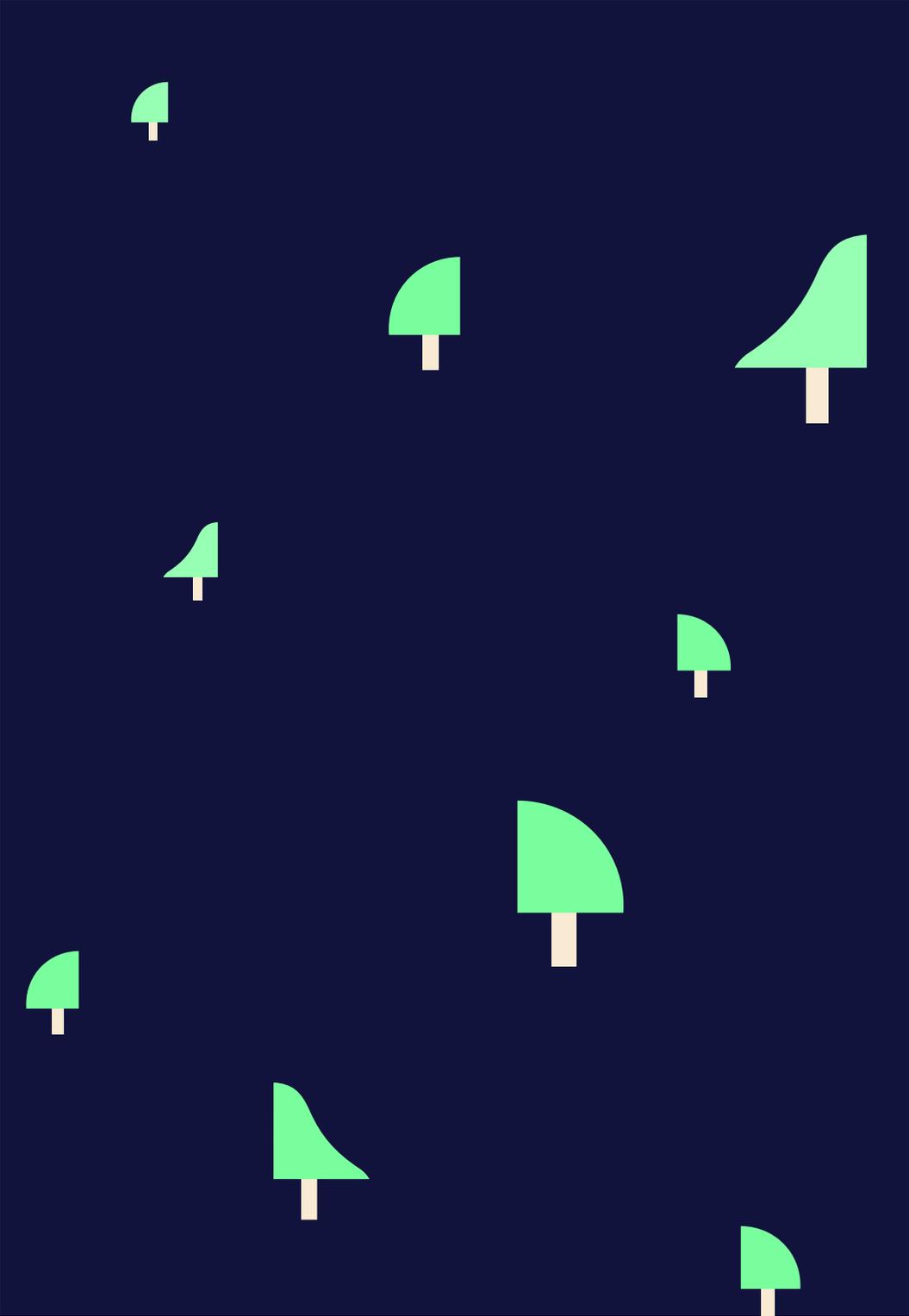


SUSTAINABILITY REPORT



bouvet

2021



WE LEAD THE WAY AND BUILD
TOMORROW'S SOCIETY

Sustainability

Our vision of “we lead the way and build tomorrow’s society” shows that we want to contribute to long-term value creation – economic and non-economic – with our attention concentrated on the climate and the environment as well as on social aspects and corporate governance. These three pillars comprise sustainability.

Our main contribution as a consultancy is digitalisation, and we make our largest impact through the assignments we perform for our clients in addition to our own operations. Our basic approach to sustainability takes its inspiration from the formulation produced by the Brundtland commission for the Rio conference in 1987:

“Sustainable development is development which meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Our approach

In 2020, we conducted a wide-ranging materiality analysis based on Euronext’s guidance on environmental, social and corporate governance (ESG) issues from January 2020. Conversations were held in that context with managers, sales personnel and employees as well as owners and clients. This analysis was updated in the autumn of 2021 through further talks with not only managers, sales personnel and employees but also various other stakeholders. Megatrends and regulations were also reviewed. The analysis identified roles and responsibilities, stakeholders, the value chain and ESG-related risks and opportunities. That allows us to identify the direction for our further work.

Roles and responsibilities

In our group, responsibility for sustainability is entrenched with the executive management and board as described below.

- CEO – ultimate responsibility for our compliance with legislation and statutory regulations relating to ESG and our strategic platform
- Regional managers – responsible for regional development of clients, expertise and services
- CFO – responsible for collating and reporting
- COO – responsible for facilitating managerial development related to ESG subjects

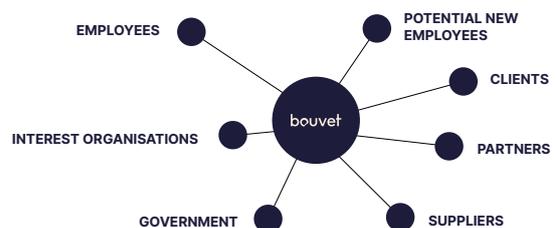
- Quality manager/chief information security officer (CISO) – responsible for delivery quality, including security, administration and implementation of ISO certifications and recertifications
- HR manager – responsible for ethical guidelines and the activity and reporting obligation (ARP)
- Vice president communication – responsible for internal and external communication to our stakeholders in collaboration with the established communication network concerning ESG
- Board of directors – overall strategic responsibility.

