

# SUSTAINABILITY REPORT



bouvet

2022

WE LEAD THE WAY AND BUILD  
TOMORROW'S SOCIETY



## Bouvet in brief

We are a leading consultancy for IT and digital communication, able both to understand the client's business and to work together with it on good and long-term solutions. We are a strategic partner for many enterprises and, because of our broad range of services in IT, design, communication and enterprise management, are often chosen as a turnkey supplier.

Our tight relationship with clients arises because all our assignments are conducted to strict standards of security and trustworthiness. We have a regional model which cuts bureaucracy, shortens decision paths and provides great adaptability in helping clients to overcome their challenges.

Close ties are a precondition for the job of creating solutions of ever higher quality and complexity. When overcoming challenges for and with important societal players, we help to develop society – and can view ourselves as among its builders.

# Sustainability

We in Bouvet take our corporate social responsibility (CSR) and sustainability seriously. Our vision of “we lead the way and build tomorrow’s society” shows that we want to contribute to long-term value creation with attention concentrated on the three ESG pillars in sustainability – climate and the environment (E), social responsibility (S) and corporate governance (G). Even though generating economic value is important for every enterprise, we also create non-economic value. 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.”

**“Sustainable development is about incorporating such sustainability aspects as health, the working and natural environments and principled business conduct in everything we do. Our biggest contribution in Bouvet to sustainable development is the job we do every day together with our clients. Put simply, we contribute to long-term and responsible societal development through digitalisation and data-driven change.”**

– Per Gunnar Tronsli, CEO



# Our approach

## Strategic platform

We aim to provide positive spin-offs for society. Our vision of “we lead the way and build tomorrow’s society” defines the direction of our CSR and work on sustainability. Our ESG approach therefore builds on our existing strategic platform and management principles.

Our concentration on long-term client relationships and profitability over time is important for our ability to share in client goals for sustainability. Our strategic platform also involves being the best workplace. That includes sharing resources and knowledge, and being open and credible as well as hands-on with clients and our own colleagues in order to see the big picture.

Our regional model is key to realising our strategic platform and ESG approach.

## Goals

As a consultancy, we can contribute digital expertise and an ability to deliver which allow our clients and other stakeholders to develop the world in the right direction. With a broad range of services and clients in many key sectors, we can influence all the UN’s sustainable development goals (SDGs) both directly and indirectly. Therefore, we will not select any of these specifically, but rather work with the goals wherever this is natural. That allows us to remain opportunity-oriented and long-term, which is important for us.

The world and Norway face substantial changes in order to meet the international climate goals set by the Paris agreement, which Norway has committed to. It 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 and devote great attention to it.

## Management structure

Our regional model means that each region chooses its own priority areas and goals, based on our strategic platform and shared priorities. That provides direction and principles for taking decisions, while making provision for each region to have both the opportunity and the responsibility to adopt local measures without long decision chains and bureaucracy – and often as a result of client needs or employee initiatives. In that way, different approaches can be tried out quickly. At the same time, we have channels and structures for knowledge-sharing which allow experience to be shared across the organisation. We want employees to contribute, learn from

experience and pass such lessons on, and our values and management principles support this.

This approach is crucial for our ability to accept CSR and to act and develop in a sustainable direction on questions concerning the climate and the environment, social responsibility and enterprise management. We also work all the time to improve structures and processes, and must constantly apply and increase expertise among our employees and clients both before and in assignments.

Responsibility for sustainability is entrenched in the management and the board as described below

- Board of directors – overall strategic responsibility
- 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
- 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 facilitating the development of managers with regard to ESG-related subjects as well as for codes of conduct and activity and reporting duties
- Vice president communication – responsible for internal and external communication with our stakeholders

## Government requirements, standards and international guidelines

Our work will accord at all times with applicable government requirements. In addition, we observe 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 (SASB), and draw on the guidelines from the task force on climate-related financial disclosures (TCFD) when discussing climate-related recommendations. Our clients expect sustainability to be incorporated in assignments, and our partners know they must deliver in line with the sustainability goals.

We work continuously to be open and transparent with reporting and information, both externally and internally. Our communication principle is “show, don’t tell”. We will be open and show both what we work with and how we do it.

The EU taxonomy for sustainable activities was introduced in Norway on 1 January 2023. Our business is not subject to reporting requirements pursuant to this taxonomy for the coming financial year.

# Our value chain

Our value chain tells us how we can work on the ESG pillars of climate and the environment (E), social responsibility (S) and corporate governance (G). It also says something about how far we have sufficient influence to contribute positively to ESG.

The value chain shows that, as a knowledge company and consultancy, we exert the greatest influence through our contributions to assignments and in collaboration with clients. Through long-term client relationships, we accompany them on their sustainability and change journey. A number of clients have a long transformation voyage ahead of them as part of the green shift. That applies particularly to those in

emission-intensive industries such as oil and gas and manufacturing. We opt to contribute here with our services and execution expertise.

Where the social responsibility pillar is concerned, we are looking together with clients at the social and organisational consequences of digitalisation in order to take care of the social and societal aspects of work on this.

The value chain and our strategic platform form the basis for daily decisions about how we utilise resources and solve dilemmas which arise from the complexity of the sustainability issue – and which therefore carries us forward.

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

● LOW IMPACT    
 ● MEDIUM IMPACT    
 ● HIGH IMPACT

# How can we influence the world, and how will the world influence us?

## Our approach to investigating and mapping

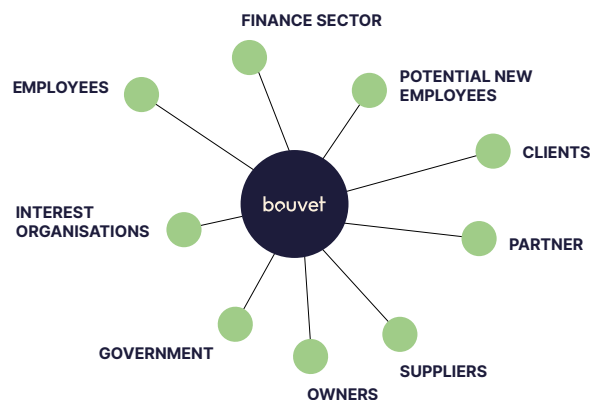
In 2020, we collaborated with Ernst & Young to conduct a wide-ranging materiality analysis based on Euronext's ESG reporting guide from January 2020. Conversations were held in that context with managers, sales personnel and employees as well as with owners and clients. This analysis was updated in 2021 and 2022 through interviews and work meetings with managers, sales personnel and employees as well as various other stakeholders, such as clients, owners and investors. Megatrends and regulations were also reviewed.

The corporate sustainability reporting directive (CSRD), due to come into force for the 2024 accounting year, represents a more extensive reporting standard. We are already working to implement a number of measures related to the climate and environment, social responsibility and corporate governance dimensions. These include double materiality analyses, the Norwegian Transparency Act, equality, and the reporting duty. Finding the right data to report and involving the whole value chain are time-consuming. That makes it important for us to work continuously with an eye to the standards applied by the CSRD. During 2023-24, for example, we will adapt to new standard by:

- adjusting and revising the materiality analysis
- providing further training in the organisation
- building processes to acquire data and ensure reporting accords with the European sustainability reporting standards (ESRS) in order to comply with the new requirements.

