritised part of the company's overall strategy, where the work is now accelerating towards one goal – being the leading IT partner in sustainability, too!"

Security and privacy/

We are seeing a continued increase in interest in privacy and security issues on the part of our clients and the outside world. Businesses of all kinds are exposed to intrusions and incidents that not only cause disruption to their day-to-day operations, but which also result in the loss of personal data.

The majority of intrusion incidents result in the loss of personal data, and we know that information has considerable value nowadays, not only for information owners, but also for anyone who can sell the information on the black market. The trend where more and more people suffer intrusions not only looks like continuing, but growing too, so training in information security and privacy is of the utmost importance. We work continuously with skill-enhancement training to give our employees a greater understanding of extant threats, and thereby shrink the attack interface for both ourselves and our clients. The risk of suffering intrusions or attacks is ever-present, but increased detection abilities mean that we can identify an intrusion attempt at an early stage and reduce both the consequences of an attack and the associated direct costs.

Regulatory issue uncertainty

The question of regulatory compliance and cloud services has been widely discussed within the EU and became topical once again in 2020 as a result of the Court of Justice of the European Union's Schrems II ruling. The reliance of many companies and providers on a number of global cloud providers is beginning to be questioned and may have direct consequences. Considerable uncertainty exists and it is difficult, at present, to buy solutions from global cloud providers without risking being in breach of GDPR. In 2020, we acquired City Network, which specialises in offering regulatorily secure cloud services.

Our work

Our clients expect our services to be available 24/7/365, and for us to handle their information assets securely. This is a huge responsibility, with accessibility, continuity, and information security crucial in retaining our clients' confidence. If we are to achieve our sustainability goal of becoming a leader in information security and client privacy, we must create a culture of security awareness amongst our employees and clients by means of recurring training activities.

Iver's information security work is based on our information security management system. In 2020, we implemented a new version of an overall management system in Stockholm, Alingsås and Landskrona – three of our four principal locations. Work towards our goal of certifying all of our principal locations in accordance with ISO 27001 (information security) by the end of 2021 continues, and will expand to include the Norwegian operations in 2021. Other parts of Iver will be certified on a rolling basis.

Our information security and privacy training measures for all employees continued in 2020. The training courses are provided on a rolling basis, with short, online questionnaires that ensure continuity and topicality while, at the same time, building a strong culture of security awareness. The combination of enhanced skills with management systems and technical support improves our detection abilities and generates the right preconditions for offering our clients a secure environment for their information assets. Our goal is for 95% of our employees to complete the information security and privacy training courses.

New client index – security and privacy

We have complemented our client survey during the year with questions on how well our clients feel Iver's services meet their security and privacy needs. We are using the response data to create a new security and privacy index. On a scale from 1 to 5 (where 5 is the highest), 4 out of every 5 (4.06) said that our services met their needs. The results show that we are on the right track, but we know that this process must be developed over time to be regarded as relevant in the future, and our goal for 2021 is for this figure to rise to 4.3.

Incidents

We have experienced two hostile motive information security incidents during the year. One of these incidents involved an attacker carrying out an intrusioninto a client's website in order to use the systems for Bitcoin mining. The intrusion was made possible by the attacker's exploitation of deficiencies in the client's software. The other incident involved an intrusion into an older system that gave the attacker access to the part of the client's IT environment for which Iver is responsible.

We have experienced two availability incidents attributable to different storage systems that resulted in deficient availability for our clients. In both cases, the downtime was shown to be due to errors in the storage systems' software.

We noted, in conjunction with an internal consolidation project where data was moved from one system to another, that more data than necessary was being synchronised to the new system. The privacy incident resulted in certain information being available to more Iver employees than was necessary to perform our engagement.

Rectifying and learning from these incidents is business-critical for us, here at Iver. The lessons we learn help enable us, together with our clients and suppliers, to develop processes, routines, and updates that reduce the risk of similar incidents and attacks.

