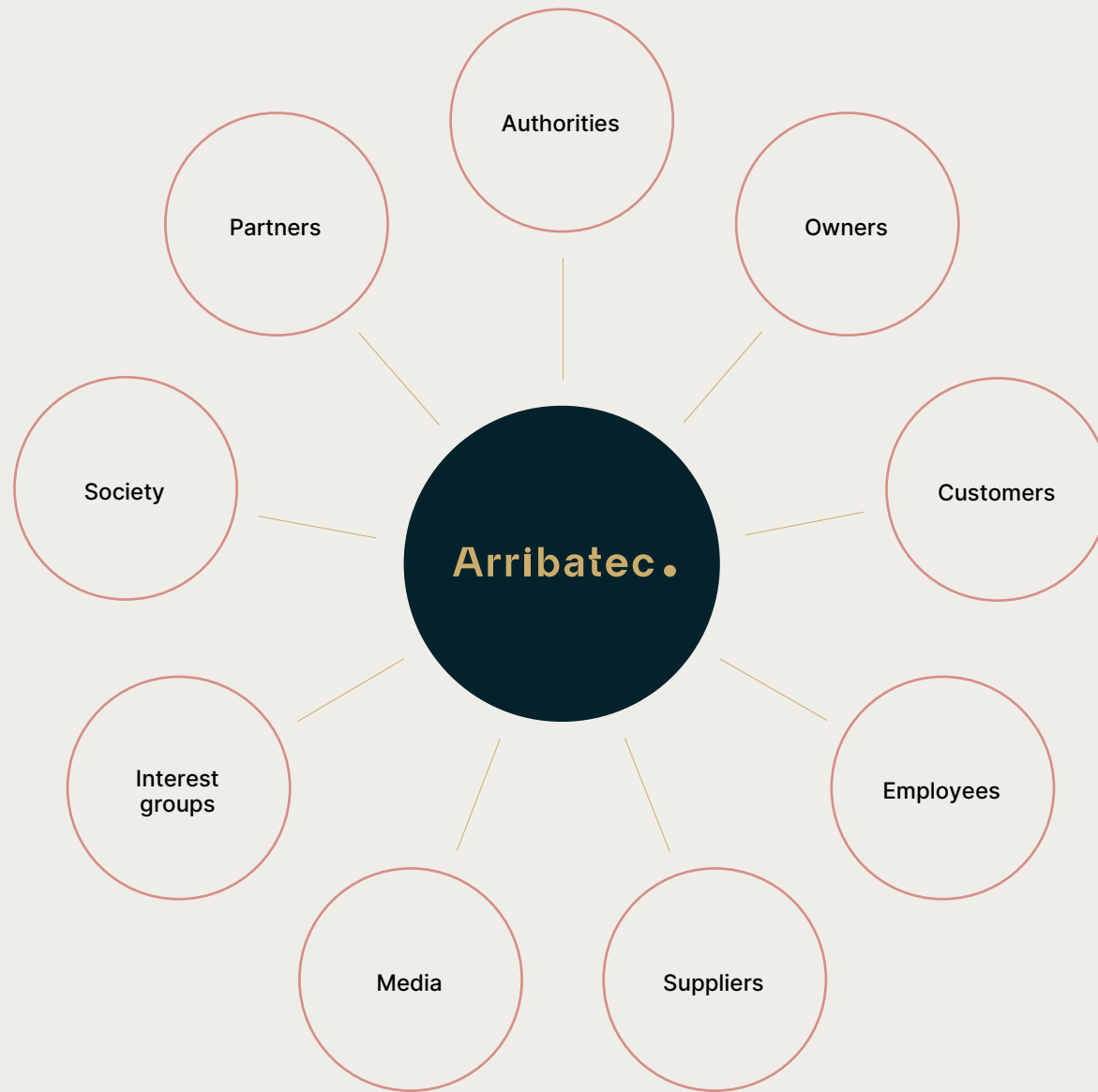


Environment, Social and Governance .

This section provides an overview of Arribatec's Environmental, Social, and Governance (ESG) practices over the past year and the plans for ESG. Arribatec believe that integrating ESG considerations into the business operations is crucial for creating long-term value for the stakeholders and for building a sustainable future.





Arribatec aims to provide transparency and accountability to the stakeholders, and recognize the importance of ESG practices in today's business landscape. Arribatec is committed to being a responsible and sustainable company.

The ESG initiatives shall not only benefit the environment and society, but also contribute to the financial performance and long-term success. By integrating ESG practices into the decision-making processes and daily operations, Arribatec aim to minimize the environmental footprint, foster a diverse and inclusive workplace culture, and maintain high ethical standards.