## Our stakeholders

Many institutions, businesses and individuals will affect us in different ways – and be affected by us. Through dialogue and our hands-on principle, we constantly acquire a better understanding of the way we can contribute positively through assignments and other forms of collaboration. Insights from our own employees will also be an important factor here.

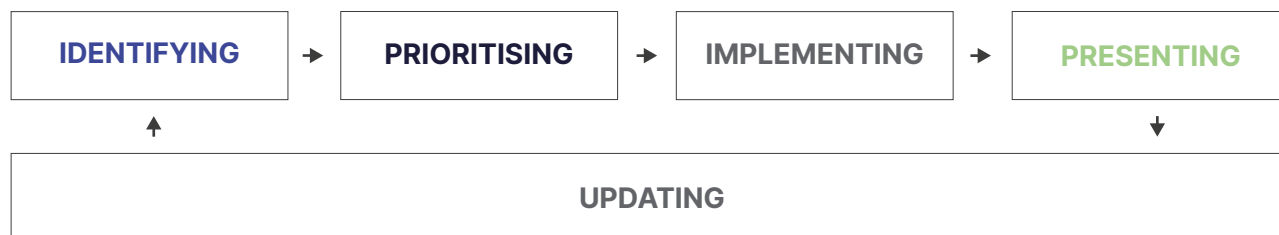


Understanding our stakeholders, their expectations and their ambitions is important in our own development work. Greater insight is achieved through formal and informal dialogue – and by participating in fora for sharing knowledge and experience.

We have identified what our stakeholders consider important, and can make special mention of the following:

- Employees. Our employees are concerned with what we as a group can contribute in terms of sustainability, how we can do it – and how the individual can take the initiative and contribute.

## ESG Reporting Guide



■ MATERIALITY ANALYSIS ■ ENTERPRISE MANAGEMENT ■ COMMUNICATION

Source for the diagram: Euronext's ESG Reporting Guide target 1.5 C of 2022. <https://info.euronext.com/esgguide/>

- Potential new employees. An enterprise's strategy, CSR and contribution to sustainability, and the experience of its values are important in choosing a new employer.
- Clients. Many of our clients have big sustainability ambitions. These could involve specific goals in the existing business model or be part of a bigger transformation. Clients also make bigger demands on us as a supplier and as part of their value chain.
- Suppliers. Paying greater attention to sustainability throughout the value chain and the introduction of the Transparency Act create change and progress at our suppliers. This will affect our business.
- Partners. Our cloud partners, in particular, are working continuously on new services and tools to reduce the climate and environmental footprint of data storage. Dialogue and expertise-sharing with our partners in this work are important in our assignments. Our work on the Transparency Act will also affect these relationships.
- Interest organisations. The ICT sector is particularly important for the individual enterprise and for Norway as a whole in reaching their sustainability goals. Through interest organisations, enterprises can collaborate, share expertise and experience, and contribute to joint initiatives which include influencing the value chain in accordance with the Transparency Act.

- Owners. Their concerns include a long-term approach and our contribution to societally useful assignments, as well as our internal culture and strategy for sustainability work.

Other stakeholders include government, society at large and the financial sector, which set requirements and have expectations of us and our progress.

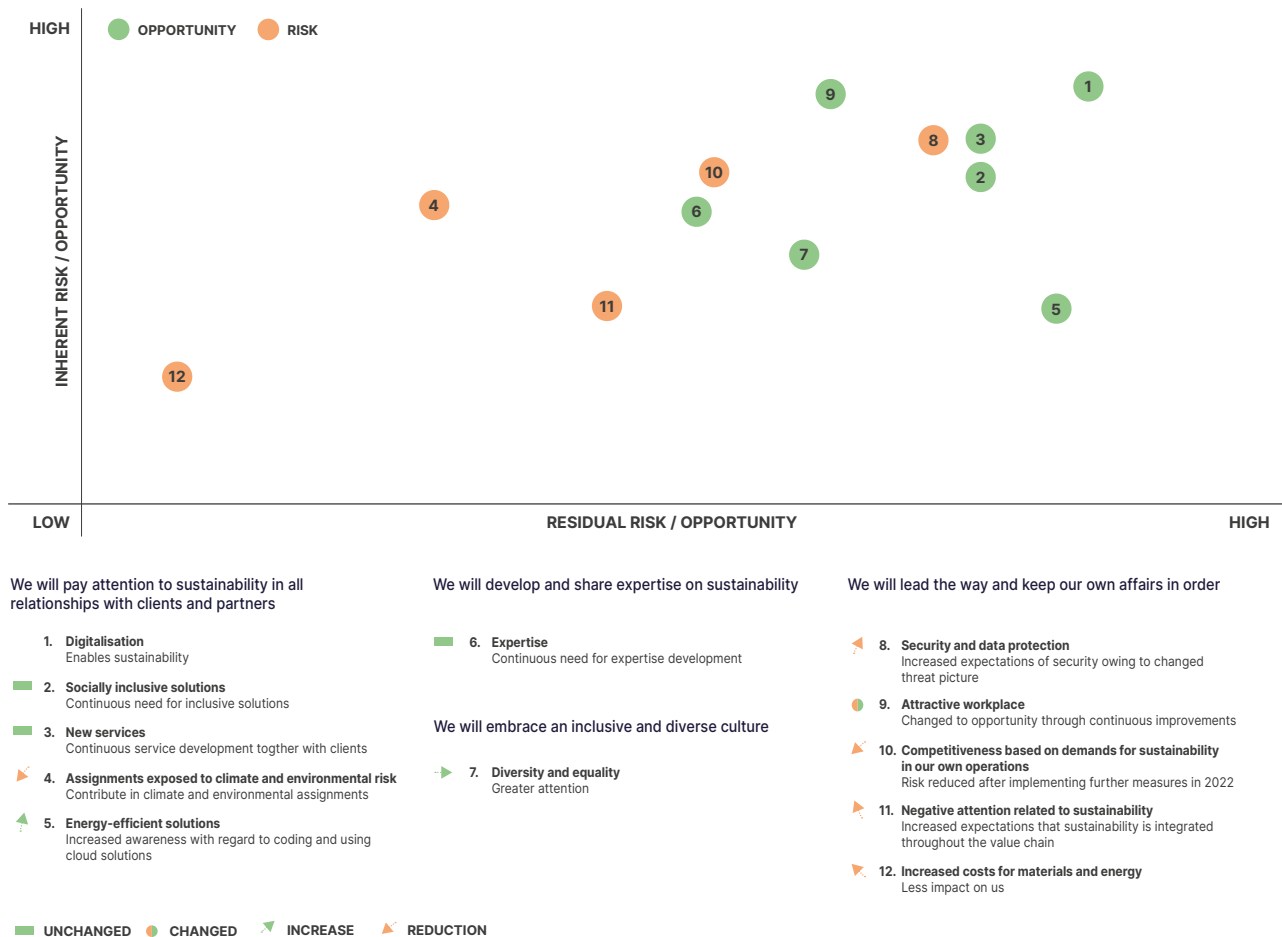
## Double materiality analysis

Risks and opportunities in sustainability work emerge from our double materiality analysis. This analysis, the mapping of opportunities and risk which has been done, and the analysis of causes therefore underlie the choice of measures initiated, assessment of the results and future action in our ESG priority areas.