Our stakeholders

Many institutions, businesses and individuals will be affected by our work – in different ways. That makes it important for us to identify these stakeholders and what each of them regards as important. Our analyses have yielded the following findings.

- Employees – our employees have a big engagement with and influence on the way we as individuals and a group can contribute to ESG.
- Potential new employees – an enterprise’s strategy, values, corporate social responsibility (CSR) and contribution to sustainability are important for many when choosing a new employer.
- Clients – the attention being paid to sustainability by our clients is rising. A number of them have established roles and organisational entities to follow up ESG in their own activities.
- Partners – our cloud partners, in particular, are working continuously to reduce the climate and environmental footprint of data storage by developing new services and tools.

Our stakeholders



- Suppliers – paying greater attention to sustainability throughout the value chain creates change and progress at our suppliers.
- Government – new rules and statutory regulations are being introduced to ensure that Norway meets its commitments, along with new and clearer requirements for openness and transparency.
- Interest organisations: through digitalisation, the ICT sector can be an important contributor to allowing Norway and each enterprise to reach their sustainability goals. In this work, enterprises participate in collaborative efforts, joint initiatives, and expertise and experience transfer.

Other stakeholders include society at large, the higher education sector, individual local communities, owners and the financial sector. They will all make demands on – and provide opportunities for – us as a group.

Strategic platform

Our ESG work is based on the same thoughts we have for our own business. That is revealed perhaps most clearly in our vision of “we lead the way and build tomorrow’s society”, which sets clear guidelines and requirements for creating sustainable solutions.

The fact is that a strategic platform for our group as a business can also be regarded to a great extent as a platform for our ESG work. Long-term customer relationships and profitability over time are important not only from a commercial perspective but also in the larger context. Sustainable solutions are profitable solutions over time.

Being the best workplace represents the final plank in our strategic platform. That again is directly transferrable to ESG – precisely as many of our values are. This is about sharing resources and knowledge, being open and trustworthy and – not least – working with the small and close-at-hand things as well as with the big picture. Our regional model and our philosophy of closeness to clients will be invaluable here.

Goals

As a consultancy, we can contribute digital expertise and an ability to deliver which allow our clients and other stakeholders to move the world in the right direction. With a broad range of services and clients in many sectors, we can influence all the UN’s sustainable development goals (SDGs) both directly and indirectly. We will therefore pick none of these out specifically, but rather work with the goals wherever that is natural. That allows us to remain opportunity-oriented, which is important for our group.

The world and Norway face the need to make substantial changes in order to meet the international climate goals set by the Paris agreement. Norway has committed itself to these goals, and has undertaken to reduce its greenhouse gas (GHG) emissions by 55 per cent in 2030 and 90-95 per cent in 2050. We will contribute to this ambition through our expertise and experience, together with clients, partners, interest organisations, educational institutions and other stakeholders.

Our value chain

| | IMPACT IN THE SUPPLIER CHAIN | OWN OPERATIONS | GROUP MANAGEMENT AND MARKETING | CLIENT AND END USER |
|----------------------|---|---|---|---|
| ENVIRONMENT | <ul style="list-style-type: none"> ● ENVIRONMENTAL FOOTPRINT FROM DATA MANAGEMENT ● ENVIRONMENTAL FOOTPRINT FROM HARDWARE | <ul style="list-style-type: none"> ● TRAVEL ● GHG EMISSIONS ● EFFICIENT RESOURCE USE | <ul style="list-style-type: none"> ● FOOTPRINT FROM SOLUTIONS ● PENSION SAVING AND EQUITY | <ul style="list-style-type: none"> ● ENVIRONMENTAL IMPACT |
| SOCIAL | <ul style="list-style-type: none"> ● SOCIAL CONDITIONS IN SUPPLIER CHAIN | <ul style="list-style-type: none"> ● EXPERTISE DEVELOPMENT ● WORK-EXPERIENCE PLACES ● PHILANTHROPY AND SUPPORT | <ul style="list-style-type: none"> ● WORKING ENVIRONMENT ● DIVERSITY AND EQUALITY | <ul style="list-style-type: none"> ● ACCESS TO INFORMATION ● SOCIETAL IMPACT ● EXPERTISE SHARING |
| CORPORATE GOVERNANCE | <ul style="list-style-type: none"> ● ANTI-CORRUPTION | <ul style="list-style-type: none"> ● INFORMATION SECURITY ● ANTI-CORRUPTION AND INTEGRITY | | <ul style="list-style-type: none"> ● INFORMATION SECURITY ● TRANSPARENCY |



Government requirements, standards and international guidelines

All our work will accord with applicable government requirements at any given time. In addition, we relate to relevant international guidelines such as the ILO conventions and the 10 principles of the UN's Global Compact. We also reference various standards, such as the global reporting initiative (GRI) and the Sustainability Accounting Standards Board (SAASB), and draw on the guidelines from the task force on climate-related financial disclosures (TCFD) when discussing climate-related recommendations.

When working on specific ESG measures, we will utilise a flexible form of execution with testing and trials. That fits well with our regional model and opportunities to take local measures. In this way, different approaches can be tried out quickly and provide scope for learning across the organisation, and our employees can make a specific contribution, learn from experience and share further. We can thereby also identify and prioritise those ESG measures which provide the best possible value for our employees, clients and society.

The EU taxonomy for sustainable activities will be introduced in Norway for fiscal 2022. Our business is not subject to reporting requirements pursuant to this taxonomy for the coming financial year. However, our clients set requirements for the way we as a supplier comply with and work on ESG in line with existing national and global specifications and guidelines.

Our priority areas

Sustainability will be a natural part of our business, and we will also be conscious of how we can influence the world in a long-term and responsible manner. Our value chain occupies a key place here. It shows how our operations can influence the ESG pillars –environment/climate, social and corporate governance. In other words, the value chain is our basis for determining where we can and should allocate resources, and how we can achieve the best possible effects with them.

At the same time, our value chain forms the basis for the materiality analysis we updated in the autumn of 2021.

This showed a growing maturity in the organisation's work on our ESG-related risks and opportunities. Where our business is concerned, changes in 2021 primarily involved moving from project to implementation in the organisation – with areas of responsibility and approaches which accord with our regional model. This work will continue in 2022.

Risks and opportunities identified by the materiality analysis will then provide direct guidance for the ESG-related measures we choose to implement in the time to come.