Employees trained in information security and privacy issues

	2020
Percentage of employees trained	86%

Employees and inclusion/

Our success depends on our ability to attract and retain the right employees who – over and above the requisite skills – share the values by which we want our work and our corporate culture to be characterised.

Offering healthy working conditions and an inclusive corporate culture is vital if we are to retain employees and attract talent. Work on these issues is particularly important, both for us and for our sector, in the light of the all-pervasive, ongoing digitalisation, both in the Nordic region and globally. The Swedish IT and Telecom Industries organisation (Almega) calculates that by 2022, there will be shortfall of 70,000 people with IT or digital-related skills in Sweden alone. Our employees in Sweden either are or will be signed up to Almega's IT and telecoms agreement – a collective bargaining agreement that provides security for employee and employer alike. Both parties know where they stand and that their position is underpinned by an agreement that ensu-

res legislative and regulatory compliance. One of the things the collective bargaining agreement offers our employees is economic security that goes beyond that required by law when it comes to sick leave and parental leave. We conducted an in-depth analysis in Norway in 2020 in order ensure full compatibility with Norwegian legislation in relation to, amongst other things, the Norwegian Working Environment Act.

A clear majority of Iver's employees – 94%, or 1,062 people – are employed in Sweden across three regions and 24 offices. We also have 61 employees in Norway and 4 in Poland. 117 consultants (7% of the workforce) were also working on Iver's behalf, as of the closing date.

Two-dimensional leadership model

Business		People
• Sees opportunities • Takes ownership • Delivers commercial results (in both the short and the long term)	**Driven** • Deliver results • Ambitious and solutions-orientated • Self-leadership	• Inspires and engages • Builds a culture of responsibility and personal ownership • Works with other people to make things happen
• Has a client-orientated, outside-in perspective • Acts quickly • Sees the big picture	**Responsive** • Curious • Proactive • Client insight	• Communicative and constructive • Works well with other people • Takes balanced decisions
• Strives for continuous improvement • Strategic ability • Capacity and understanding to drive incremental change	**Relevant** • Flexible • Innovative • Coaching	• Develops skills for "tomorrow" Delegates and follows up (creates • a "sense of urgency" when needed) • Instills courage and faith in the future

Staff turnover

We welcomed 326 new employees, interns, and consultants to Iver in 2020, 225 of whom were directly employed by Iver. Approximately 12% of the recruitments in 2020 comprised internal transfers. We implemented two reorganisations during the year as a consequence of the Covid-19 pandemic: 60 employees were given notice, accounting for 30% of the total of 200 people who left Iver during the year. We conduct exit interviews when employees leave the company in order to investigate why the employee has chosen to leave their position and what we, as employers, can do better. One thing that often emerges from these interviews is that many people are happier in a smaller company with a different style of management and control.
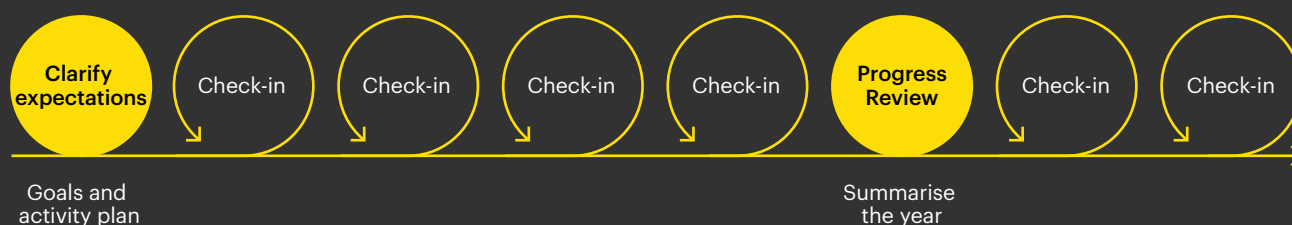
Leadership and values

Our values are the foundation of how we lead and act within Iver. When we act in accordance with these values, we generate the right preconditions for fulfilling our customer guarantees. Driven, responsive, and relevant define how every employee can help make Iver a successful company with satisfied clients and engaged staff. Our values are also the core of our leadership model. Our managers are our foremost ambassadors in the change journey we are on in order to build a communal Iver. We are looking for committed and business-orientated leaders with the ability to build an inclusive culture within which every employee can develop and achieve their full potential. Our leadership model clarifies how our values lead to behaviours that drive both the commercial and the leadership dimension.

