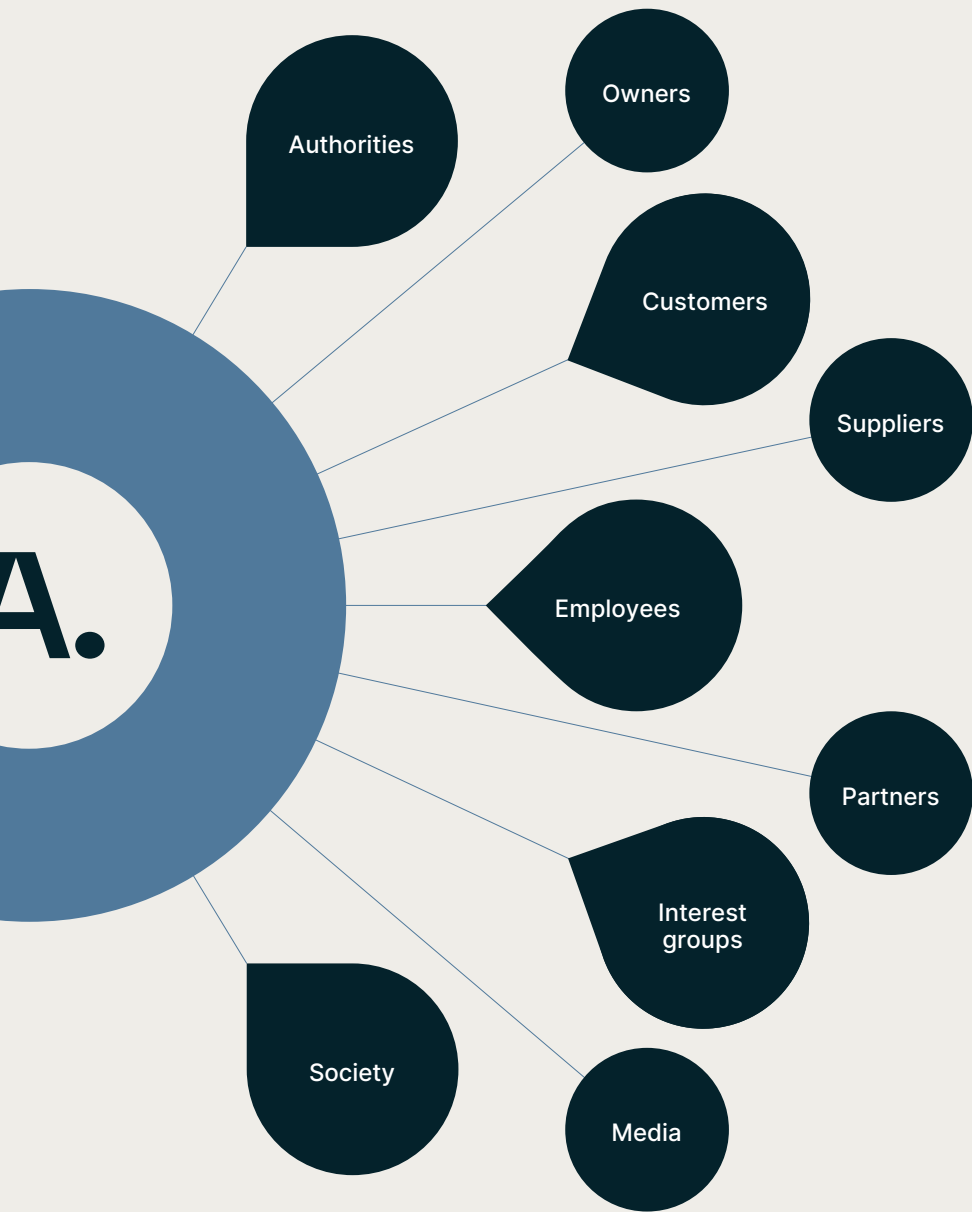


# Environment, Social and Governance .

This chapter offers an insight into Arribatec's Environmental, Social, and Governance (ESG) endeavours and achievements throughout 2024, in addition to the upcoming plans. The ESG standards and regulations are dynamically evolving alongside global shifts, necessitating proactive responses to emerging challenges. Arribatec remains committed to meet these challenges with actions and compliance and by leading the way for others through our vision statement "we simplify complexity".