It is up to each region to prioritise its own measures in relation to its specific position and the special challenges and opportunities faced in its area of operation. That comes in addition to what a region regards as prime opportunities for exerting influence in its work with clients and end users, in management, in marketing our group, in its own operations and in exerting influence on its suppliers.

However, we have identified four overriding priority areas for our ESG-related work in order to concentrate resources and create mutually reinforcing effects from measures. These are:

- we will pay attention to sustainability in all relationships with clients and partners
- we will develop and share expertise on sustainability
- we will embrace an inclusive and diverse culture
- we will lead the way and keep our own affairs in order.

The measures we take will fall within one or more of these areas – and are directly related to the risks and opportunities in the materiality analysis.

We will pay attention to sustainability in all relationships with clients and partners

Our influence is greatest at the client level. Digitalisation is to a great extent part of the solution in ESG work and, in collaboration with our clients, we can influence the world in the right direction – through digitalisation and development assignments which reduce the environmental footprint and promote security, data protection and transparency, and which create socially inclusive solutions.

Our priority areas



WE WILL PAY ATTENTION TO SUSTAINABILITY IN ALL RELATIONSHIPS WITH CLIENTS AND PARTNERS



WE WILL EMBRACE AN INCLUSIVE AND DIVERSE CULTURE

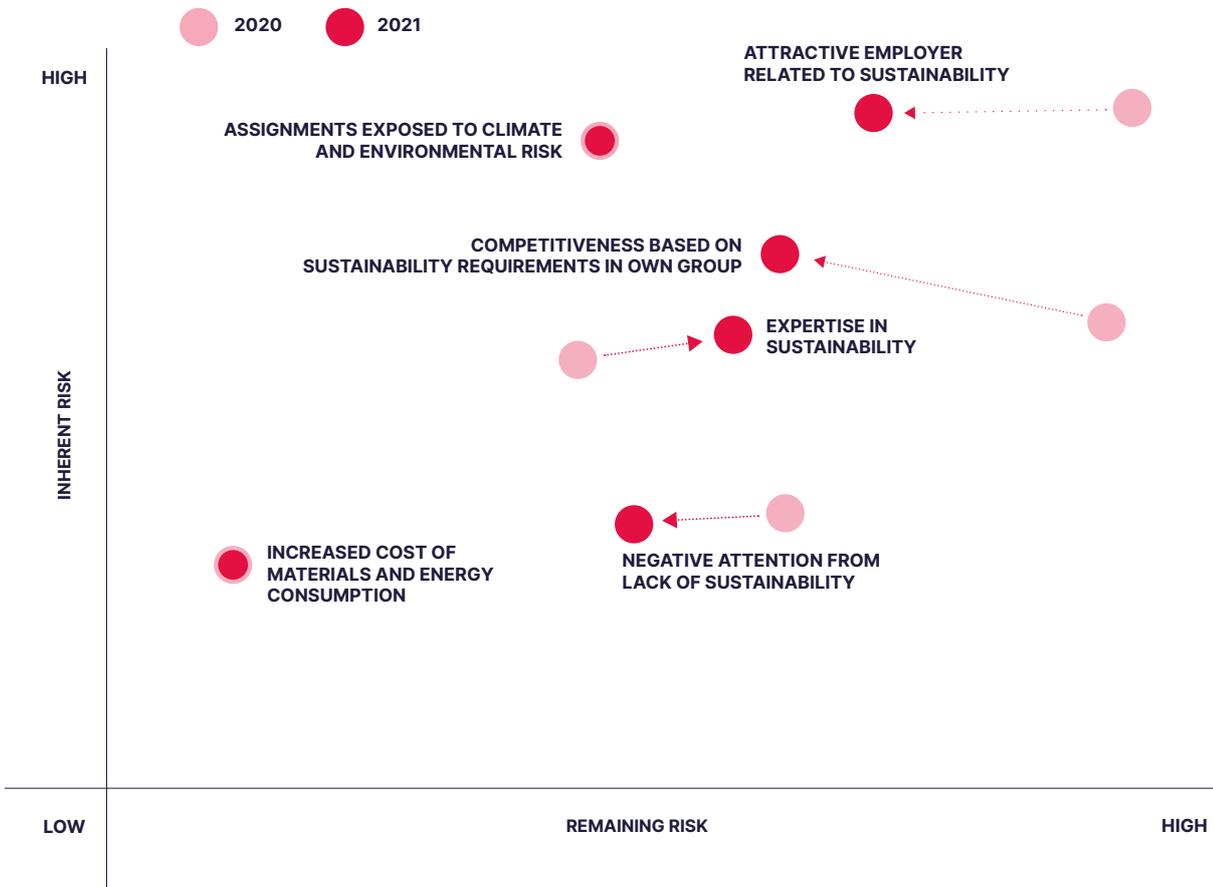


WE WILL DEVELOP AND SHARE EXPERTISE ON SUSTAINABILITY

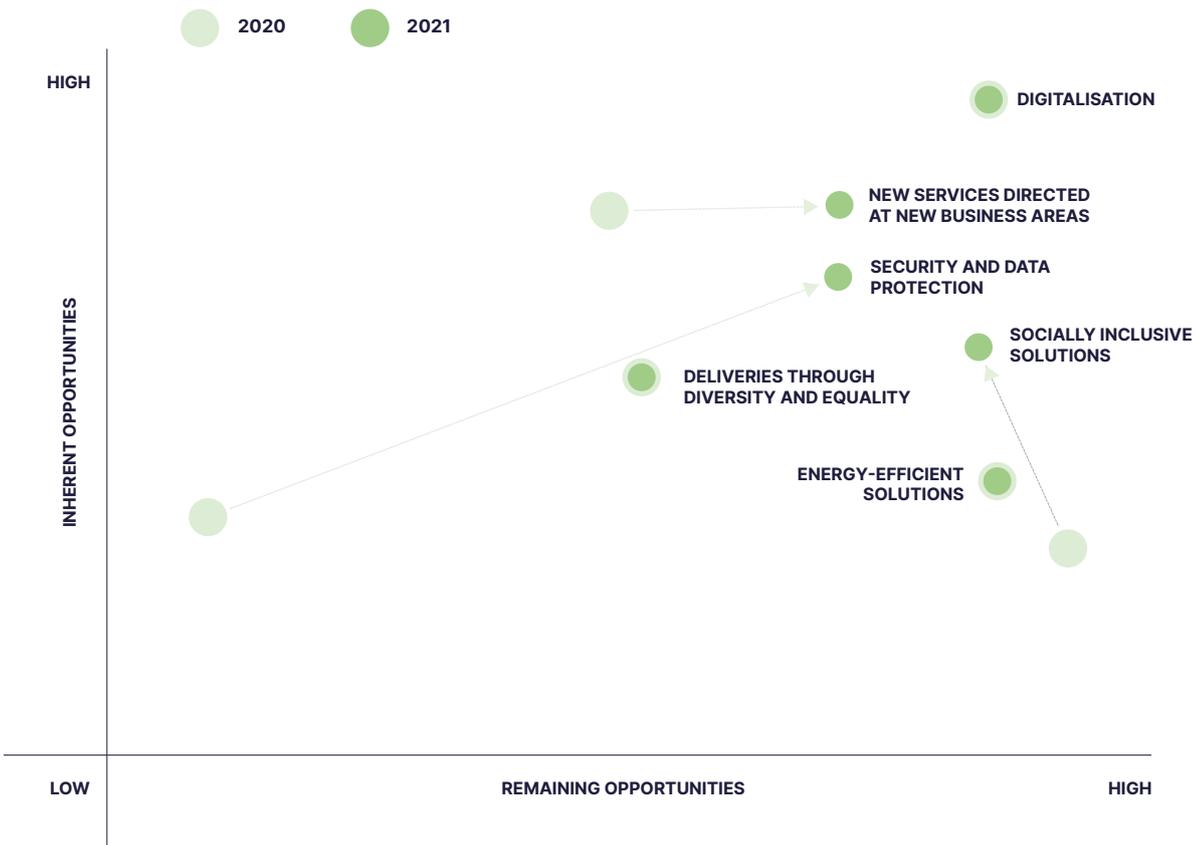


WE WILL LEAD THE WAY AND KEEP OUR OWN AFFAIRS IN ORDER

Materiality matrix focused on risk



Materiality matrix focused on opportunities



Digitalisation

The role of technology opens opportunities for us through the positive effects of digitalisation and subsequent restructurings. Our employees collectively have integrated knowledge of technology, users, organisations and businesses. Through cross-disciplinary collaboration and long-term relationships with our clients, we can jointly identify, develop and implement solutions for sustainable restructuring.

Our clients comprise important societal players in such fields as energy, the public sector, manufacturing, transport and health. Most of these enterprises are engaged in an environmental and climate transformation to meet regulatory requirements, work towards their ESG goals and deliver on the motivation of their employees in order to contribute to the collective attainment of global and Norwegian goals. We are uniquely placed to help companies through this transition and thereby contribute to meeting tomorrow's needs.

We contributed in 2021 via assignments with our clients to making their activities more sustainable and transparent. Examples include establishing data platforms, system solutions for efficiency enhancement and automation, and digital solutions which permit clients to offer new services.

An increase in demand is being experienced in the public sector, and particularly among local authorities, for data platforms and associated services in order to be able to deliver ESG-related services to industry and residents. System solutions are also being sought to reduce local authorities' own energy consumption and environmental footprints. Assignments have included, for example, flood warning technology for Sauda and the City of Stavanger, and further development of services with the City of Bergen based on its data platform. We have also contributed to developing solutions for state enterprises – such as monitoring river flows for the Norwegian Water Resources and Energy Directorate (NVE) and a sustainability barometer for the aquaculture sector together with Barentswatch.