Arribatec will continue improving our ESG practices and taking our role in creating positive social and environmental impact

Geir Johansen, CEO

As a comparatively young company that has undergone several mergers and acquisitions in the last two years, the primary objective has been to harmonize and integrate the working practices with the principles of ESG and at the same time remain committed to upholding the ESG responsibilities in the ongoing operations.

The main tasks in 2022 have been to:

1. Identify the relevant ESG topics
2. Conducting benchmark
3. Identifying material topics and conducting SWOT analysis
4. Setting the appropriate targets and ambitions
5. Establish roadmap leading to the ESG targets
6. Finalizing the ESG strategy and incorporate this in the corporate strategy
7. Establish baseline for the ESG performance

Our ESG strategy statement

At Arribatec we take ownership of the complete service we provide and responsibility for our own impact on the environment, the society, and the economy throughout our value chain. ESG is incorporated into our business strategy and processes and reflected in our values. We strive to manifest our values and show our commitment to ESG in everything we do. We consider ESG and our values to be mutually reinforcing.

We take responsibility in reducing our environmental footprint and caring for our employees and clients. We act with integrity in all business practices and internal processes. We are service minded in offering our clients the best products and competence and our employees with the best development opportunities. We empower our employees, clients, and business partners to act in the best interest of the planet and society.

Arribatec has identified eight priority areas within ESG that guide the operational decision making, as well as the product and service offerings. These priority areas drive how we work with the value chain.

Environment

- Our aim is to become carbon neutral by 2030
- We aim to ensure 100% reuse and recycling rate of electronic waste by 2026

Social

- We have a strong focus on ESG competence building among our employees and across the group
- Our employees are our main asset. We want our employees to thrive at work and we aim to be recognized as an employer by choice, placing our people at the heart of everything we do
- We aim for our employees to find meaning in what they do and to develop their skills and abilities

Governance

- We aim to influence and support our business partners and clients to maintain high standards of ESG
- Ethical business conduct is at the highest priority in Arribatec. We have zero tolerance for corruption and unethical behaviour
- We aim to ensure high-level protection of our customer and employee data

Each of the eight priority areas has been given concrete objectives and actions making sure Arribatec act and deliver in accordance.

ESG performance

Achieving the goals and objectives is impossible without measuring the starting point and tracking the progress. In 2022, the focus has been on establishing the baseline and defining the appropriate targets. To ensure consistency and avoid fragmentation in the efforts, Arribatec has opted to use the GRI standards to report on the ESG performance. This includes implementing common processes for collecting data, reporting, monitoring performance, and taking appropriate action where needed. The following three subsections will elaborate on the work Arribatec has undertaken and the performance.

Environment

The ongoing effects of climate change become increasingly evident each year, making it one of the most pressing challenges of our era. As a multinational organisation with operations in close to 30 countries, Arribatec is dedicated to fulfilling the responsibility in addressing climate change and minimizing the emissions intensity as the group continue to grow.

Energy

The operations produce the following emissions based on the GHG emission standard; scope 1 and 2. Arribatec has ESG- reporters (supervisors) located at every office with key responsibility to report annually on all metrics.

Scope 1 emissions:

2.781 tonnes CO₂e

Scope 1 emissions are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by Arribatec (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles).

Scope 2 emissions:

167.438 tonnes CO₂e

Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling. Although scope 2 emissions physically occur at the facility where they are generated, they are accounted for in Arribatec's GHG inventory because they are a result of the organisation's energy use.

The emission for 2022 will found the baseline for future improvements. The strategy states that Arribatec shall “reduce the emission from direct activities by 30% by 2024 compared to baseline in 2023”. This work has already started.

Energy consumption through own operations

kWh	
Cooling	395 182
Heating	856 358
Electricity renewable	180 828
Electricity non-renewable	399 048

Arribatec has identified where the energy consumption comes from, helping the company identify where the need for improvement is to meet the goal of reducing the emission and ultimately become carbon neutral. Given the locations, most of the energy comes from heating. Arribatec strive to get most of the electricity from renewable energy. As a result, Arribatec has ensured that all the datacentres have green electricity certificates and that the suppliers are chosen based on their environmental performance.

Circular economy

As a first assignment to reuse and recycle 100% of all electronic waste by 2026, Arribatec needed to create the baseline for the e-waste reduction. Equipment disposal closets was launched early in 2022 to many of our offices, making sure all equipment not possible to reuse internally are either recycled or fixed to be reused.