**Our ESG strategy statement**

*At Arribatec, we take ownership of the complete service we provide and are responsible for our impact on the environment, 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 for 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 the best development opportunities. We empower our clients, business partners, and employees to act in the planet’s and society’s best interests.*



Arribatec is not obliged to disclose sustainability information in accordance with CSRD for the financial year 2024. Due to the recent Omnibus decisions, it is not certain if / when the directive will become effective for Arribatec. Our implementation process began with mapping the Company’s activities, business model, business relationship and value chain. We defined and mapped our stakeholders and performed the materiality analysis that will help to set the direction for our further work in sustainability, both in terms of strategic sustainability processes, but also our risk management. The results will also help to improve our reporting and communication with our stakeholders

Arribatec has conducted a double materiality analysis (DMA) in accordance with ESRS, based on methodological recommendations from the European Financial Reporting Advisory Group (EFRAG). The analysis was carried out in the winter and spring of 2025.

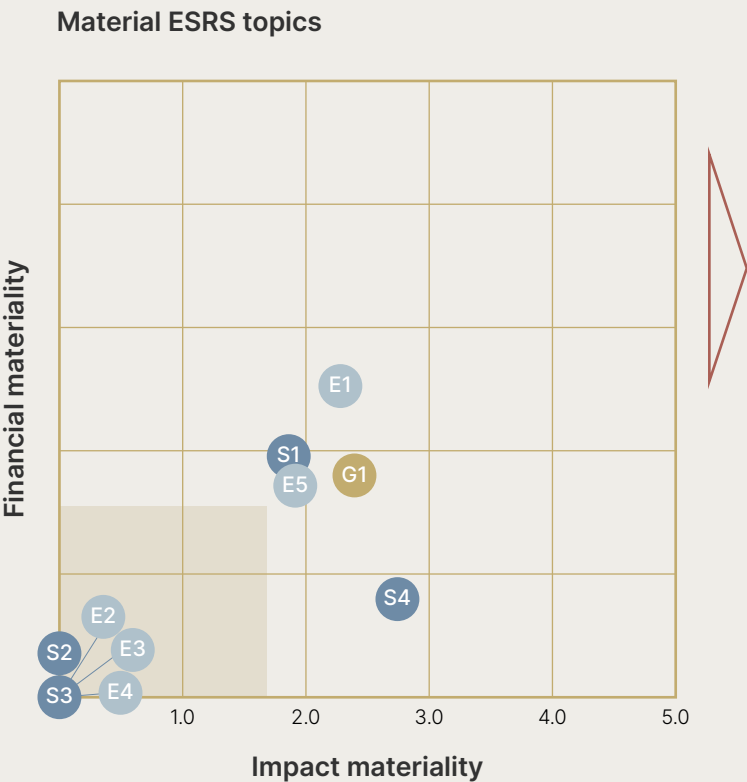
The purpose of a DMA is to understand and identify the sustainability topics that are material to Arribatec and our stakeholders. The analysis is an assessment of Arribatec’s impact on sustainability matters (impact materiality). It also assesses how sustainability matters impact the company (financial materiality). The identification of material impacts, risks and opportunities (IROs) is based on the topic standards in the ESRS and its subtopics. Topics and sub-topics are defined as material if they were either material from an impact, and/or a financial perspective.

The process has followed a methodology based on the IG1 guidance from EFRAG. Arribatec has conducted assessments based on insights from reports, documents, stakeholders, as well as workshops and discussions with subject matter experts, both internally and externally.

This work has included a thorough assessment of Arribatec's own activities as well as activities in the value chain, focusing

on the various topics covered in ESRS, both within climate and environmental, social and governance factors (ESG factors).

Through the process we identified 5 overarching material topics and 14 subtopics (see table). Our future CSRD reporting will include all these topics.



	Material topics	Non-material topics
Environment	<ul style="list-style-type: none"><li>E1 Climate change</li><li>E5 Resource use and circular economy</li></ul>	<ul style="list-style-type: none"><li>E2 Pollution</li><li>E3 Water and marine resources</li><li>E4 Biodiversity and ecosystems</li></ul>
Social	<ul style="list-style-type: none"><li>S1 Own workforce</li><li>S4 Consumers and end-users</li></ul>	<ul style="list-style-type: none"><li>S2 Workers in the value chain</li><li>S3 Affected communities</li></ul>
Governance	<ul style="list-style-type: none"><li>G1 Business conduct</li></ul>	

**The threshold for material / non-material topics**  
The quantitative analysis has a scale from 0 to 5, where 0 indicates no materiality and 5 represents absolute materiality. The threshold is set so that topics are considered non-material if both the financial and impact materiality is below 1.5. In the long term, Arribatec will consider lowering the threshold to include more topics.