This is additional to applicable regulations, which are being worked with actively in the four priority areas (see below). Identified risks and opportunities are close to our business concept and integrated into regional plans and daily assignments.

Our updated double materiality analysis for 2022 is presented below.

## The double materiality analysis for 2022





**We participate in several industry clusters and research collaborations**  
An example is SFI Smart Ocean, which looks at how information from the sea can be collected and utilised. We are contributing our expertise on data platforms.



**In collaboration with us, Stangeland Maskin** has assembled all its information on a data platform. This has laid the basis for several innovative solutions which, among other things, help to reduce machinery use and the climate footprint.



**Norwegian Environment Agency, Rovbase**  
The large carnivore database (Rovbase) is an enterprise-critical tool for gathering important information to manage bear, wolverine, wolf, lynx and golden eagle populations in the Nordic region.

**New emergency medical centre**  
The City of Tromsø is creating a new emergency medical centre. Our cross-regional team is contributing by identifying defined patient pathways with the aid of service design.



**You have the right to grow with us**  
We take active steps to ensure that each individual working for us has the best possible conditions and becomes the best possible person.

In assignments for clients, this means that collaboration, cross-disciplinary working, a proactive approach and dialogue are crucial for creative problem-solving. Here we work together, and hit the target together.

We don't like being pushy. We also want to give you time both to deliver quality and to develop professionally.



**Collaboration for the green shift**  
GoForIT is a unique collaboration project between academia and business, created to coordinate the necessary commitment to expertise on sustainability.

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

We will embrace an inclusive and diversified culture



**LONG-TERM APPROACH**

**RESPONSIBILITY**

We will develop and share expertise on sustainability

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

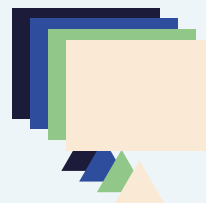
**Employee annual report**  
We call it an annual report, but it's not full of sector diagrams illustrating our financial achievements. It's about our most important asset – our people.



**Bouvet bubbles**  
We share our expertise on sustainability as a subject not only through external podcasts but also in our own Bouvet bubbles podcast channel.



**Our certifications**  
Quality (ISO 9001)  
Security (ISO 27001)  
Environment (ISO 14001 and Eco-Lighthouse)



**Depreciation period for new PCs extended from three to four years**



# Our priority areas

We have had four priority areas since 2020:

- 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

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

### Our analysis

#### Digitalisation

Digitalisation is a large part of the solution in work on sustainability and ESG. Changes in digitalisation and sustainability are so extensive, complex and mutually dependent on each other that the EU calls it a “twin transformation”.

Our clients comprise important societal players in such fields as energy, the public sector, manufacturing, transport and health. They are engaged in an environmental and climate transformation to meet regulatory requirements, work towards their ESG goals, and deliver on the motivation of their

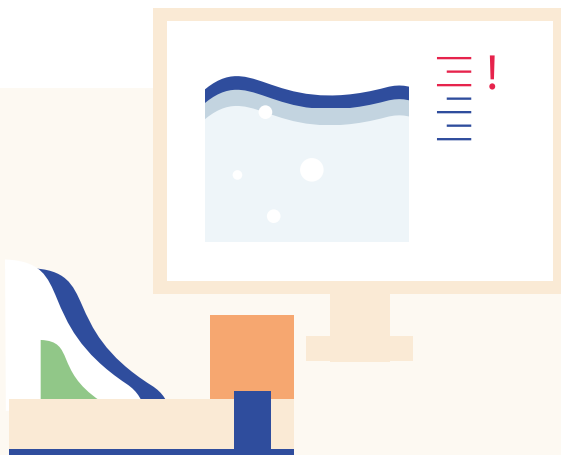
employees in order to contribute to the collective attainment of global and Norwegian goals. A growing commitment is being made by clients to sustainability, leading to increased knowledge about and greater attention being paid to the effectiveness of digitalisation.

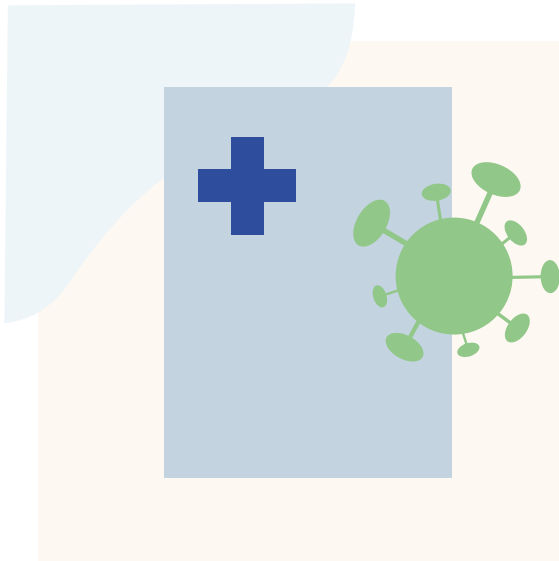
Through collaboration with clients, we can pull the world in the right direction. Our personnel collectively possess an integrated knowledge of technology, users, organisation and business. Crucial requirements in ensuring that digitalisation work yields a long-term benefit are a cross-disciplinary approach to and expertise on handling development and change.

#### City of Bergen

Detecting blocked or leaking pipes is extremely important in preventing pollution from sewage systems. Together with Bergen's water company, we have investigated how such faults can be found quicker and more efficiently. The solution was a machine-learning (ML) model.

[Read more](#)





### Health agency, City of Oslo

Pasinfo is the central data platform and ecosystem for health data in Oslo. We supported the further development of this tool so that it could handle data and digital requirements during the Covid-19 pandemic. That included solutions for ordering tests, following up infected people and their close contacts, invitations for and management of vaccination, and the data basis for official statistics.

[Read more](#)

### Socially inclusive solutions

In the public sector, and particularly in health care, digitalisation means delivering on important societal missions with socially inclusive solutions.

A number of services are being digitalised, but work is still needed to ensure that choices are sustainable in the long run and have the right effects. The concentration on users and desired effects increases the need for design services and organisational development in order to extract value from digitalisation initiatives. Making use of data in this work will be important.

Increasing notice is being taken by the public of unfortunate and unintended consequences of digitalisation. That means greater attention being paid to digital social responsibility and to digital technology being socially, economically and environmentally responsible. Big demands are also being made to concentrate on users and organisational development.

### New services

Our clients need to secure the right expertise for the assignments they award in order to develop their business in a sustainable direction. Many opportunities therefore exist for us to create services which contribute to client progress and transformation in this area. The constant development of our product range offers expertise-enhancing jobs which appeal to committed employees. This is pursued continuously in close collaboration with our clients and on the basis of the trends which we see will exert an influence.

### 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 must help to reduce this by researching architectures, coding and designs for more energy-efficient solutions. Our clients are showing greater attention to the environmental aspects of platforms and solutions.