Reused units	150
Recycled units	325
Products in process	251



Social

Arribatec strongly believe that the core strength of the group lies in the day-to-day efforts of the employees, who work tirelessly to grow the business and enable Arribatec to help clients in overcoming their challenges and seizing new opportunities. In other words, the employees are the driving force behind the company, and it is therefore essential to continuously prioritize their needs and aspirations to ensure continued growth. The social impact goes beyond the work Arribatec do for the employees and clients. Arribatec strive to make a positive difference in the communities and the world through charitable initiatives, sponsorships and volunteer work.

Corporate Social Responsibility

Arribatec is committed to be a good corporate citizen and demonstrate integrity and high ethical standards in all its business dealings.

Arribatec's Board of Directors has implemented guidelines for Ethical and Corporate Social Responsibility. The purpose of these guidelines is to create a sound corporate culture and to preserve the integrity of Arribatec by helping employees to promote standards of good business practice. Arribatec's guidelines on Ethical and Social Responsibilities applies to all employees of the Group and to anyone who holds a position of trust in the Group, including members of the boards and consultants acting on behalf of the Group.

The principles and standards provided therein aim to provide guidance to Arribatec's people for a common platform and to

support Arribatec's vision, core values and principles. These guidelines are instrumental for Arribatec's approach to human rights, fair working environment and equal rights, health and safety, environment, business ethics and anti-corruption.

The Group regularly reviews the guidelines and will continue its ongoing efforts to educate the organisation on the prevailing standards and principles. Arribatec's Ethical and Corporate Social Responsibility Guideline is publicly available on Arribatec's website.

Human rights

Arribatec shall ensure that the company's business conduct is being performed in a way that secures human rights as described in the UN's universal "Declaration of Human Rights". One of the main topics in the declaration describes the right to express one's own convictions, opinions and concerns in good faith and without retaliation.

Working environment

The Group has business contacts of different nationalities and cultures and has built an international mindset for years. Employees are encouraged to treat each other and business contacts with respect and act according to local laws and regulations, as well as to pay attention to local values and norms for social conduct. The Group does not tolerate derogatory treatment of any employee. The Board of Directors and Management seeks to create a working environment that is pleasant, stimulating, safe and beneficial to all employees.

The Group's working environment complies with applicable rules and regulations and the Board of Directors has not found reason to implement any special measures in this respect. Going forward, Arribatec commits to actively continue its work for a safe and nurturing working environment in accordance with applicable rules and regulations.

Equal rights

Arribatec does not accept discrimination on the grounds of race, colour, gender, sexual orientation, age, disability, language, religion, legitimate political or other opinions, national or social origin, property, birth or other status. The Group's facilities are equally well equipped for females and males. The Group complies with Norwegian legal requirements with respect to gender representation in the Board of Directors.

The Board of Directors will continue its efforts to ensure that the principle of equal treatment is carried out in accordance with the adopted policy. Both recruitment of new personnel and professional development for the Group's existing employees will be based on qualifications, achievements and equal opportunities.

Health and Safety

Health and safety are indispensable components of all the Group's activities. All hazards and risks to health and safety must be mitigated when identified. Generally, Arribatec's business involves low risk in the day-to-day activities, without the use of chemicals, heavy machinery or equipment that can



cause damage or injuries. Delivery of Arribatec's services and solutions is sometimes done in cooperation with business partners, which all shall be of good reputation and standing.

Environment

The Group's operations shall always be in accordance with applicable environmental legislation. Arribatec's guidelines on Social and Corporate Responsibility provide that the Group shall always strive for improvements that may reduce its environmental impact. Arribatec does not own or operate manufacturing facilities. Arribatec seeks to limit its resource consumption, prevent unnecessary environmental pollution, including optimising transportation of goods, and manage waste in an environment-friendly and resource-efficient manner.

Business ethics and anti-corruption

The Group's operations depend on the trust of contractual parties, authorities, shareholders, employees and society in general. In order to gain trust, the Group is dependent upon professionalism, expertise and high ethical standards in all aspects of the Group's work. This applies to the way the Group operates and the conduct of everyone associated with the Group. All employees are expected to behave with care, integrity and professionalism and abstain from actions that may weaken confidence in the Group.

The Group's Ethical Guidelines and Corporate Social Responsibility Guidelines contain guidelines on ethical behaviour in business relations and are applicable to all

employees in the Group. These guidelines clearly state that Arribatec has a zero-tolerance policy for any form of corruption or bribery and encourages reporting of suspected misconduct.

The Group's guidelines explicitly govern conflict of interests, gifts and money laundering. No employee may receive benefits for themselves or for others from the Group's business contacts if such benefits are based on the employment relationship. Correspondingly, no one shall give such benefits to the Group's business contacts. Business courtesies of modest value, conforming to normal social customs and not intended for influence, are not considered bribes.