In connection with the transition to a low-emission society and new government rules and requirements, new companies and business areas are being established by existing players. We experienced increased demand from clients in 2021 for developing solutions which yield ESG effects in order to deliver new services through innovative business models or to realise new services and products in the market for company start-ups. Examples of such assignments include a sustainability portal for Asker local authority and work on electric chargers for Zaptec and Easee.

We will work in future on integrating ESG as a component in risk assessments related to assignments. In addition, we want to assess conducting pilots on how we can join with clients in addressing climate accounting, targets for the ESG effect of assignments, and collaboration around reporting.

Positive effect on climate and environmental risk reporting

With our expertise, long-term client relationships and presence in the energy production and distribution sector, we have considerable opportunities to help influence the green shift. That includes serving as a digitalisation partner in this transition –as at Equinor, where we are optimising oil and gas production through tailored solutions. This type of delivery is often re-utilised in other areas, including renewable energy production.

We have also contributed to the development of new solutions for renewables, such as offshore wind power at Equinor. Other types of assignment include developing and implementing system solutions for enterprise management and coordination. We are engaged at Aker BP in realising the Noaka project for reducing CO2 emission through the use of power from shore, and at C4IR in developing services to access data aimed at projects for a cleaner ocean.

Norway's power supply sector is undergoing structural changes, and we delivered a broad range of services to various players there in 2021. Examples of assignments include solutions to optimise energy distribution for Statnett and digitalisation related to wind power for Origo Solutions. Among other projects are solutions commissioned by Sintef Energi for market models to support collaboration between energy companies, data utilisation and development of a data platform and analysis services for BKK, and helping to develop a consumer app at Lyse which will give private consumers insight into and control over their own electricity consumption.

We have also engaged in innovation projects. These include participation in a consortium to resolve a confusing charging market for electric cars on behalf of Powerzeek, with funding from Innovation Norway.

Expertise sharing between sectors

Our assignments in the petroleum and power sectors illustrate market slippage through establishing renewable energy production and the need to transfer expertise between sectors. Players such as Aker BP, for example, are being urged to share knowledge and data, and much of the knowledge, services and technology we develop and deliver is directly transferrable to other industries.

The desire for expertise transfer from the petroleum business also applies to the industrial sector, where we contribute to the transformation of our clients. Among assignments, mention can be made of the Eyde cluster, where we have contributed to improved utilisation and reuse of waste and by-products from Norwegian manufacturing plants. We are also working on the innovative use of virtual and augmented reality (VR/AR), robotics and drone technology in solutions to improve health, safety and the environment (HSE) for field workers at such industrial players as Gassco, Kaefer Energy and eSmart Systems. An ESG assignment with a big impact on reducing CO2 emissions is our engagement at Industrial Green

Tech, where we are supporting work on the proof of concept for capturing 1.2 million tonnes of CO2 per annum from industry in the Grenland region.