The employee journey and skill development

Our goal is to be a sustainable and attractive employer. We must, in addition to market rate terms and conditions, offer a clear value base and good opportunities for career development. The "Iver

My Journey – Skill development

Clarify expectations → Check-in → Check-in → Check-in → Check-in → Progress Review → Check-in → Check-in

Goals and activity plan

Summarise the year

Everyone chooses and is responsible for their professional development, and for their personal and career growth. There are many different ways of achieving the goals set and continuing to develop.

Journey", as we call it, contains the central processes that form part of the employee journey which starts by attracting the right talent, then employing and onboarding them. This is followed by an increased focus on engagement, performance, and personal development. Having an established model for the employee journey enables us to create the right preconditions for offering market rate terms and conditions, a clear value base, and good opportunities for career development.

It is important to Iver that our employees develop and thereby help build a more profitable business. "My Journey" is the name we give to our skill development model, where the aim is to forge a clear link between Iver's commercial goals and the individual goals for each employee. The dialogue between employee and manager is a central part of this process, and over the course of a calendar year, managers and employees shall clarify expectations by defining goals and activities that are continuously monitored through recurrent check-ins. The year ends with additional check-ins at which managers and employees go through a "progress review" and summarise the year. The concluding meeting should not reveal any surprises – the central components shall have been discussed earlier in the year. By giving every employee clear responsibility for their own professional development and their career, we also create increased engagement.

KPIs and follow-ups

We measure and continuously follow up on KPIs linked to skill, authority, and career development, etc. Surveys give us an insight into employees' opinions of Iver as a workplace and how our career and skill development models are working. In 2020, with the support of Willis Tower Watson's job architecture and levelling methodology, we created common job descriptions and defined level divisions based on the requirements in different positions. 2021 will see us take the next step forward, with all employees linked to a position and level. Our long-term goal, through this work, is to create a plan for all positions throughout the Group as a basis for commercial and budget planning. Another of the work's goals is for each employee to see clearly what is required to develop within Iver.

New engagement index

Engaged employees are a prerequisite for customer satisfaction, innovation, new ideas and, last but not least, new business. In 2020, we created a new key performance indicator, an engagement index, to measure engagement levels. We have drawn up a relevant battery of questions that measure engagement on the part of our employees from several different perspectives. The questions are based on 7 different focus areas: health, collaboration, confirmation, pride, development, orientation, and leadership, and yield a combined value for our engagement index.

In the first survey, which we conducted in the autumn of 2020, this KPI yielded a value of 62 on a scale from 1 to 100. This figure will act as a guideline value to work from, ahead of the 2021 measurements.

Equality and diversity

Iver is convinced that our innovativeness, skills, and client focus are strengthened by diversity. We must become better at recruiting women and attracting foreign-born and other underrepresented groups to exciting positions at Iver. Greater success in recruiting these groups will make us a better provider for our clients and thereby enhance both our competitiveness and our capacity. Placing an extra focus specifically on inclusiveness and being an attractive employer for underrepresented groups is an important component of our recruitment process.

The percentage of women working in the technology-related parts of the IT sector in general is low, and the same is true at Iver – on 31 December 2020, female employees accounted for 15% of Iver's total workforce. Increasing the gender balance at Iver is one of our priority KPIs in our work with equality and diversity over the years ahead.

One of the most important issues when it comes to employeeship at Iver, and one that is also linked to human rights, is ensuring that no Iver employee is the subject of discrimination, and we have policies and guidelines for equality and equal treatment. No cases of discrimination were reported in 2020, either via internal reporting or via our external whistle-blower service.