All gifts with an estimated value of more than NOK 1 000 must be reported to the Group's CFO, who will assess whether the relevant gift can be received on a case-by-case basis. Arribatec has to date not been accused of, or involved in, any cases pertaining to any form of corruption or bribery. Arribatec encourages each employee to report on possible censurable incidents.

Arribatec's employees have an obligation to report on criminal activity and on incidents that could endanger life or health. Raising awareness of Arribatec's existing guidelines has been the Group's main action with regard to business ethics and anti-corruption, and the Group will continue such work going forward. Neither the Board of Directors nor management are aware of any breach of the Group's ethical code of conduct.

Work force highlights

Work environment

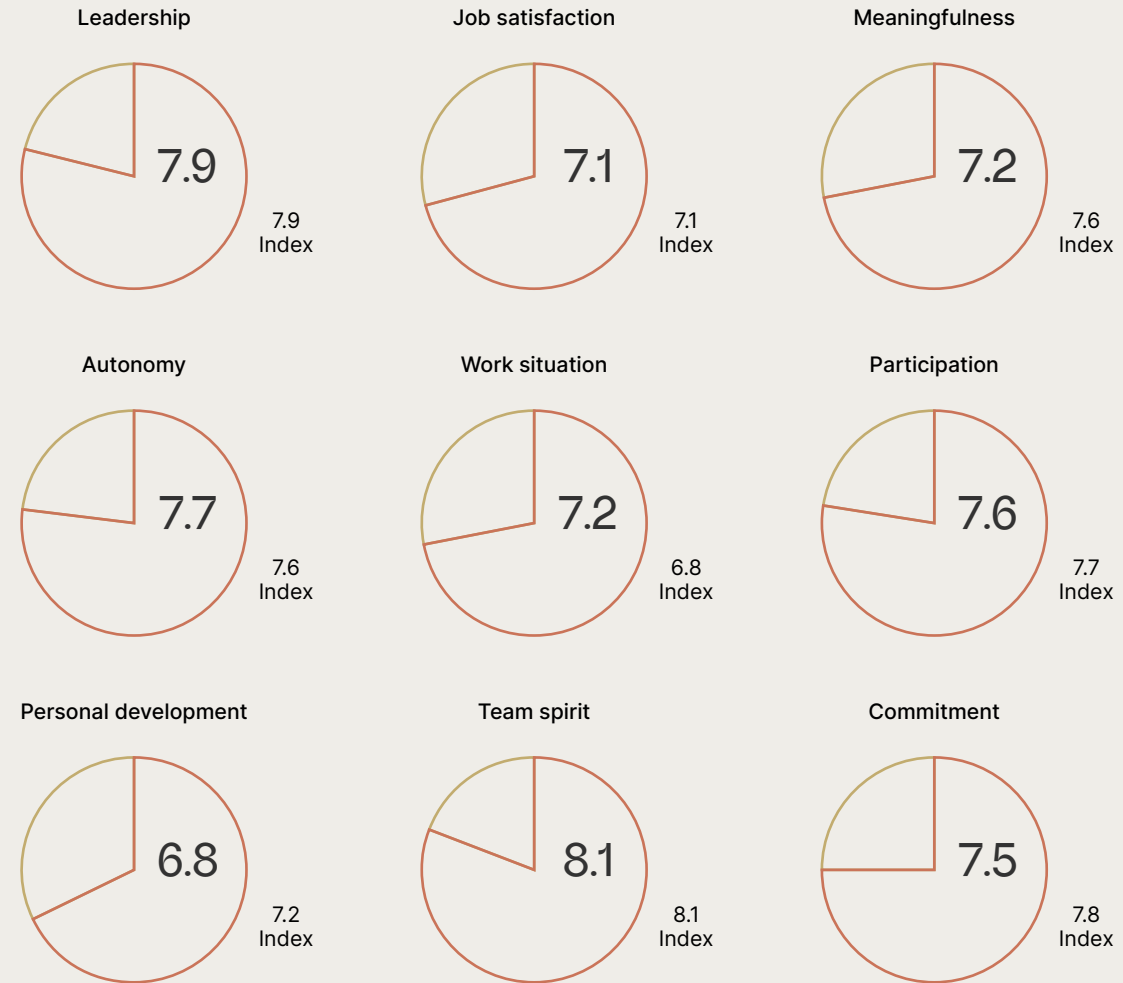
Arribatec run weekly pulse surveys to measure, monitor and follow-up job satisfaction. The weekly survey allows the company to build a healthy and productive culture from the ground up, by listening to the employees and actioning their feedback. Despite the challenging time in the market and the changes Arribatec has gone through the satisfaction numbers on all nine parameters are still around industry index. One of the strategic objectives for 2023 is to score above industry index in all parameters.