Material sub-topics have been identified, using the EFRAG guidance:

Material ESRS topics	Material sub-topics
E1 Climate change	<div><div>Climate change adaptation</div><div>Climate change mitigation</div><div>Energy</div></div>
E5 Resource use and circular economy	<div><div>Resource inflow</div><div>Resource outflow</div><div>Waste</div></div>
S1 Own workforce	<div><div>Working condition</div><div>Equal treatment and opportunities for all</div><div>Other work-related rights</div></div>
S4 Consumers and end-users	<div><div>Information-related impacts on consumers and/or end users</div></div>
G1 Business conduct	<div><div>Corporate culture</div><div>Protection of whistleblowers</div><div>Managing relationships with suppliers, including payment practices</div><div>Other (cyber security)</div></div>

Going forward, we have assigned ownership to each material topic, and goals, guidelines, and actions will be developed for each to strengthen the management of sustainability efforts within the organisation.

Overall, our material IRO relates to the core activities of our business and are primarily concentrated close to our own operation. IROs affect or are affected by clients and end-user, employees, datacenter activities and hardware management. As a result of continued CSRD implementation following 2023’s pre-start implementation, the DMA analysis carried out in 2024 provided us with more identified IROs to work with going forward. The priority areas guide the operational decision-making, as well as the product and service offerings. The priority areas are listed below:

E1 Climate change

- Our aim is to become carbon neutral by 2030.

E5 Resource use and circular economy

- We aim to ensure 100% reuse and recycling rate of electronic waste by 2026.

Environment

Climate change remains one of the defining challenges of our time. With a presence in nearly 10 countries, Arribatec recognises its responsibility to reduce emissions intensity and actively support the global transition toward a low-carbon future.

Energy

Arribatec monitors emissions in line with the Greenhouse Gas Protocol (GHG Protocol), encompassing Scope 1 and Scope 2 emissions. Designated ESG supervisors are located at each office, ensuring annual reporting across all key sustainability indicators.

While Arribatec does not own the buildings it operates from, we are proactively engaging landlords to implement energy efficiency measures. However, progress varies across locations, reflecting different levels of maturity and commitment. We will continue to challenge and collaborate with landlords to drive continuous positive change.

	Unit	2024	2023
Environment			
Scope 1 emissions	Tonnes CO <sub>2</sub> e	1.40	3.9
Scope 2 emissions	Tonnes CO <sub>2</sub> e	159.2	225.8
Energy consumption through own operation			
Cooling	Kwh	445 730	395 182
Heating	Kwh	162 750	856 358
Electricity renewable	Kwh	661 869	174 939
Electricity non-renewable	Kwh	274 982	470 675
Circular economy			
Reused units	No of units	107	33
Recycled units	No of units	107	72
Products in process	No of units	3	17

Scope 1 emissions:

1.4 tonnes CO<sub>2</sub>e

Scope 1 emissions refer to direct GHG emissions from sources owned or controlled by Arribatec, such as company vehicles and on-site fuel combustion.

The scope 1 emissions have decreased by 64% compared to 2023, largely due to replacing diesel vehicles with electric models in the company`s vehicle pool.

Scope 2 emissions:

159.2 tonnes CO<sub>2</sub>e

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 scope 2 emissions have decreased by 30% compared to 2023. This decrease is primarily attributed to the increased usage of renewable electricity in data centers and office locations.

Energy Consumption

Energy consumption is monitored across all operations to identify areas of improvement in our journey toward carbon neutrality. Heating remains the dominant energy use in most office locations. As part of our sustainability commitment, all Arribatec-operated data centres now use 100% renewable electricity, and environmental performance is a key criterion in supplier selection.

Total energy consumption in 2024 has increased by 45% due to expansion of our business but non-renewable energy consumption is decreased by 42%. Renewable energy consumption constitutes 71% of total energy consumption vs 27% in 2023.

Circular Economy and Waste Management

Arribatec is committed to achieving a 100% reuse and recycling rate for all electronic waste by 2026. This goal encompasses not only internal IT equipment but also hardware provided to clients. To facilitate this, designated disposal areas for electronic waste have been established at our largest office sites, ensuring easy and secure collection and recycling of obsolete devices.



S1 Social

- Our employees are our main asset. We want our employees to thrive at work and we aim to be recognised 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.