We launched a new, central employee survey at the end of the year on the theme of diversity and equality.

71% of employees chose to respond and, of these, 95% stated that we care about each other at Iver. The overall result and KPI for diversity was 85%. The result gives us a starting point for subsequent measurements and the ability to set goals for the various KPIs.

Health

Iver shall be a safe and healthy workplace. We work actively to encourage our employees to maintain a healthy lifestyle and there are several benefits connected to this, e.g. a generous wellness care subsidy. If an employee is displaying warning signals that lead us to fear ill health on their part, we work together with the employee and their manager to bring about the necessary changes. We work continuously with measures designed to reduce long-term sick leave and to enable employees who are on long-term sick leave to return to work more quickly. Long-term sick leave is negative for us, as employers, but it is also, first and foremost, very negative for the employee.

We have a Group-wide general corporate health care framework agreement that allows every manager at Iver to call off services in conjunction with work-related health issues and to provide work-related rehabilitation support in connection with ill health on the part of an employee. All employees are also offered private medical insurance with Skandia. 2020 largely meant working from home for the majority of our employees, due to the pandemic. Not travelling to and from work and the increased rarity of face-to-face meetings with colleagues poses challenges for proactive health work. To meet this challenge, we signed an agreement with the wellness care provider, SATS, in early 2021, and are offering all our employees online workouts, twice a day.

Employees and inclusion/

Anställda

2020-12-31, no.	2020 Number	Women	2019 Number	Women
Sweden				
Number of permanent employees	1 034	14%	992	14%
Of whom, full time	1 034	14%	984	14%
Of whom, part time	0	0%	8	38%
Number of fixed term employees	28	39%	48	29%
Total number of employees	**1 062**	**15%**	**1 040**	**15%**
Norway				
Number of permanent employees	61	8%	-	-
Of whom, full time	61	8%	-	-
Of whom, part time	0	0%	-	-
Number of fixed term employees	0	0%	-	-
Total number of employees	**61**	**8%**	**-**	**-**
Totalt antal anställda	**1 123**	**15%**	**1 040**	**15%**

All data is taken from Iver's personnel register, with 31 December 2020 as the closing date.

Staff movement

2020-12-31, no.	2020	Women
New recruits during the year		
Aged <30	79	15%
Aged 30-50	80	12%
Aged >50	26	35%
Total number of new recruits	**225**	**16%**
Percentage of new recruits	20%	
People who left the company during the year		
Aged <30	56	18%
Aged 30-50	114	13%
Aged >50	30	23%
Total number leaving [1]	**200**	**16%**
Percentage leaving their position	18%	

1. 60 of these people were given notice as part of two reorganisation processes that were a consequence of the Covid-19 pandemic.

Composition of the company

2020-12-31, no	2020		2019	
	Number	Women	Number	Women
Board of Directors				
Aged <30	0	0%	0	0%
Aged 30-50	5	20%	4	25%
Aged >50	5	40%	4	25%
Management				
Aged <30	1	0%	1	-
Aged 30-50	4	25%	4	25%
Aged >50	7	29%	4	25%
Other employees				
Aged <30	313	14%	324	14%
Aged 30-50	579	14%	566	13%
Aged >50	148	21%	132	25%

Sick leave

Percentage	**2020**	2019
Short-term sick leave	2,9%	2,7%
Long-term sick leave	1,9%	1,1%
Total	**4,8%**	**3,8%**

Collective agreement

Percentage	**2020**
Percentage of employees covered by collective bargaining agreements	95%

Client: Nordic Choice Hotel

Nordic Choice Hotels is one of the Nordic region's biggest hotel groups, with over 200 hotels in the Nordic region and Baltic states. The company markets the Comfort Hotel, Quality Hotel, Clarion Hotel and Clarion Collection chains, along with 34 independent hotels and the longstay company, Strawberry Living. Iver has been Nordic Choice Hotels' partner and IT operating services provider since 2020.