Diversity highlights

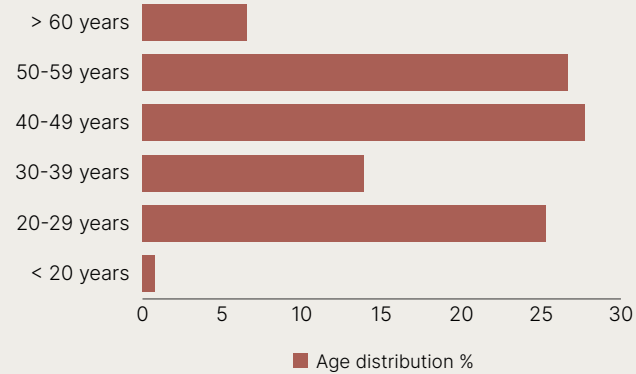
The Group is founded based on senior high-level competence providing the market with the most in depth expertise within its domains, which is reflected in the age distribution. The average age in Arribatec is 40. The youngest employees are apprentices, while the largest age group is between 40-49 years. Arribatec value age diversity and are committed to maintaining a broad range of ages within the workforce, as it creates a more productive and conducive work environment.

To ensure preparedness for any potential organisational changes, Arribatec has performed a succession planning process for all levels within the organisation. This strategic initiative is aimed at identifying and developing potential successors for key positions, with a focus on building a strong talent pipeline that can help maintain continuity and stability even in times of change. By proactively planning

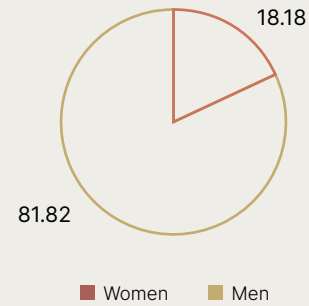
Total 7.4 (business industry index 7.5). Score out of 10.



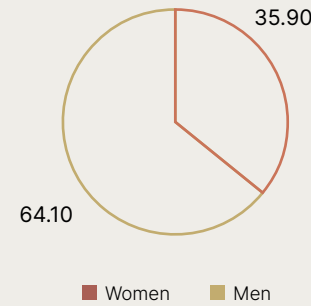
Age distribution %



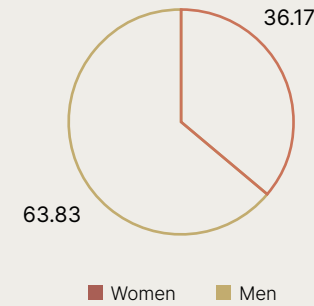
Top management
Per cent



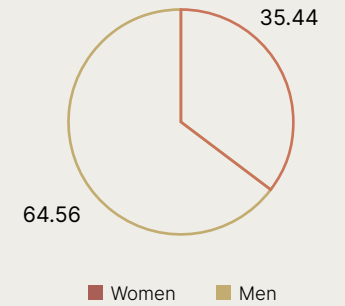
Mid management
Per cent



Employees (non-management employee)
Per cent



In total
Per cent



for succession, Arribatec aim to mitigate potential risks and ensure that the right people are in the right roles at the right time.

The voluntary turnover rate at Arribatec stands at 8.53%. While the aim is to retain the employees for the long-term, some amount of turnover can be healthy as it brings in new employees with new energy, skills and perspectives. In 2022, Arribatec hired 82 new employees, most of whom were hired as part of the growth strategy, while some were replacements.

Arribatec place great importance on diversity, which is evident from the fact that the work force includes 29 different nationalities.

The gender diversity

The workforce currently has a higher number of men than women. This is not intentional, but rather a result of the companies that has been acquired in recent years and the limited number of women available in the industry. However, Arribatec are encouraged by the fact that the ratio is gradually improving, and are actively working towards achieving a more balanced gender ratio.

Ratio of salary of women to men

- Ratio of salary of women to men (Top Management): 1.01
- Ratio of salary of women to men (Mid Management): 1.22
- Ratio of salary of women to men (Non-Management employee): 0.84

The ratio of women’s salaries to men’s salaries is slightly higher for those in management positions, while it is lower for those in non-management positions. Arribatec regularly monitors this ratio to ensure that no intentional or unintentional discrimination exists. Upon closer examination, it is apparent that the variation in the ratio is influenced by factors such as seniority, competence and skills, educational level, and job position.