### Assignments exposed to climate and environmental risk

Assignments exposed to climate and environmental risk represent a mixed bag, posing several different dilemmas. Norway has won the world's confidence to supply Europe with energy. This increases the willingness to invest in oil, gas and renewables. At the same time, climate considerations are increasing the need and pressure for shifting to renewables. That involves both transition risk and opportunities for us.

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 and assist clients in reducing their emissions.

### Measures and results in 2022

#### Client assignments

We had a repeat business rate from existing clients of 97.7 per cent in the 2022 accounting year. With our long-term client relationships, we are well positioned to help them reach their goals and deliver on their societal mission. That includes helping to digitalise the client transformation required by the green shift in such sectors as oil/gas and power supply.

#### Participation in industry clusters

We continued our collaboration in 2022 with various clusters and industry associations. We contribute leading-edge and broad-based expertise as well as cross-sectoral experience. This is important for us with regard to our vision of building tomorrow's society.

#### Participation in research projects

We continued to contribute digital expertise and domain experience to research projects.

## Service developments in digitalisation and sustainability

We have services which contribute to developing new business areas and services at the client, as well as making them more sustainable and transparent. Examples are advisory services on digitalisation and sustainability, universal design, and further development of cloud services for more energy-efficient solutions.

We continue to develop our own services constantly on the basis of trends we see will affect clients and ourselves in the future. This is largely pursued through collaboration with clients.

## Results

### Clients and assignments

- We are experiencing increased demand for assignments with a big impact on ESG in such sectors as energy, industry, health and the public sector. Among clients, mention can be made of Statnett, Skagerak Energi, Boliden, Glencore Nikkelverk, Equinor, the Norwegian Coastal Administration, Kolumbus, Innomed, the Norwegian Health Network, the Norwegian Environment Agency, Norlandia, the Norwegian Public Roads Administration and the Norwegian Labour Inspection Authority.
- Increased volume of assignments for restructuring and transformation to renewables in the oil and gas sector, with Equinor and Aibel as examples.

### Services

- One effect of the complex landscape is rising demand for deliveries from cross-disciplinary teams.
- Growing demand for our services in cloud technology, data platforms and low-code for using the client's own data.
- Increasing need for services such as service design, design thinking and change management in order to achieve desired goals.
- More attention being paid to integrating information security and data protection in the services as a result of the changed threat picture.

## Networks and research projects

- Participation in such programmes as SFI Smart Ocean, a centre for research and innovation which looks at how data from the sea can be collected and utilised, and Spot-On, which has explored and developed a solution for charging electric cars.
- In 2022, we became a member of Avfallsforsk, a leading network for waste-related research and development. See [bouv.no](http://bouv.no) for a full overview of cluster collaborations.

## Further measures after assessing the results

Based on the work done in 2022, we see the need to continue:

- being hands-on with long-term clients in order to play the roles of driver for and contributor to sustainability and digitalisation work.
- developing services in close collaboration with clients, so that we remain relevant to their work on sustainability and digitalisation.
- paying attention to cross-disciplinary team deliveries which resolve complex digital issues in close collaboration with clients.
- building familiarity with and knowledge about our expertise and ability to execute, and the effects which the breadth of our service range can realise.
- developing our attention to and expertise on security integrated in our solutions.

These measures are viewed in relation to our commitment to strengthening our impact on the world through the three ESG pillars in our client and partner relationships, while reaching simultaneously for our three long-term goals – the best workplace, long-term client relationships and a successful business.



## We will develop and share expertise on sustainability

### Our analysis

As a knowledge company, we must work continuously on expertise development. That represents a basic precondition for job satisfaction and contented employees, which are part of our ambition. In order to be proactive and secure assignments where we can participate in influencing the world in the right direction, it is important that expertise development also embraces sustainability tailored to disciplines, roles and assignments. We can therefore influence society by sharing and developing expertise together with colleagues, clients and other stakeholders. Our employees and our regional and incentive models are an important foundations for our sharing culture and its continued development.

### Measures and results in 2022

#### Sharing expertise on digitalisation and sustainability in the organisation

Sharing, engagement and freedom are three of our values. Continuous efforts are therefore devoted to expertise development and sharing in our group. That embraces digitalisation and sustainability. Sharing occurs primarily in such arenas as internal conferences, technical meetings, discipline networks, and external courses and conferences. Collectively, this engagement enhances awareness of digitalisation, sustainability and ESG in the organisation.

An example is our BouvetOne internal conference, which is staged twice a year in all the regions. Attracting a high level of participation from our workforce of more than 2 000 people in 2022, this programme involves colleagues presenting various

assignments and technical topics, as well as engaging and challenging our own organisation on sustainability.

#### Expertise sharing on sustainable development

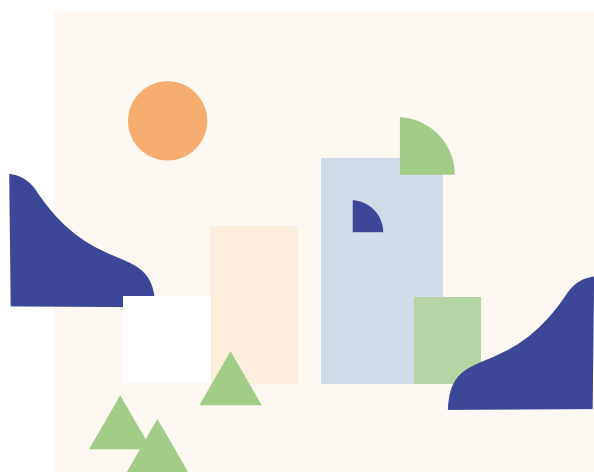
Expertise on sustainability is relevant for our various disciplines. It is important in service design to ensure social inclusion. A crucial requirement when designing user interfaces and coding is to make services accessible to all, regardless of their digital maturity and equipment. It is also relevant for architects who are to make judgements in such areas as the cloud economy and energy efficiency.

With the help of committed “first movers” among our employees, we build stone by stone in step with client needs and our own professional expectations. A number of employees also have formal qualifications in the area.

#### Sustainability in education

We maintained our contacts with a number of different university colleges and universities in 2022. It is important for us to offer work-experience places, contribute as lecturers and be “clients”, being interviewed, and tutoring BSc and MSc dissertations. This means we not only give but also receive knowledge and useful suggestions. Closeness to colleges and universities also provides access to insights and expertise which can be useful when we join forces with other players to reach for our vision of “we lead the way and build tomorrow’s society”.

Involvements during 2022 included GoForIt, an arena organised by ICT Norway for academic-business collaboration in digitalisation and sustainability. We have given lectures and presentations there, and contributed to developing the organisation.



#### Expertise development and sharing for digitalisation and sustainability

Lunch talks on sustainability were established across our group in 2022, with six of them held on Teams.

In such conversations, employees share experience from relevant projects or topics in order to enhance expertise and draw inspiration from each other in order to create even more sustainable value for clients.

## Collaboration across boundaries to share knowledge

We want to encourage knowledge-sharing, collaboration and exchanging experience. As mentioned above, we are present in industry clusters and research projects, and participate at conferences, contribute in the media and in public and technical debates where we have relevant knowledge. That further develops our #bouvetdeler concept for encouraging sharing both internally and externally.