We were given the opportunity to meet with Kari Anna Fiskvik, Vice President Technology, at Nordic Choice Hotels, to find out more about Nordic Choice Hotels' view of sustainability and environmental issues, both within their own operations and in connection with the provision of IT services.

What is your view of sustainability and environmental issues within your own operations?
"Our culture, here at Nordic Choice Hotels, is to do more than is expected of us – more for our guests, more for society, and more for the environment. We call it "WeCare", and the work is led by our Sustainability Manager, Harald Bjugstad-Holm. WeCare is about how we, in our day-to-day operations, take care of people, the environment, and profitability, all at the same time. We don't believe we can be a profitable company if we don't, at the same time, protect people and the environment. But we also know that we cannot protect people and the environment well if we're not profitable."

"We've mapped the way in which our over 200 hotels in Norway, Sweden, Denmark, Finland, Latvia, and Lithuania impact the environment and the community around them. We've listened to our guests, suppliers, and other social stakeholders, and have defined a number of primary areas within our sustainability work for extra focus, namely:

- Diversity amongst our employees
- Ethical and sustainable trade in our supply chains
- Local, social responsibility in our communities
- Global social responsibility, through the battle against human trafficking
- The environment
- Good, healthy, and sustainable food."

"We create opportunities for people, inside and outside our operations, and shall conduct the operations such that we have the least possible impact on the environment. We make our guests feel a little better when they check out than when they checked in. In 2019, we had the lowest energy consumption figures ever and we also removed all single use plastics from our hotels. WeCare is part of our identity and our culture, and we are proud of it."

How are sustainability and environmental issues linked to your IT services purchasing?
"Our new hotels are built to be climate neutral, and we have made considerable progress when it comes not only to structural environmental issues, but in other areas, such as food and drink. Our goal is to be climate neutral by 2025, and that obviously also includes our IT services purchasing."

"We must be – and we are – the best when it comes to the digital guest journey, but we must also work hard on the digital employee journey. The shift to digital processes means we buy services that consume energy in order to function at the same time as we, by digitalising processes, are saving the world from using yet more plastic and paper. We will continue to reduce our plastic and paper consumption, and to reduce the risk of infections spreading by shifting more and more services to the customer's mobile phone or other digital interfaces. If the customer uses their mobile phone as their room key, to check in and out, or to order services from the hotel, for example, we avoid having to produce plastic cards and printed paper. But the digital processes consume energy and here, we must work on choosing technologies and solutions that are as energy-efficient as possible. If we make the wrong choice, all we have done is shift the problem from one area to another."

How can Iver's offering and environmental and sustainability work help you achieve your own sustainability goals?

"If we are to succeed in reaching our sustainability goals, it's critical that we have good partners who are working towards the same strategic objective. After all, digitalising a service doesn't automatically make it more environmentally friendly than if it's provided in a traditional way. What you need here is the in-depth, wide-ranging IT expertise required to make the right choices. Our core business is hotels and people, and that is where our primary focus is aimed. That's why it's important that our technology partners are forward-looking when it comes to their focus both on people and the environment. We want them to be climate friendly when they develop technical solutions. We're not just buying infrastructure and operations from Iver: we're buying climate-friendly infrastructure, resource optimisation, and renewable and reusable energy. We're buying know-how that means that when we choose our solutions, we also know not only how well they protect our data, and our customers' data,

but the planet we will be living on in future."

"80% of our IT services are currently managed in Iver's data centres, so Iver is, of course, significant in terms of our ambition to reduce the climate impact of our IT solutions. We will ensure that we have good agreements for the applications we buy as dedicated cloud services in data centres other than our own, but Iver is one of our most important technology partners in achieving our goal of being climate neutral by 2025."

"We're glad that Iver has the same attitude as us when it comes to responsibility for people, diversity and the environment, and we're convinced that, together, we will make choices that are good for both our business and the environment when we invest in IT solutions for the future. We look forward with great enthusiasm to working on a climate-friendly IT strategy in partnership with Iver."

For further information on Nordic Choice Hotels' operations and sustainability work, see www.nordicchoicehotels.com.