With our leading-edge and broad-based expertise as well as cross-sectoral experience, we have been able to contribute to several cluster collaborations related to ESG with an integrated approach from a digitalisation perspective.

Examples of industry clusters and participation in research projects include the following.

- Participation in Industrial Green Tech to elevate the Grenland region into a leading international centre of expertise for reducing GHG emissions in industry
- Participation in the Egersund Energy Hub, a centre which promotes industrial development, research and innovation for sustainability, renewable energy, environmental technology and enhancing energy efficiency
- Participation in the Smart Energy Network, which covers the energy sector and associated businesses
- Assignments from and collaboration with the Eyde cluster to increase value creation by and reduce the environmental footprint of its member companies
- Participation in the Smart Ocean project at the Centres for Research-Based Innovation (SFI) to achieve sustainable growth in the sea
- Member of the Norwegian Offshore Wind Cluster, contributing to the development of this form of renewable energy in global, European and national perspectives
- Member of and active participant in DigiPro, a centre for digitalisation of the process industry

Socially inclusive solutions

Sustainability is also about social conditions in society. Apart from the solutions developed, this is a matter of meeting genuine user needs and not creating technical exclusion or user interfaces which require a high level of digital skill. While digital services can in themselves be inclusive, they may also exclude certain social and user groups.

Engagements during 2021 included the development of services in the health sector, such as solutions for simpler collaboration on analysing cancer samples in collaboration with the IT arm of the Central Norway Regional Health Authority. We have developed a solution to reduce online bullying for the Regional Centre for Child and Youth Mental Health and Child Welfare at the Arctic University of Norway (UiT) and supported the City of Oslo in developing a new data-sharing service for welfare technology and a data platform for pandemic management. We also implemented a manager training programme on digital management for the Norwegian Labour and Welfare Administration (NAV) in Rogaland county.

The public sector is making a big commitment to digitalisation, and we want to continue contributing to a user-driven approach here. That includes insight and user involvement along the way to ensure good user experiences, and we are contributing everything from individual services to deliveries from cross-disciplinary teams.

Energy-efficient solutions

Although IT is an important part of the solution in the green transition, technology and data processing call for large quantities of energy. We are helping to reduce this by researching architectures, coding and designs for more energy-efficient solutions.

Understanding the climate footprint of cloud solutions, for example, and how cloud platforms handle ESG represents a future opportunity for us through suppliers providing better tools for monitoring and control, and through client requirements for documenting the footprint of their value chains.

We signed Microsoft's ESG partner promise in 2021, which includes working purposefully with diversity and inclusion, responsible and ethical artificial intelligence (AI), sustainability and digital expertise. We will work continuously on how we can contribute in this area in collaboration with our clients and partners. We will continue to develop expertise in collaboration with the sector, and include this in our internal schools for the relevant disciplines.

Service development for sustainability

Creating services which contribute to the client's development of new business areas and activities offers us many openings. Put briefly, our opportunities increase with the speed of the transition. The continuous development of our range of services provides assignments which develop participants and thereby appeal to committed employees.

Demand for services which make the client more sustainable and transparent again showed a growth trend in 2021. Examples include advice on digitalisation and sustainability, universal design, and further development of cloud services for more energy-efficient solutions. Using frameworks for sustainable business models has been on the increase in assignments. An example is assistance with starting up an industrial company and improving the circular economy for the building sector at Trøndelag county council.

We continuously develop our own services in close collaboration with our clients and in line with the trends which we see will affect clients and ourselves in the time to come.

Information security and data protection

Security incidents in Norwegian society increased during 2021. Many of the services provided by our clients are incorporated in socially critical infrastructure, which makes it of the utmost importance that they are unaffected. Our services and contributions to deliveries must therefore devote the necessary attention to safety.

We conduct ongoing risk assessments of our assignments, and more than 350 risk evaluations have so far been carried out.

In addition, a number of expertise-enhancing activities were pursued in the information security field during 2021. We use Secure Code Warrior as a learning platform for secure development. Security champions have also been introduced

in all relevant development assignments to increase the attention paid to security. The security toolbox introduced in 2020 was further developed during the year. This helps to ensure that everyone knows their security-related responsibility for the role and context they operate in.

An important factor in ensuring that we create secure solutions for our clients is contributing to internal expertise development. We made a substantial commitment here in 2021, with our IT and security department as well as managers taking the lead and helping to implement measures. Where our own employees are concerned, the concentration on information security begins as early as their first day at work through the introductory course. This is followed up through activities at departmental, regional and group level, as well as in the individual assignments.

We were recertified in 2021 to ISO 27001, which describes best practice for data protection and the requirements of a management system for information security. In addition, we were certified to ISO 9001 on quality.

The digital security picture is constantly changing, and we work continuously as a societal player and supplier to protect our own interests and those of our clients.

We will develop and share expertise on sustainability

As a knowledge company, continuous expertise development represents a basic precondition for job satisfaction and contented employees. That forms part of our ambition. With our sharing culture, we can therefore influence the world by transferring expertise between employees and to our clients and other stakeholders. Our regional and incentive models allow us to help each other achieve our full potential through sharing.

We work constantly to maintain and improve both physical and mental working environments. This involves providing good premises and equipment, interesting assignments, good collaboration, a balance between work and leisure, and much more.

Expertise on sustainability

In order to be proactive and secure assignments where we can participate to influence the world in the right direction, it is important that expertise development also embraces sustainability tailored to disciplines, roles and assignments.

Expertise development and sharing activities were accordingly initiated in 2021 to increase internal awareness around sustainability and ESG. That included piloting our own sustainability school, with cross-disciplinary participation by more than 50 employees. However, development and sharing occur primarily in such arenas as internal conferences, technical meetings and networks, and participation in external courses and conferences. Measures were adopted to integrate sustainability expertise in existing programmes, concepts and internal schools, including:

- a project assignment in the onboarding programme for new employees on developing a solution for a fictitious hydro-power client
- technical event on sustainability in the programme run by and for new graduates and employees with less than two years of work experience
- at least 60 of more than 200 presentations at our internal technical conference dealt with topics relevant to ESG
- presentations to boost sustainability expertise for consultants and project managers, with both internal and external speakers
- introductory workshop with topics on diversity and inclusion, sustainability and sustainable business models
- network-building between disciplines on security and universal design across the organisation
- establishing channels on Slack for sharing and discussion on subjects and disciplines related to sustainability as well as diversity and inclusion
- implementing work meetings on training and developing methodologies to identify the sustainability contribution in consultancy and project management assignments.