## Knowledge sharing in assignments

With experience from assignments in different sectors, we see the importance of sharing relevant experience and expertise across client assignments and sectors. Market slippage between sectors makes expertise from the oil and industry, for example, relevant to renewable energy production and manufacturing.

## Course development

Our course business is a meeting place for people seeking knowledge and inspiration. Close collaboration between our course department and consultants ensures a relevant range of programmes and contributes to the professional development of our personnel.

The course department's Good Morning With Bouvet breakfast seminars provides a low-threshold opportunity for a professional top-up. Daytime and evening seminars are also held, strengthening our sharing culture and making it better known.

## Results

- Increased attention given to expertise enhancement among developers on energy efficiency and available solutions.
- Greater awareness of the architect's role in the cloud economy and energy efficiency.
- More employees with formal qualifications in sustainability.
- Increased engagement with expertise building and sharing among employees.
- Increased engagement with expertise-sharing in our internal communication channels and at technical lunches and departmental meetings.

- Participated in various external podcasts on sustainability.
- Published four podcasts on our Bouvet bubbles podcast channel.
- Presentations at such conferences as Nokios, the Practical Project Management meeting of the Norwegian Data Association, the Digitalisation Conference, EnergyWorld and the Yggdrasil Conference.
- Participation in the Arendal Week, where we focused attention on diversity in the IT sector and expertise related to Norway's ambition of being the world leader in offshore wind power by 2050.
- Published a number technical articles on bouvet.no.
- Our course department provided 445 programmes with 6 472 participants, and 18 breakfast meetings with 2 759 attendees in all.

## Further measures after assessing the results

Based on the work done in 2022, we see the need to continue:

- developing expertise in collaboration with clients so that we get the right expertise in our assignments to achieve the desired effects.
- increasing understanding about which sustainability effects our employees can contribute to.
- encouraging expertise-sharing to learn from employees with leading-edge knowledge.
- increasing employee-client sharing of experience from relevant assignments.
- strengthening engagement and expertise-sharing externally to help increase knowledge, and developing expertise in our group and between individual employees.
- encouraging the individual employee to be a driver for collaboration with clients in assignments.

These measures are part of our ability to reach for our ambition of being the most credible consultancy with the most satisfied employees and clients.

## We will embrace an inclusive and diverse culture

### Our analysis

Put briefly, diversity is created by allowing everybody to be themselves and able to contribute with their skills, personal qualities and experience. Everyone will be valued for their contribution, develop personally and feel secure – regardless of their background and qualities, who they are and where they come from. That gives the individual the best opportunities to thrive and succeed. In our group, diversity provides a broader perspective and better understanding of the needs of clients and users.

### Measures and results in 2022

#### Equality and the gender balance

We are a big player in a sector with few women. As a group, we can and will contribute to increased equality and diversity. We therefore work consciously on equality and an improved gender balance, both in our own organisation and in the industry as a whole. This is a long-term job, since the current gender division is already unbalanced in terms of educational choices and technology interest among young people. We pay special attention in our group to increasing female representation in management because we believe that visible role models help to increase the proportion of women in general. We work actively to attract a diverse array of employees and to make provision for professional and personal development. A number of activities pursued in various areas and arenas help us constantly to learn and develop. Insight is important for the ability to work consciously and assess the results.

Our equality statement describes our activities and analyses related to equality and anti-discrimination.

### Working environment and expertise enhancement

Our employees represent our most valuable resource. We devote considerable efforts to ensuring that they can develop themselves professionally and personally – and thrive with us. Flexibility in projects, unique benefits, social cohesion and community, expertise sharing and professional development lay the basis for a good working environment which develops our employees. We strive for an open environment which provides genuine opportunities for all. It is crucial that each individual feels they are seen, secure and wanted, and that everyone can contribute with all they have of qualities and expertise.

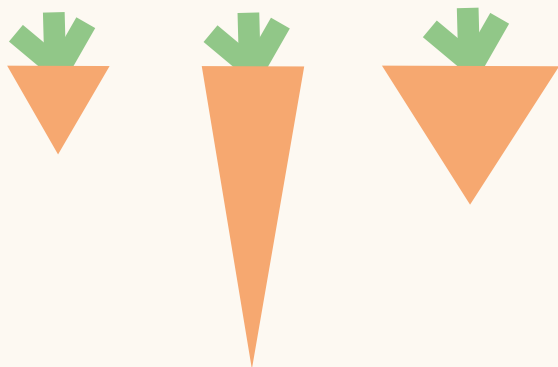
### Management

Our managers are important role models where attitudes, respect and equality are concerned. We have developed a set of management principles which will be reflected in the behaviour of managers. Good management in our group is about being supportive and hands-on with personnel, cultivating diversity and ensuring that everyone is included. Managers must make provision for development in line with the needs of our group and the individual employee. We work actively to strengthen management through expertise development and increased management support.

### Our measures

Managers have a special responsibility to contribute to equality and anti-discrimination since they are role models for our corporate culture and closest to the employees. Many of our measures therefore aim to strengthen management skills, and we established several new arenas during the year for management development and support.

- Management school in Bouvet – six-day development programme

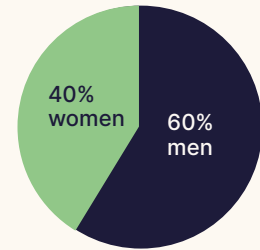


### How we work with equality and anti-discrimination in practice

Our equality work is pursued in line with the four-step model, where we investigate and establish conditions in our group, assess the risk of discrimination and look at possible obstacles. Measures are then taken to promote equality and evaluate the work in order to make further progress. These efforts cover recruitment, pay and working conditions, promotion, training and development, customisation, and the work-life balance. We have assessed these areas in relation to all the basic requirements which follow from the Norwegian Equality and Anti-Discrimination Act.

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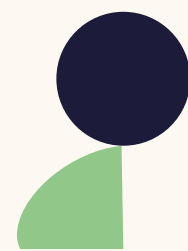
On the board



**Gender balance**  
2021-22  
29,6 → 30,9



**Seven of 13 members of the executive management are women**



**Gender balance in management**  
2021-2022  
33,9 → 36,4

- Management lunch – virtual lunches (presentations) on current issues
- Me as a manager – a manual on how we exercise management
- Pulse – reporting tool for managers

### Work-life balance

The work-life balance is fundamental to our corporate culture. People with a good balance between work and leisure take energy from work home and vice versa. The way we manage influences the individual's experience of being a complete person. Through flexible arrangements for working time, workplace and technical equipment, we want to contribute to a good work-life balance.