Sustainable services/

Our services shall provide quantifiable environmental benefits for our clients and progress them towards their sustainability goals. By using energy-efficient data centres and 100% renewable energy, our services will reduce our clients' environmental impact.

Our growth – as we win new customers and demand for digital services increases – entails increased use of materials, resources, and energy. It is, therefore, of considerable importance that out services are as efficient and climate-friendly as possible. The economies of scale created through coordination of IT infrastructure lead to increased efficiency in resource and energy usage, and the scale of Iver's operations consequently generates the potential for efficiency gains for our clients in terms both of their environmental impact and their costs.

We carried out a major analysis of our entire operations' climate impact in all Scopes (Scopes 1-3) in 2020 in order thereby both to understand our own impact and to be able to offer our clients client-specific information on climate impact, based on their purchases of services and products from Iver. We have noticed a marked increase in engagement in environmental issues in general on the part of our clients, and in climate impact in particular. Open and transparent reporting of the client's climate impact, based on the services they buy from us, enables us to engage with the clients in a dialogue on further reductions in climate impact.

Enhanced energy efficiency in our data centres

Substantial amounts of energy are required to run a data centre and the operations also generate surplus heat, which must be cooled down – a process which, in turn, requires more energy. All of the electricity used in our data centres comes from renewable sources, and not only do we use electricity from renewable

sources, we are also working actively to optimise our server infrastructure and data storage with the help of monitoring and resource optimisation. We are enhancing the efficiency of our platforms by consolidating and standardising servers and storage, and by maximising utilisation rates. We are also working to enhance the efficiency of our data centres and platforms by actively choosing more efficient components, thereby achieving higher utilisation rates that result in reduced energy consumption per service provided.

Our energy consumption relative to our turnover has fallen during the year. Improved energy efficiency is largely due to having reduced the number of data centres and the transition to more energy-efficient platforms.

Our ability to institute more detailed monitoring of energy consumption in our data centres will be further improved in 2021, which will make us better able to implement the right efficiency-enhancing measures in the places where they can do the most good. Our work on reducing the number of data centres will continue in parallel with this, in order to increase our opportunities for greater energy efficiency enhancement, coordination, and security classification. Some of the data centres now use groundwater cooling for climate control – a good example of how we are working with sustainable solutions in connection with our data centres. A number of data centres also offer the option of recycling the heat generated to heat office buildings or garages, for example, or to contribute to the district heating network. We are particularly proud of the groundwater cooling and heat recycling projects, as they clearly show how we are reducing our environmental impact.

Data centre energy consumption

MWh	**2020**	2019
Electricity	13 602	15 806
Electricity usage, MWh/SEK m [1]	6,3	9,6

1. Electricity usage per SEK of turnover.

Focusing on climate impact in 2020

Our clients expect us to provide IT services that are on the absolute cutting edge, technology-wise, and for us to have a real engagement in and extensive understanding of every client's operations and challenges. But they also expect us to provide our services in a sustainable way. A sustainable business model is a must if we are to be a relevant provider for our clients and an attractive employer for our staff.

Jakob Tapper, Iver's Sustainability Director, talks about Iver's sustainability work and the current focus areas.

What has been the focus of Iver's sustainability work in 2020?

"Our work has been characterised by the fact that more and more people are realising that we – and everyone else – must start delivering results in the sustainability sphere in general and in the work with climate challenges in particular. Our focus on our impact on and our responsibility to the environment, the economy, and society as a whole is something we will never lose sight of, but right now, the climate issue feels more important than ever before. The biggest threat right now is global warming, and the latter half of 2020 saw us put a lot of work into calculating our total climate impact, including the entire supply chain."

Why is it important for us to keep an eye on our climate impact?

"Firstly, because we really want to shoulder our share of the responsibility. But there are also, over and above the responsibility issue, regulatory requirements that will become more stringent going forward. There is also a strong trend towards investors and other financial operators making demands of the companies in which they invest, and they, in turn, are subject to demands that they invest sustainably. Then, of course, there are the demands of clients and the market. Our clients are increasingly demanding data that shows the climate impact of the services they buy from us."