We also see the importance of offering work-experience places, contributing as speakers and being “clients”, interviewees and supervisors for bachelor and master’s dissertations in various fields of study, in order to share expertise and provide relevant project assignments.

- Developed lesson programmes for upper secondary schools to teach pupils programming and project work through sustainable casework
- Sponsored Young Enterprise, including the award of the innovation prize for pupils in year 2 of upper secondary school, where we also provided judges
- Served as mentors during an Innovation Day for engineering students at the Western Norway University of Applied Sciences
- Involved 49 students through our summer-job programme in testing how the consultant role functions in practice in our group by working on genuine and socially useful projects for the City of Stavanger, Lyse, the NVE and SFI Smart Ocean
- Helped to launch GoForIt, together with such partners as ICT Norway, the University of Agder, the Norwegian University of Science and Technology (NTNF) and Sopra Steria, in order to identify knowledge requirements, encourage research, contribute to public debate and develop relevant educational programmes in order to lay the basis for sustainable social changes
- Organised student hackathons and workshops concentrated on ESG for higher education institutions nationwide
- Been a partner of Microsoft’s student hackathon to help the City of Bergen overcome challenges associated with electric scooters

In the same way, we appreciate – as a knowledge company with experience from a variety of sectors – the importance of sharing knowledge as well as encouraging collaboration and sharing of experience with our clients and partners. Examples of arenas include the following.

- The Arendal Week, with a debate related to the launch of the report on data protection in schools. This resulted in broad coverage in national media and the launch of a podcast on the subject
- [bouvet.no](https://www.bouvet.no), where employees have published a number of technical articles on such topics as sustainable business development, change management and security as well as diversity and inclusion. We have also published four podcasts concerning the subject on our “Bouvet bobler” podcast channel
- External conferences such as Nokios, Global Impact, Practical Project Management (Norwegian Computer Society), Digitalisation, Energyworld and Yggdrasil, where employees have been speakers
- External podcasts, where employees have been studio guests
- Articles in the trade and technical press

We will continue developing our own expertise and our engagement with sharing in assignments and in research and development, with potential future employees and in both physical and virtual arenas. In this way, we are further developing the #bouvetdeler concept to encourage sharing both internally and externally.

ESG in a recruitment context

The ICT sector is experiencing tough competition over recruiting able employees. Demand for IT expertise is high, and this is expected to persist in coming years because of the rapid pace of digitalisation. Employees today expect the companies they work for to take the lead as good examples by showing environmental consideration and maintaining high standards of ethics and morals.

We were rated in 2021 as the fifth most attractive workplace among young professionals – regardless of sector – by Academic Work. This is our best-ever placing. We work in a structured way on recruitment and employer branding in order to be relevant for a range of candidates and to employ people on the basis of objective criteria. Support for our managers in this work was improved during 2021, and a recruitment toolbox has been developed.

Our message was reinforced in 2021 to highlight our values, everyday being and personality. A reputation and recruitment campaign entitled “We are tomorrow’s builders of society” was launched late in the year. It builds on our vision of taking the lead and constructing tomorrow’s society. An important element in the campaign is that the models are our own employees, who demonstrate our breadth in terms of disciplines, ages, genders, backgrounds and regional affiliation.

We conduct annual employee surveys to see how we stand in our efforts to make continuous progress on job satisfaction and wellbeing. The term “hands on” applies to our relations not only with clients, but perhaps most importantly also with the individual employee. It is important for us that each of our employees is part of our corporate culture, develops it further

and creates an inclusive working environment. We will all seek to be flexible in our collaboration with colleagues.

In December 2021, we distributed our first employee annual report, which is available at [bouvet.no](https://www.bouvet.no). This document concentrates on our most important asset – namely the people. Our employees themselves put into words what it is like to work for us, and tell their own stories about contributions to sustainability.

We will embrace an inclusive and diverse culture

Our employees, clients, investors and other stakeholders are concerned about how we work with ESG in our own operations. That applies not least to the way we contribute in practice to diversity and equality in the workplace and in the industry. However, diversity is not something we pursue because clients request it. Put briefly, diversity promotes job satisfaction, innovation and value creation.

Diversity’s positive influence on deliveries

Diversity is about gender, ethnicity and beliefs – and gender, skills, traits and experience. Considerable diversity gives us a broader perspective and increases our understanding of client requirements and of each other. We are concerned to ensure that each and every one of us can be ourselves, develop personally and participate in a community. Secure and motivated employees who feel valued for their contribution provide the best conditions for increased innovation, results in assignments which ensure personal development and high employee and customer satisfaction.

We have a broad range of services, employ than 1 850 people and have existed as a company for almost 20 years. That provides a diversity of personnel, giving us the scope to put together teams based on the challenges to be overcome and an awareness of personalities and personal chemistry in their composition.

Well-entrenched teams are also a good platform for including and developing newly graduated employees. The demand for cross-disciplinary teams means that we work continuously on how to strengthen our diversity and further develop our sharing culture.

Demand for teams continued to increase in 2021. One example was Equinor, where our team is involved in several digital initiatives which contribute to optimising production, reducing emissions, and ensuring more secure and efficient planning of operations at the company’s producing facilities offshore and on land. The team comprises various specialist disciplines and personnel of differing ages, experience, ethnicity and gender. Ensuring that new employees quickly become part of well-established teams is important for the individual and valuable for the client. It provides a transfer value to other assignments.

We are a big player in a sector with few women in leading positions. As a group, we have the opportunity and the commitment to contribute to increased equality and diversity

in our organisation and the sector as a whole. We therefore work consciously to increase equality and improve the gender balance in our group and the industry. This is a long-term job, since the current gender division is already unbalanced in terms of educational choice and technology interest among young people.

To increase knowledge of the sector and all the exciting jobs we do, we contributed in 2021 to Kodecafé and Girl Tech-Fests in Bergen, Oslo, Stavanger and Haugesund with specialists to teach girls coding. We also continued our involvement in Teach Kids Coding.

Our own Therese Lindblom was named one of Norway's 50 leading women in tech on International Women's Day 2021 by the Association of Norwegian Knowledge-Based Enterprises and the Oda network. A good gender balance in senior management and highlighting female role models help to increase the female proportion in general.