### Physical activity and social relationships

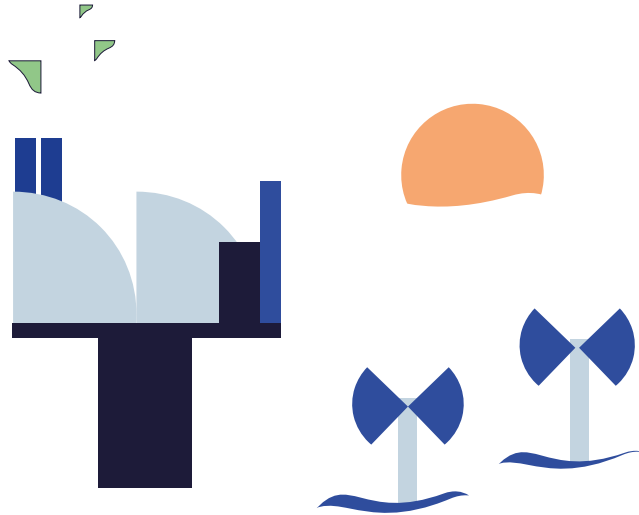
Physical activity and social relationships are important for health and wellbeing. We support various sporting and interest groups which build positive relationships and friendship between our employees. Sharing leisure activities helps to build good cooperation and cohesion in the workplace. We also have several provisions related to mental health.

### Diversity in teams

Many of our assignments require a cross-disciplinary approach. We put together people with different backgrounds, technical disciplines, tools and methods in order to be able to provide the best advice, solutions and services. Cross-disciplinary teams increase diversity and strengthen our sharing culture. Moreover, well-entrenched teams are a good platform for including and developing new recruits. Being part of a team is important for the individual and valuable for the client.

### Network for diversity and inclusion

Our internal diversity and inclusion network works for increased knowledge about and awareness of important subjects. It allows everyone to become involved in diversity work. The Diversity Talk lecture series, workshops, a generally big involvement and sharing of content have raised such issues as hearing loss, ADHD, party culture in the workplace, and mental health. The network also contributes to celebrating International Women's Day and Pride.



## Results

- Greater attention in the organisation on professional diversity and different perspectives in recruitment.
- Recruitment of new domain expertise – such as doctors and nurses, for example.
- The proportion of women in our workforce rose from 29.6 per cent in 2021 to 30.9 per cent in 2021.
- Conscious recruitment of female managers has led to a substantial improvement in the gender balance at this level, including the executive management team. Women accounted for 36.4 per cent of all managers and 53.8 per cent of top management in 2022, compared with 33.9 and 35.7 per cent respectively the year before.
- External campaigns have increased knowledge of us as a builder of society and attracted new employees.
- Provision of and participation in professional and social activities have increased.
- Growing awareness of, engagement in and sharing among employees on various subjects related to social responsibility. The internal #mangfold og inkluderer channel for sharing received almost 500 posts in 2022.
- Strengthened the managerial role and paid attention to the work culture. This offers development opportunities for the individual, and 82 managers completed or started management development programmes in 2022.
- Made changes to the remuneration structure to prevent discrimination.
- A number of lectures were given on subjects related to diversity and inclusion under the Diversity Talk umbrella.
- A mental health week was staged.
- Language cafes were organised for non-Norwegian speakers.
- International Women's Day and Pride celebrated.

## Further measures after assessing the results

Based on the work done in 2022, we see the need to continue:

- increasing internal communication and measures for enhancing pride in our group as a builder of society and a sustainable enterprise, including through a virtual reputation and recruitment campaign and the employee annual report.
- pursuing established management development activities and developing new ones aimed at continuous managerial improvement.
- developing better reporting tools for managers in connection with following up working time, overtime and rest time.
- paying attention to the inclusion of a growing proportion of non-Norwegian speaking employees by offering language courses and cafes.
- continuing work on increasing knowledge about and awareness of diversity and inclusion together with the dedicated network on this subject.

These measures are important in allowing us to reach for our ambition of being the most credible consultancy with the most satisfied employees and clients.



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

## Our analysis

### Security and data protection

We pay great attention to information security. IT infrastructure is ever more complex, and we currently see that the security position in Europe is tenuous than it has been for many years – which enhances risk. That has increased security concerns internally and externally.

### Attractive workplace

The ICT sector has experienced tough competition in recruiting able employees. 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.

### 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. We are experiencing greater demands from clients and partners to document quality, security and sustainability through certification schemes. This means they have started to set requirements for us as a supplier and for our transparency. That is reinforced by current and forthcoming regulations. Increased emphasis is being placed in procurement 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.

### Negative attention related to sustainability

Exerting influence must begin at home. We must keep our own affairs in order, particularly with regard to the internal and external environment, inclusion, ethics and not least security.

### Increased cost of materials and energy

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. These operating parameters affect us with regard to procurement and waste. Higher electricity prices pose a risk which does not affect us to such a great extent in terms of our own operations.

## Measures and results in 2022

### Climate and environmental footprints

We will contribute to reducing GHG emissions through systematic work on climate and environmental measures which reduce our own footprint. Our environmental management system describes how we work to reduce our own

climate and environmental burdens with the aid of routines for procuring goods and services, sustainable waste handling, energy saving and less travel.

Keeping our own affairs in order means that we work in accordance with the principle of continuous improvement and with a high degree of transparency. Our management systems for quality (ISO 9001), security (ISO 27001) and the environment (ISO 14001 and the Eco-Lighthouse) describe processes and routines we have established for this work. That ensures we remain updated on government requirements and legislation, measure effects and deviations, and improve and develop our own operations.

Our environmental and sustainability work is described on the intranet. Training in environmental routines forms part of the onboarding process for new recruits and managers. A cross-regional group of "environmental agents" is working on continuous development of routines and content updating. An open channel for environmental suggestions lays the basis for everyone to become involved.

In line with our regional model, the regions determine their own environmental goals and measures. This means employees are hands-on, and can influence measures and results.

### Energy consumption

We own no office premises. We therefore work to influence our landlords to assess measures for better waste sorting and greener, more energy-efficient buildings. When agreeing new leases, we set environmental requirements for the buildings concerned and emphasise such matters as sensor control of power and ventilation, good waste sorting opportunities, location, cycle parking and changing rooms. Over the past year, we have pursued a number of procurement processes related to premises, and have included environmental and sustainability requirements in these.

Computer equipment (screens, computers and printers) which do not need to be turned on move quickly into sleep mode, and must be switched off outside working hours to save electricity.

### Travel

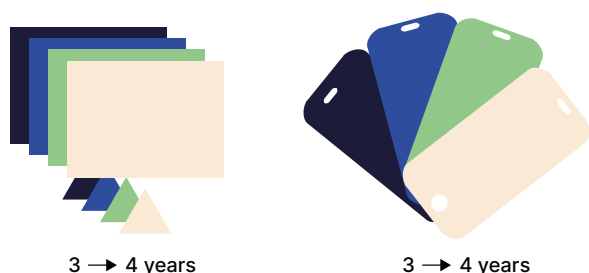
Our guidelines specify that we will avoid unnecessary transport as much as possible. Essential travel must preferably utilise environment-friendly means of transport. We have developed routines which involve making maximum use of virtual solutions for interaction (screen sharing as well as video meetings and conferences). Employees are enabled to make good climate and environmental choices easily. We have office premises close to public transport hubs, our own electric cars are available, and we have an advantageous scheme for buying electric bikes.

## Procurement and use of materials

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. See the separate chapter on the climate account.