Are there any difficulties involved in calculating the total climate impact of a company like Iver?

"My perception, at present, is that there are relatively few companies who provide a full picture of their climate impact. The main shortfall is in the so-called Scope 3 calculations, which measure a business' indirect emissions from the supply chain. Many companies choose to include only an extremely limited part of Scope 3 – often business travel by rail and air – but we have done a thorough job and calculated the climate impact of our entire supply chain."

How did you conduct your Scope 3 climate calculations?

"The starting point was our financial accounts and purchasing data. Our system classifies every supplier into a sector, and an emission factor for kg/CO2 per SEK 1 spent is then applied, depending on the sector to which the supplier belongs. The emission factor is based on what is known as an "environmentally extended input output analysis", and includes the value chain for the various purchases we make. The method gives us a standardised but complete picture of the emissions in our value chain."

How do you use your climate impact data?

"It increases our understanding and knowledge of our operations' climate impact. We can use this knowledge to reduce our impact through better purchasing, for example. We can also, as a provider and partner, often help our clients achieve their sustainability goals by making active choices, and can provide relevant reports on the climate impact of the client's service provision from Iver."

How are you working to continue reducing your climate impact?

"Well, that's the question, isn't it? The low-hanging fruit has already been picked, and the harder work now begins. It's vital that we, by being a provider with services on the cutting edge of technology and innovative service provision, continuously develop

services with a reduced climate impact. Then, of course, the dialogue with our biggest suppliers is absolutely critical. Our indirect climate impact is a direct consequence of our suppliers' climate impact. The dialogue with suppliers and their own climate impact work is, of course, absolutely key in terms of successfully reducing our own climate impact.

Focusing on energy efficiency

The economies of scale created through coordination of IT infrastructure result in increased efficiency in the use of resources and energy. Many of the functions enabled via our services can also reduce both travel and resource consumption. But running data centres demands huge amounts of energy, which is why we constantly review our data centre strategy in order to optimise it in line with, amongst other things, energy efficiency.

We met with Magnus Nilsson, CTO at Iver, to find out more.

How can Iver reduce the climate impact of its data centres?
"We're doing it in several ways. One obvious element, of course, is continuing to ensure that we only use energy from renewable sources, but equally, that we work with heat recovery and groundwater cooling wherever possible. We are actively working on the ongoing consolidation of our provision platforms into cloud and hybrid solutions, and on standardising central systems, resulting in more modern services and reduced hardware usage. We are also continuing to consolidate our data centres on fewer, standardised units that offer considerably greater potential for enhanced energy efficiency and reduced climate impact."

Can you give us an example where data centre consolidation has yielded concrete results?
"When we wound up a large data centre and consolidated the equipment on a more modern environment that was located in a more energy-efficient data centre, we reduced the energy consumption for our provision of the same services by 75%. And our source data for upcoming consolidations includes similar forecasts."

"We will be expanding and building in new technology for measuring the environmental impact of both systems and individual services, and are continuously analysing the measurement data we gather. This gives us the source data we need, and the preconditions, to take the right decisions based on where we have the biggest potential to make a difference in terms of energy efficiency and reduced hardware usage."

We've recently established communication links between central data centres: what are the potential climate benefits of increased communication and collaboration between central data centres?
"We've linked our regions together using a dedicated high-speed network so we can offer our entire services portfolio to clients throughout not only the Nordic region, but other countries, too. Not only does this network substantially improve our provision capacity, it also allows us to reduce our climate impact. The network enables us to centralise shared service functions which, in turn, reduces our hardware usage. The communication links also mean we can increase the utilisation rate and improve the distribution of capacity between regions and platforms."

"When we invest in technology and infrastructure, energy efficiency and climate impact are priority concerns, but other sustainability factors also play a significant part in our decision-making process."