Sick leave

Arribatec has a low sick leave percentage of 2.05% of total workdays, which is a privilege. Arribatec recognize the importance of physical and mental health, which is why it is prioritized as a focus area throughout the year. Recently, a mental health campaign was conducted to bring attention to a topic that can be difficult for many to talk about.

Arribatec understand that achieving a work-life balance can be challenging, which is why a system to monitor the number of hours worked by each employee has been implemented to ensure that every employee maintain a healthy balance. Additionally, Arribatec keep a close eye on the results of the weekly pulse survey to identify any negative trends that may contribute to increased sick leave. Various social events take place in different parts of Arribatec to foster a positive work environment, in addition to provide training activities such as trips or gym membership sponsorships to promote physical activity among the employees. As part of the employee benefits program, Arribatec offer insurance and health benefits.

Arribatec do a lot of environmental acts such as installing beehives, planting trees and cleaning beaches. To the right, an example from when the Spanish team planted trees outside Granada.

During 2022, instead of holiday presents to the employees, Arribatec arranged a survey among the employees to decide where donations should be given. As a result, Arribatec gave donations to Children International, Doctors without Borders, Care, International Federation Red Cross and Red Crescent and UNICEF.



Governance

As a professional service and IT company listed on the Oslo Stock Exchange, Oslo Børs, Arribatec aim to maintain the highest standards of governance and accountability, and to ensure that the stakeholders can have confidence in the business practices.

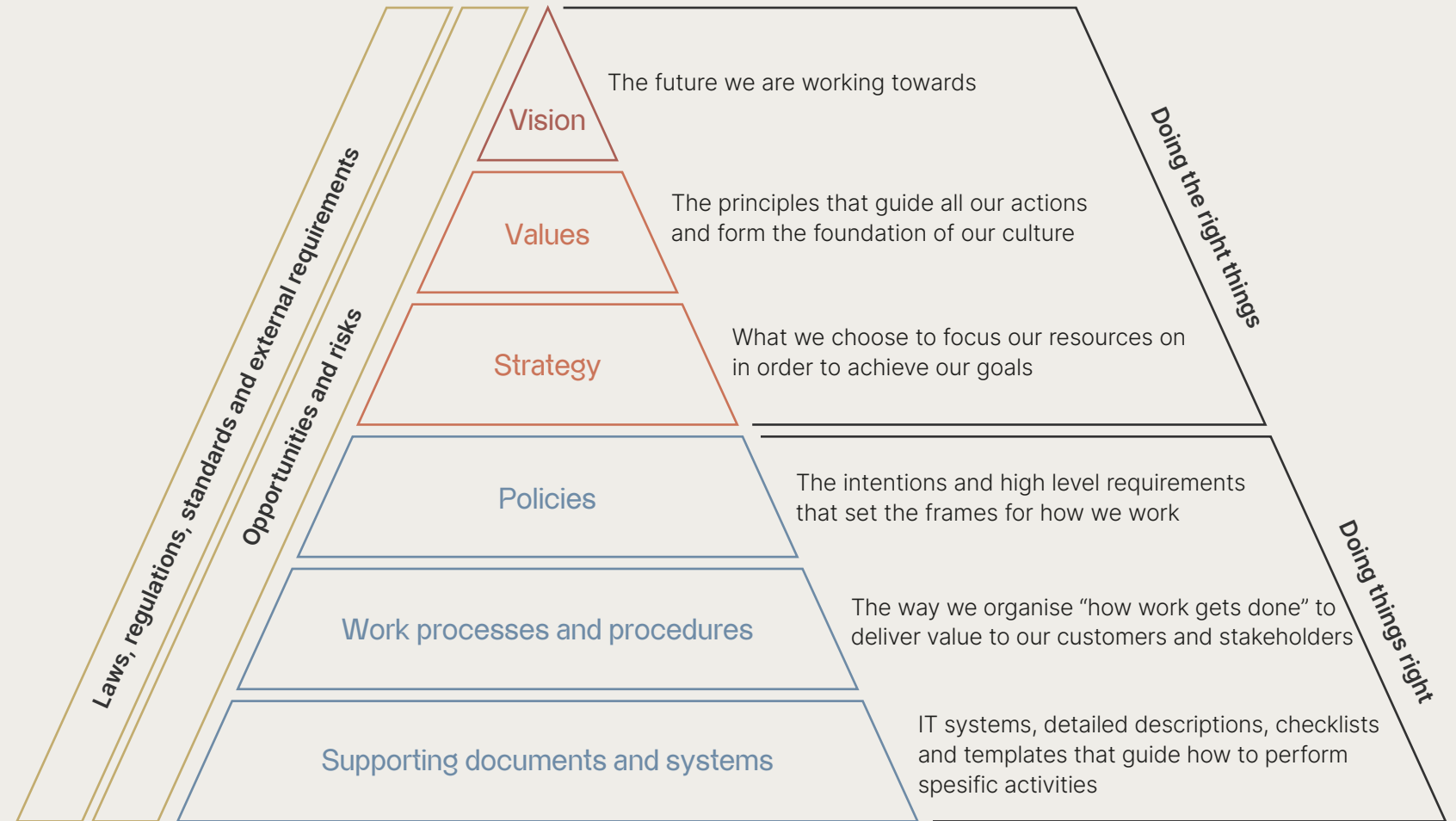
Arribatec do not only have a responsibility to govern its own operations effectively but are also expected to deliver systems and services to the clients at the same standards. The clients and stakeholders rely on Arribatec to provide secure and reliable technology solutions, and Arribatec recognize that the success depends on maintaining their trust.