Clear procurement guidelines ensure that we make good assessments before placing orders, in addition to clarifying needs, supplier management, and the product's environmental footprint. These must be observed by everyone involved with procurement, whether consumables for our own operation, services, promotional items or other purchases. Where possible, we choose suppliers who can document good behaviour. In 2022, we updated our procurement guide to specify even clearer requirements which we must pose for the products we purchase and the suppliers we use.

ICT equipment is our the largest procurement category. Considerable packaging accompanies these purchases, and the products will also eventually become scrap. Our policy for procuring and replacing computers extends their working life and reduces waste. The average working life of our hardware is about four years, and no machines are replaced without good grounds. Discarded items are largely transferred to private ownership or used for spare parts. Others are recycled. Where possible, we purchase eco-labelled computer equipment. We buy in bulk in order to limit the need for packaging.



In 2022, we:

- switched to a new PC supplier offering better warranties and documented compliance with important ethical and environmental requirements.
- extended the depreciation period for new PCs from three to four years.
- introduced a new incentive scheme for mobiles to extend their working life to at least four years.

## Security and data protection

We take a structured approach to security, have done so for many years and are certified to ISO 27001. We are extremely conscious of how threat actors may seek to exploit suppliers such as us to attack important societal players we deliver to. As a result, we work closely with our clients to protect both our own and their systems and interests.

Structured work on security calls for clear goals and principles as well as division of responsibilities. Readily

accessible to all employees, our information security management system (ISMS) provides guidelines for physical, personal and information security. These were updated during the year. All employees, temporary hires and sub-consultants must sign a declaration that they have read and understood our security instructions. The significance of security is moreover incorporated in job reviews so that expectations are made clear and understood. Managers receive ongoing expertise enhancements on information security to ensure their ownership of the management systems. A digital nanolearning series has been conducted on security to enhance awareness and expertise in this area across our group.

We conduct a business impact analysis annually and when required, where all aspects of information security are reviewed. The results are utilised in our continuity planning. We regularly conduct drills and information campaigns, both to be prepared for possible security incidents and to develop and build a good security culture. Security assessments also form part of supplier mapping. Guidelines and recommendations from the Norwegian National Security Authority (NSA) underpin our routines and guidelines.

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. Incident reports contribute to continuous learning and lower the threshold for reporting deviations.

## Ethics, integrity and anti-corruption

We have a clear code of conduct for our employees. This is particularly important for us as a consultancy. Trustworthy behaviour towards clients, suppliers, owners and other partners is fundamental for us as an employer. The code emphasises that we always give the client the advice which is best for it, that applicable legislation and statutory regulations are observed, and that employees must show respect for others in both formal and informal contexts. Good business practice requires that we always behave in a trustworthy manner and refrain from acting in ways which could weaken trust in us. All forms of corruption are unacceptable, as the code makes plain. A clear division of roles in relation to clients as described in the quality system, as well as transparent invoicing and accounting processes, reduce the risk of malfeasance and unfair benefits.

We expect and encourage whistleblowing over possible deviations and irregularities. Such reports will be dealt with quickly and thoroughly. Our whistleblowing routines describe how employees and temporary hires must proceed in notifying irregularities and how these notifications are to be handled. We worked during the year to establish new routines for whistleblowing and a new channel for this which is accessible from [bouvet.no](http://bouvet.no). No irregular business conduct was reported or exposed in 2022.

Awareness of ethical obligations is incorporated in our system for quality management as well as in our expertise-enhancing activities such as technical schools, management development programmes and the onboarding programme for new recruits.

We also make ethical demands on suppliers. Through dialogue with and our demand for ethical conduct by suppliers and partners, we also exert influence down the supply chain. A transparent approach to these players equips us to influence and encourage, so that we help each other to perform well. Our code of conduct for suppliers, available at [bouvvet.no](http://bouvvet.no), describes requirements for everyone involved in supplier contracts or who collaborates with us.

The codes of conduct for both employees and suppliers were revised and updated in 2022.

### Human rights and decent work conditions

We respect fundamental human rights and the right to decent work conditions. Our management systems describe routines for due diligence checks of operations both in our own group and at suppliers. The codes of conduct describe fundamental obligations and requirements for our own behaviour and the requirements we set for suppliers and partners.

We work closely with our largest clients and industry associations in order to influence compliance and behaviour by the big platform and technology suppliers in key areas.

Based on our work with Norway's Transparency Act, our assessment is that we operate in an industry and at locations with a low risk of breaches in such key areas as data protection, business conduct, health, safety and the environment (HSE), human rights and work conditions. We also take the view that subcontractors used in our assignments represent a low risk.

Where international providers of cloud services are concerned, our view is that these represent a medium risk of breaches to human rights and work conditions. Suppliers involved in manufacturing mobiles, laptops and computer screens pose a high risk in terms of human rights and work conditions. These two groups are followed up in accordance with our procedures.

- Work initiated to establish system support for supplier evaluations.
- Updated guidelines continuously in line with changes in the risk picture for our operations, supplier chains and business partners.

A full overview of our work on safeguarding human rights and decent work conditions is presented in a separate report pursuant to the [Transparency Act](#).

## Results

- Appointment of a dedicated partner manager for the three international cloud suppliers strengthens relations and improves opportunities to exert influence.
- According to the employee survey conducted in the autumn of 2022, our personnel feel we had become a more sustainable group than the year before. However, big variations exist in how far employees feel their jobs contribute to sustainable development.
- Internal engagement in sustainability is high, and more than 300 contributions were posted in 2022 to our internal #bærekraft sharing channel.
- Procurement of ICT hardware has increased as a result of workforce expansion.

### Further measures after assessing the results

- More internal communication on the codes of conduct to increase awareness of them.
- Structured work with risk management and due diligence, and relating this to the management systems.
- Continuous expertise development on security and data protection for all roles, at all levels.
- Further development and continuous implementation of our management systems, including the Transparency Act.
- Link climate goals, attention and measures more clearly to the regions and encourage sharing of measures and experience.
- Enhance awareness by increasing information on the climate footprint in our own organisation in order to provide a better basis for such matters as selecting means of transport for business travel.
- Maintain attention directed at sensible procurement as well as measures which extend the working life of products and encourage recycling.
- Continue to involve employees and encourage their engagement with sustainability through work in discipline groups and sharing channels.
- Build knowledge of how the desire for a smaller climate footprint can be balanced against the need to travel for professional and social activities.
- Continue to set environmental requirements for our own suppliers through internal procurement guides and supplier mapping.

Improvement work is pursued continuously so that we as a group can deliver on our business concept that the culture, expertise, fellowship and closeness to clients of our employees make us a driver for renewal and improvement.

Good and accessible information, support tools and training are crucial for our ability to succeed in integrating the work in all necessary processes in our organisation. Engaged employees are important fellow players. Various fora and channels for dialogue and sharing, locally and cross-regionally, lay the basis for a vigorous involvement.

# Climate accounting

Since 2012, we have utilised the framework provided by Norway's Eco-Lighthouse Foundation for mapping and reporting on our carbon emissions. Our climate accounting covers waste, energy consumption, use of paper and emissions from travel. It equips us to work actively on reductions and to pay clear attention to improvement. Since the accounting started, we have worked for continuous improvement and have certified new offices during the period. The results of our work, with attention concentrated on continuous improvement, are presented below.