GRI Index

Iver reports in accordance with GRI Standards, Core level. All indicators are from 2016, with the exception of GRI 403 Occupational Health and Safety, which refers to 2018.

GRI 102: General disclosures

Indicator	Disclosure	Page reference	Comments/Boundary
	Organizational profile		
102-1	Name of the organization	1	
102-2	Activities, brands, products, and services	10–21	See full report
102-3	Location of headquarters	4	See full report
102-4	Location of operations	4–5	See full report
102-5	Ownership and legal form	60	See full report
102-6	Markets served	4–5	See full report
102-7	Scale of the organization	20	See full report 4–5, 65, 67
102-8	Information on employees and other workers	20	
102-9	Supply chain	8	
102-10	Significant changes to the organization and its supply chain	8	
102-11	Precautionary Principle or approach	7	
102-12	External initiatives	4	
102-13	Membership of associations	4	
	Strategy		
102-14	Statement from senior decision-maker	8–9	See full report
	Ethics and privacy		
102-16	Values, principles, standards, and norms of behaviour	17–18	
	Governance		
102-18	Governance structure	2	
	Stakeholder engagement		
102-40	List of stakeholder groups	4	
102-41	Collective bargaining agreements	20	
102-42	Identifying and selecting stakeholders	4	
102-43	Approach to stakeholder engagement	5	
102-44	Key topics and concerns raised	5	
	Reporting practice		
	Entities included in the consolidated financial statements		
102-45	Defining report content and topic Boundaries	2	
102-46	List of material topics	4	
102-47	Restatements of information	5	
102-48	Changes in reporting	2, 7–8	See full report 60–61
102-49	Reporting period		None
102-50	Date of most recent report	2	
102-51	Reporting cycle	2	
102-52	Contact point for questions regarding the report	2	
102-53	Claims of reporting in accordance with the GRI Standards	2	
102-54	GRI content index	2	
102-55	External assurance	31–31	
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GRI 102: Material sustainability issues

Indicator	Disclosure	Page reference	Comments/Boundary
	Finance		
GRI 205	**Anti-corruption**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 9	
205-3	Confirmed incidents of corruption and actions take	9	
	Environment		
GRI	**302 Energy**		
103-1, 103-2, 103-3	Management approach	3, 5–8, 24, 28	
302-1	Energy consumption within the organization	11	
302-2	Energy consumption outside the organization	8	
GRI 305	**Emissions**		
103-1, 103-2, 103-3	Management approach	2–3, 5–8, 12–13, 24, 26	
305-1	Direct (Scope 1) GHG emissions	7	
305-2	Energy indirect (Scope 2) GHG emissions	7	
305-3	Other indirect (Scope 3) GHG emissions	7	
GRI 306	**Waste**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 8–9	
306-2	Management of significant waste-related impacts		New process 2021
GRI 308	**Supplier environmental assessment**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 8–11	
308-Företagsspecifik	Iver's prioritised suppliers have signed up to a Code of Conduct	11	Data collected 2021
	Social		
GRI 401	**Employment**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 8–9	
401-1	New employee hires and employee turnover	20	
GRI 403	**Occupational health and safety**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 8–11	
403-1–7	Occupational health and safety governance	18–19	
403-Företagsspecifik	Sick leave	21	
GRI 404	**Training and education**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 16–18	
404-Företagsspecifik	Number trained in information security and privacy issues	15	
404-Företagsspecifik	Engagement index	18	
GRI 405	**Diversity and equal opportunity**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 16–18	
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405-Företagsspecifik	Diversity and inclusiveness index	18	
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406-1	Incidents of discrimination and corrective actions taken	18	
GRI 414	**Supplier social assessment**		
103-1, 103-2, 103-3	Management approach	3, 5–6, 8–11	
414-Företagsspecifik	Iver's prioritised suppliers have signed up to a Code of Conduct	11	Data collected 2021
GRI 418	**Customer privacy**		
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418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	14–15	
418-Företagsspecifik	ISO 27001 – certified principal locations	14	
418-Företagsspecifik	Security and privacy index	14	