Authority and governance

The level of authority is stated in the Delegation of authority policy and matrix that state the mandate for each level of the organisation. This ensures decisions are made at the right level, involving the right personnel.

The governance hierarchy model to the right visualizes the governance structure of Arribatec and the management system, ensuring that we do the right things right.

Arribatec has built a robust management system that guides the company in the right direction and ensure that everyone know who does what, when and how. The management system ensure that risk is managed, and that the company operate safe, reliable, efficient, and effective. Commitment and compliance to the management system is a requirement.



Corporate governance

Arribatec are committed to maintaining the highest standards of corporate governance and transparency. The company believe that effective corporate governance is essential for building trust and confidence among the stakeholders, including shareholders, employees, customers, suppliers, and the wider community. See chapter [Corporate Governance Statement](#).

Compliance

A key aspect of the management system involves detailing how Arribatec ensure compliance. The ability to achieve the growth ambitions and maintain the market position hinges entirely on the professionalism and conduct of the employees, as well as the commitment to operating with the utmost ethical standards in accordance with laws and regulations. The Arribatec values, which is referred to as “RISE”, serve as a guiding force for the actions and form the bedrock of the compliance culture. Arribatec has built code of conducts, policies, processes and guidelines making sure the company operate in compliance with applicable laws and regulations. These includes areas such as information security, data privacy, anti-bribery and corruption, environmental sustainability in addition to other areas.

The focus on compliance, operating in accordance with laws and regulations, and upholding high ethical standards extends not only to the internal operations but also to the suppliers, partners and clients.

The suppliers shall comply with the code of conduct, all applicable laws and regulations, contractual obligations, and the terms of the supplier code of conduct. The supplier code of conduct is making sure that every supplier fully respects human rights, do not use child labour, refrain from human trafficking, comply with employment rights in the country in which they operate, respect environmental, health and safety matters and have zero tolerance for corruption. Arribatec screen all existing and new suppliers based on these criterias. See our Supplier code of conduct at www.arribatec.com/investors/supplier-code-of-conduct.

Data privacy and information security

As a group that handles a significant amount of sensitive data and information from multiple clients, data privacy and information security are critical considerations. Arribatec recognize the potential disastrous consequences of a data breach or mishandling of the clients’ data, not only for the clients but for the company and the stakeholders as well.

That is why Arribatec has taken extensive measures to ensure that the company are fully compliant with GDPR regulations and have obtained the ISO27001 certification. The adherence to these frameworks demonstrates the commitment to maintaining the highest standards of data privacy and information security.

Each of the team members has integrated this focus into their work practices, and it is an integral part of the company culture. Arribatec understand the value of the clients’ trust and work hard to earn and maintain it. By prioritizing data privacy and information security, Arribatec can ensure that the clients’ confidential information remains safe and secure, and by that maintaining the reputation as a reliable and trustworthy cloud and service company.