During the 2022 accounting year, we improved our routines for data acquisition underpinning the climate accounting. In addition, 2022 was a virtually normal year, so we will be utilising it as the base year for our continued work.

**Table 1: Overall climate accounting compared with the three previous years**

	2022	2021	2020	2019
Scope 1	1.88	3.47	25.62	57.4
Scope 2	239.57	265.8	284.15	261.86
Scope 3	788.12	122.51	126.84	861.41
Total emissions	1029.57	391.79	436.61	1180.67
Per employee	0.50	0.21	0.26	0.76

**Table 2: Carbon emissions and energy consumption in 2022 (tonnes CO<sub>2</sub>)**

	EMISSION SOURCE	TOTAL	PER EMPLOYEE
Scope 1	Passenger cars/vans – petrol <sup>1</sup>	1.88	0.0009
Scope 2	Energy consumption <sup>2</sup>	239.31	0.1173
	Passenger cars/vans – electric <sup>3</sup>	0.26	0.0001
Scope 3	Waste <sup>4</sup>	4.59	0.0022
	Business travel (air, bus and rail) <sup>5</sup>	718.48	0.3520
	Car allowance <sup>6</sup>	65.05	0.0557
Total		1029.57	0.5044

<sup>1</sup> All company cars have been withdrawn and petrol consumption relates to a few motorbikes.

<sup>2</sup> Despite a considerable increase in the number of employees and office space, we have reduced our energy consumption by comparison with 2019. During the pandemic years, we experienced a substantial reduction in this figure because of the big proportion of home working.

<sup>3</sup> Electric cars available to employees, usage at the same level as in preceding years.

<sup>4</sup> Emissions from waste were at the same level in 2022 as in 2019, despite the increase in employees.

<sup>5</sup> Travel activity related to assignments as well as to professional and social events increased in 2022 compared with the two previous years, even with extensive use of virtual solutions for interaction, but the level was lower than in 2019.

<sup>6</sup> Employee use of their own cars for business travel is substantially lower today than it was a few years ago.

# Our documents

THE ENVIRONMENT	SOCIAL CONDITIONS	ENTERPRISE MANAGEMENT
Environment policy Environment strategy Procurement Energy Waste Transport Our environmental impact	<a href="#">Statement on equality and anti-discrimination</a>	<a href="#">Corporate governance</a>
Eco-Lighthouse	Employee annual report	<a href="#">ISO 27001 Information security</a>
<a href="#">ISO 14001 Environmental management</a>	Sustainability manifesto	<a href="#">ISO 9001 Quality management</a>
	<a href="#">Guidelines on remuneration of senior executives</a>	Data protection declaration
	<a href="#">Transparency Act</a>	<a href="#">Ethical guidelines – code of conduct</a>
		<a href="#">Code of conduct for suppliers</a>
		<a href="#">Whistleblowing</a>

Oslo, 25 april 2023  
The board of directors of Bouvet ASA

Sign.

Pål Egil Rønn  
Chair of the board

Sign.

Lill Hege Hals  
Director

Sign.

Tove Raanes  
Deputy chair

Sign.

Egil Christen Dahl  
Director

Sign.

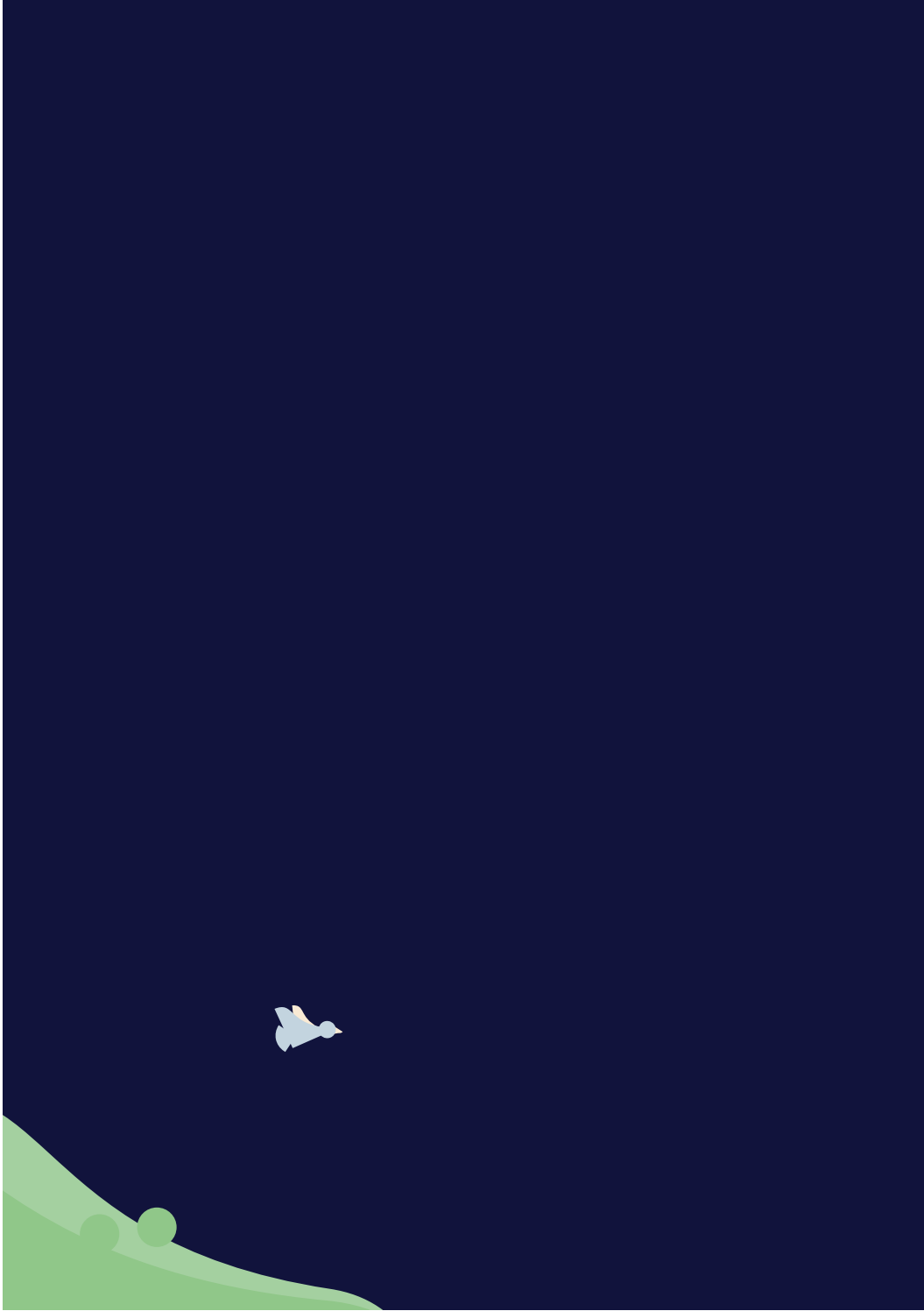
Sverre Hurum  
Director

Sign.

Per Gunnar Tronsli  
President and CEO



bouvet



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