Our internal diversity and inclusion network works to enhance knowledge about and awareness of diversity, equality and gender balance through the Diversity Talk lecture series, workshops and networking. This network allows everyone in our group to get involved and participate in diversity work.

Further information about our work on equality and anti-discrimination is provided in the chapter concerning the statement on equality and anti-discrimination in this annual report.

We will lead the way and keep our own affairs in order

Our biggest external influence on sustainability comes from working with our clients and partners. Nevertheless, we must have our own house in order with regard to such aspects as the natural and working environments, equality, discrimination, diversity and ethics, and what such attention creates in the form of precedents for our other indirect work. Exerting influence must begin from within.

Environmental footprint

Our environmental footprint is small where our own data processing is concerned. Even if we cannot have the same effect here as in our assignments, however, it is important that we collectively exert an influence through continuous improvements. The Eco-Lighthouse framework and ISO 14001 give us tools for this.

The world and Norway are devoting attention to CO2 emissions, and the use of emission allowances and CO2 taxes as instruments can be expected to increase in the future. We collect annual figure for our environmental footprint, which are collated in a climate accounting. This equips us to work actively with reductions and to set improvement targets.

The position in 2021 was that we owned no offices of our own. When securing new leases, we will set environmental requirements for the buildings concerned and emphasise such

matters as sensor control of power and ventilation, good waste sorting opportunities, a transport-hub location and cycle parking.

We have pursued conversations with the owners of our existing offices in order to assess measures which can make the buildings greener and more energy efficient. During 2021, when most of our staff were transferred to home working, we asked ourselves how we could be an environmentally certified group in these circumstances. That led to the Bouvet Clears Up campaign, with a concentration on intelligent environmental choices and activities in each individual's own neighbourhood. The campaign aimed to share experience, tips and proposals for an environmental commitment across the organisation. Content about our environmental and sustainability work on the intranet was developed further. A cross-regional editorial group has been established to work together on continuous updating of this content.

In our regional model, the regions determine their own environmental goals and measures. That ensures employees are hands on in influencing actions and results. This is in line with the way we operate in every area. Sharing expertise, improving own operations, choosing assignments and contributing to research projects and in the local community are examples of local engagement.

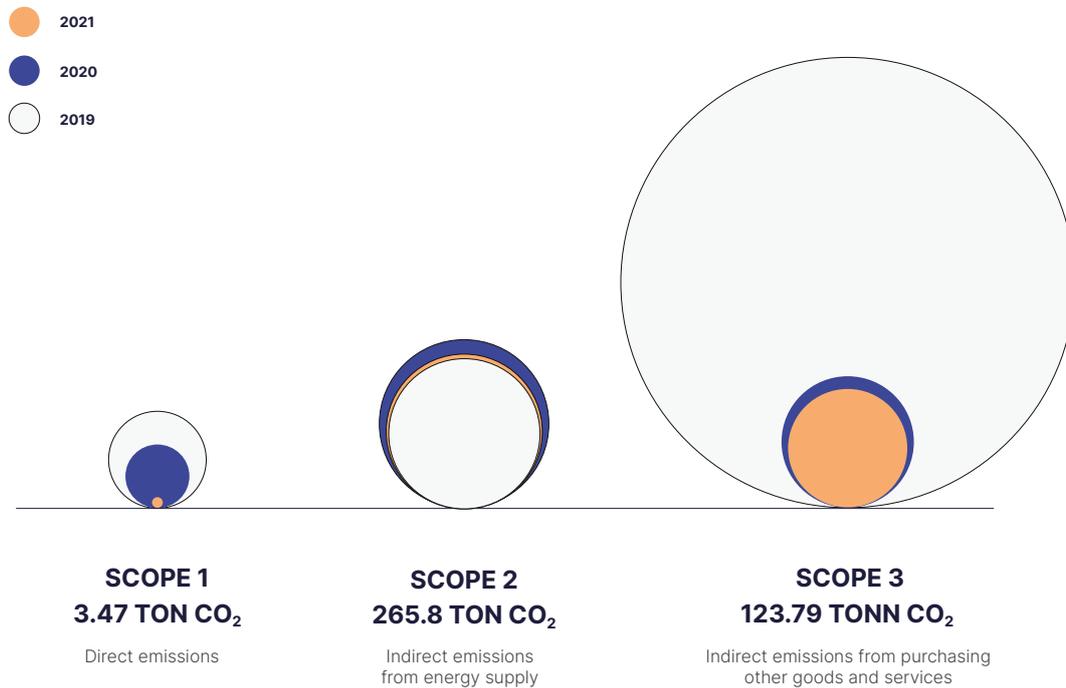
Different regions will pursue varying approaches in the future, based on their own market, clients, dimensions and services. That allows us to develop and try out different measures in every area, from CO2 emissions and waste handling to canteen operation and processes related to service development. When the results are shared, these measures can be adopted, modified or further developed by other regions.

As in 2020, the year was characterised by the pandemic, with closed offices and reduced travel. That is reflected in our environmental footprint. Travel is expected to remain lower after the pandemic compared with earlier years because new routines for remote working have been adopted.

All our own offices in Norway are Eco-Lighthouse certified. We also secured certification to the ISO 14001 environmental standard in 2021. Our environmental management system describes how we systematically pursue measures on an everyday basis in order to reduce our own environmental burdens, including the climate accounting presented in the figure.

Our environmental work also covers supplier management and the working environment. During 2021, we improved and quality-assured these efforts. That including upgrading the base data for reporting, highlighting and communicating in addition to continuous improvement of routines and processes. Better insight equips us to set higher standards for ourselves and increase motivation for stretching further.

Climate accounting



We will continue our efforts to involve the individual employee, capture sharing initiatives across regions and areas, and constantly develop how we work with the Eco-Lighthouse and the requirements specified in ISO 14001.

Awareness and openness around our work on sustainability

ESG will impact most of our areas of involvement. We are therefore working to enhance awareness in the organisation and our entire value chain. Our communication principle is “show, don’t tell” – we will be open and show what and how we work. That also applies in relation to our clients and partners. Adopted ISO standards will give us a basis to ensure knowledge and openness in the organisation and quality for the client.

We work continuously to create an open and secure organisation which allows us to stand together over what we do and be conscious of what needs further development.