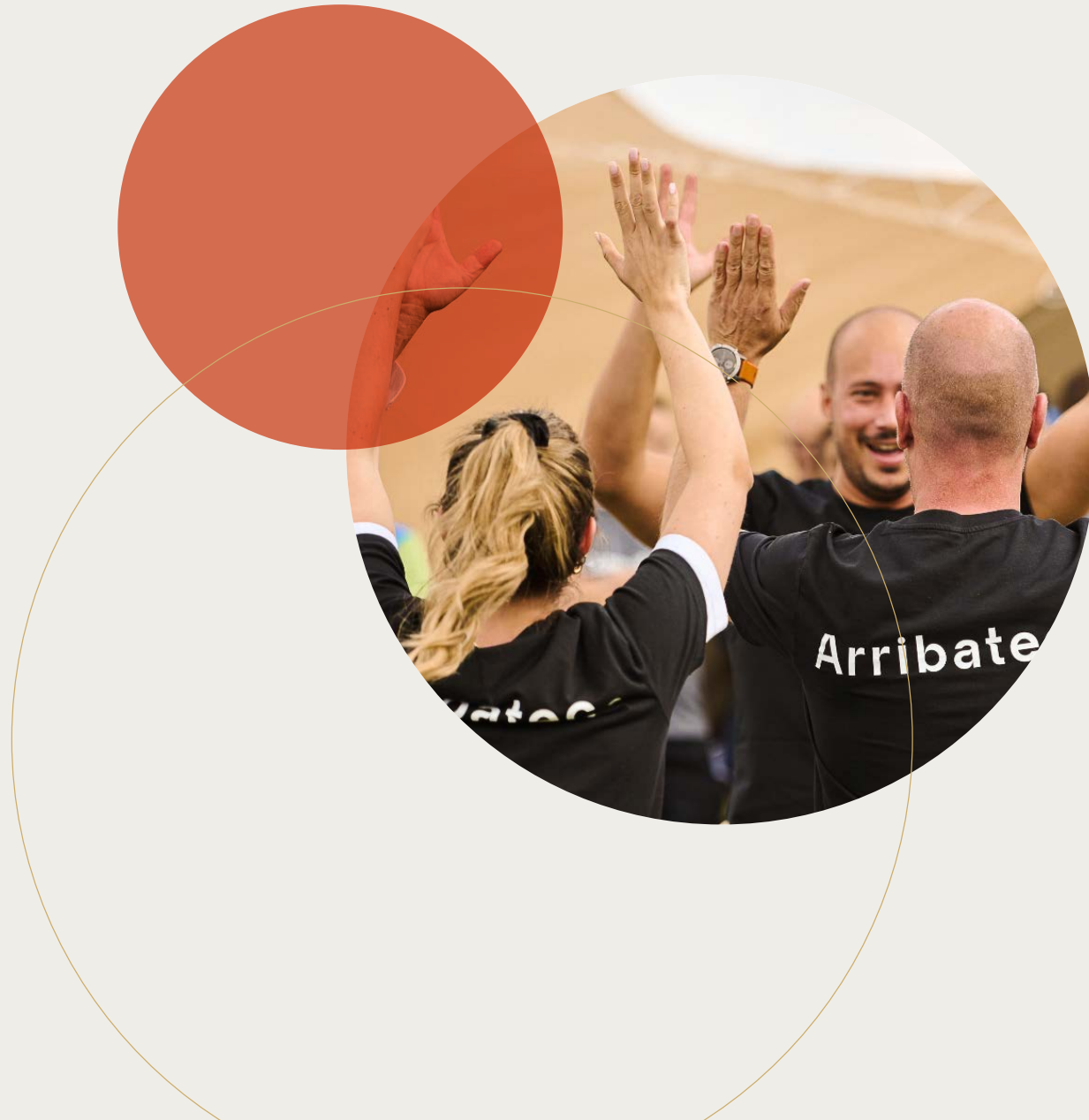
As part of the mandatory onboarding process, all new employees are required to undergo information security training. The employee security handbook and policies are consistently enforced and regularly reviewed in information security meetings, email and intranet reminders, and relevant gatherings. Furthermore, Arribatec undergo regular testing to ensure that the company is not susceptible to any information security breaches.

Final word

In closing, Arribatec are committed to ESG practices and dedicated to build a sustainable future. The company have made significant progress over the past year, building the necessary strategy, processes, and systems to improve the ESG performance. With these building blocks in place, Arribatec are well-positioned to deliver on the ESG targets and ambitions in the years ahead.

Looking at 2023, the biggest effort will be focused on training and developing the employees. Arribatec recognize that the employees are the greatest asset, and by investing in their knowledge and skills, Arribatec can improve the ESG practices across all areas of the business. Necessary training and resources will be provided to the employees to incorporate ESG considerations into the decision-making processes and daily operations. Arribatec will encourage the employees to take an active role in shaping the ESG strategy.

Arribatec remain committed to being a responsible and sustainable company and believe that the ESG practices are integral to our long-term success. Arribatec look forward to continuing the work on ESG and making a positive impact on the environment, society, and the stakeholders.



Arribatec.

Arribatec is a global supplier of digital business solutions that help our customers achieve competitive advantage through innovative use of IT.

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