Competitiveness through sustainability requirements in our own group

Our clients have greater awareness of and are paying more attention to their own supplier chains and sustainability in their operations. This means they have started to set requirements for us as the supplier and for our transparency. That is reinforced through current and forthcoming regulations. Increased emphasis in procurement is being placed on climate

and environmental considerations as well as social aspects. Greater weight is likely to be given to ESG aspects as criteria for awarding contracts. Sector-based qualification schemes are also devoting ever more attention to ESG. During 2021, we were audited by two different qualification schemes without nonconformities being identified. We will constantly pursue our own development, transparency and communication in this area in accordance with customer requirements and needs.

Materials and energy consumption

The circular economy is a concept which describes extending the life cycle of products and resources with the aid of repairs, recycling and a sharing economy. Long-term and sustainable management of resources is a basic principle in the Norwegian government’s policies. All our offices have established waste sorting and guidelines for procurement and waste handling. We measure our waste and include this in our climate accounting.

Clear procurement guidelines ensure that we make good assessments before placing orders, and cover such aspects as clarification of needs, supplier management, and the product’s environmental footprint. They must be observed by everyone in our group involved with procurement, whether that relates to consumables for our own operation, services, promotional items or other purchases.

Environmental marking of the main IT equipment categories

| PRODUCT | ENVIRONMENTAL LABELLING | |
|----------------------|---|--|
| PCS |  |  |
| MACS | |   |
| SCREENS |  |  |
| PRINTERS/ COPIERS |  |  |
| TONER |  | |

ICT equipment our the largest procurement category. Considerable packaging accompanies these purchases, and the products will also eventually become waste. We work to minimise the latter by extending the working life of PCs and Macs and buying in bulk to limit the need for packaging. The working life of our PCs and Macs is close to four years, and we introduced a new procurement policy in 2021 with the aim of further extending their lifetime. Those machines we can no longer use for work are largely transferred to private ownership or used for spare parts. Others are recycled.

We will continue to motivate our employees to reduce their own electronic waste through incentive schemes which extend the working life of computers, mobile phones and other electronic equipment.

Because our growing workforce creates a need for more equipment, our ICT procurement is nevertheless increasing.

Security and data protection

Information security is more important than ever, both because IT structures are becoming increasingly complex and because cyber crime has expanded sharply. We take a structured approach to security and are certified to ISO 27001.

Digital nanolearning was introduced in 2021 for all employees to enhance their understanding of and vigilance over information security. We also increased the number of internal resources working on this issue.

Details of our information security management system (ISMS) are easily accessible. All employees must sign a declaration that they have read and understood our security instructions, and regulations for information security are incorporated in job reviews in order to underline the importance of and expectations about expertise and execution. Managers receive ongoing expertise enhancements on information security to ensure their ownership of the management systems.

We conduct a business impact analysis annually and when required, with a review of all aspects of information security. The results are utilised in our continuity planning.

All machines are administered centrally to ensure that they have the latest security updates and anti-virus systems at all times. A number of monitoring systems equip us to react quickly when a problem arises, and a separate channel has been established for employees to notify security deviations. This contributes to continuous learning.

The digital security picture is constantly changing and, as a societal player and supplier, we will work continuously to protect our own interests in line with our certifications and responsibilities.

Environmental destruction, corruption and working conditions in the supplier chain

Through dialogue and by defining our code of conduct, we have the opportunity to influence our own suppliers. Our broad range of clients, our many and large assignments and our large network based on assignments and partnerships, mean we are influential when conducting a dialogue with suppliers on ESG-related issues.

Our approach to the supplier chain will be ethical and transparent, and we will exert influence and pose challenges so that we can help each other to achieve our full potential. Our environmental management system will encourage intelligent behaviour on the environment and climate. That includes looking at our own suppliers and choosing as far as possible those who can document good behaviour. In 2021, we drew up a code of conduct for suppliers which is available on our website. This describes our requirements for anyone entering into a supplier agreement with us and partnerships.

Our PCs/Macs, monitors and printers/copiers are eco-labelled products, which means they fulfil criteria related to environmental and social responsibility. We use two large suppliers of IT equipment, Apple and Lenovo. The latter notes in its sustainability report that all its factories are certified to ISO 9001 (quality), ISO 14001 (environmental management) and ISO 45001 (HSE). Apple has carried out analyses of environmental and social conditions and accessibility in order to select its priority areas.

Ethics, integrity and anti-corruption

We have a clear code of conduct for our employees. This is particularly important for us as a consultancy to ensure trustworthy behaviour as an employer and in relation to clients, suppliers, owners and other partners. This code emphasises that we will always give the client the advice which is best for it, observe applicable legislation and statutory regulations, and require employees to show respect for others in their work – in both formal and more informal contexts.

We regard all forms of corruption as unacceptable. Everyone who represents us must be open and trustworthy. Expectations about how our own employees behave derive from a code of conduct which is available on [bouvet.no](https://www.bouvet.no) and also incorporated in our programme for new employees and managers. We worked in 2021 to clarify our expectations for our own ethical behaviour. One whistleblowing report was received in 2021, and was dealt with in accordance with our whistleblowing routines.

Human rights and decent work conditions

We are conscious in our procurement of the need to safeguard human rights and working conditions and to avoid conflict minerals in our supply chain. That also includes our sub-suppliers. Our procedures are described in our management system, which builds on the three international standards we are certified to – namely quality (ISO 9001), environmental management (ISO 14001) and information security (ISO 27001).

A code of conduct was developed in 2021 for our suppliers and has been published on [bouvet.no](https://www.bouvet.no). Our conformity declaration commits us to complying with all relevant legislation, statutory regulations and conventions related to key areas such as data protection, information security, business conduct, HSE, human rights and working conditions. These are communicated regularly to the organisation through expertise-enhancing activities, such as specialist schools and the management training programme, and in our onboarding programme for new employees.

We work closely with our biggest clients and a variety of industry associations in order to influence compliance and behaviour by our major platform and technology suppliers in key areas.

In the time to come, we will continue developing our own procedures for due diligence assessments with an eye to HSE, decent work conditions, discrimination and human rights, security, quality, the environment and sustainability in order to conduct the necessary evaluations and risk assessments of relevant business contacts, such as partners, subconsultants and suppliers, as an integrated part of our management system.

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