		2024	2023
Diversity			
Total (in %)	Women/Men	30 / 70	35 / 65
Top-management	Women/Men	22 / 78	18 / 82
Mid-management	Women/Men	32 / 68	36 / 64
Ratio of basic salary of women to men			
Top-management:		0.81	0.79
Mid-management:		0.95	1.05
Non-management:		1	0.85

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. Compared to 2023 we see a slightly decline in ratio female/male. We will continue working towards achieving a more balanced gender ratio.

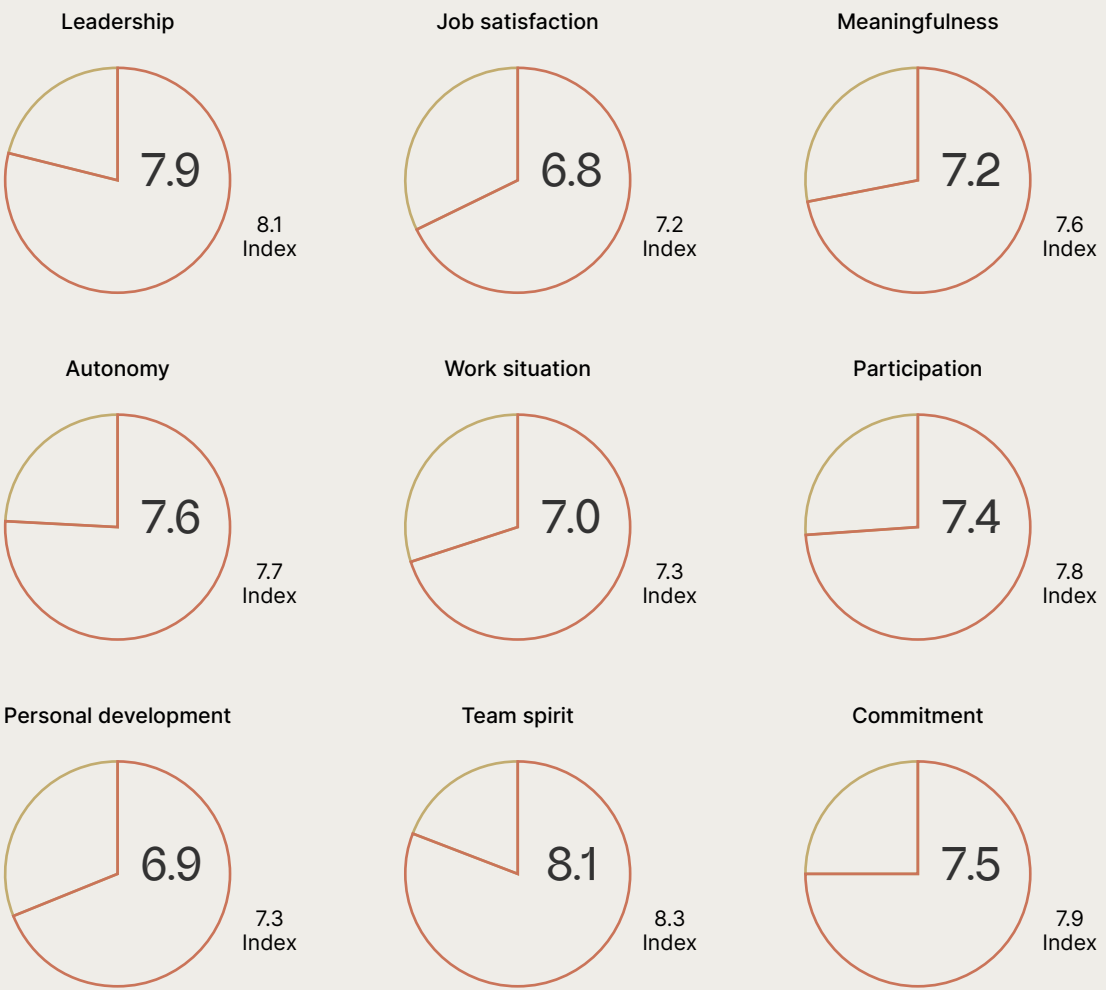
The ratio of women’s salaries to men’s is lower in top management positions (C-level), higher in mid-management, and lower again for non-management positions. Arribatec regularly monitors this ratio to ensure no intentional or unintentional discrimination exists. Upon closer examination, it is apparent that the variation in the ratio is influenced by factors such as seniority, competence and skills, educational level, and job position. Additionally, historical and geographic elements play a significant role in this variation.

Work environment

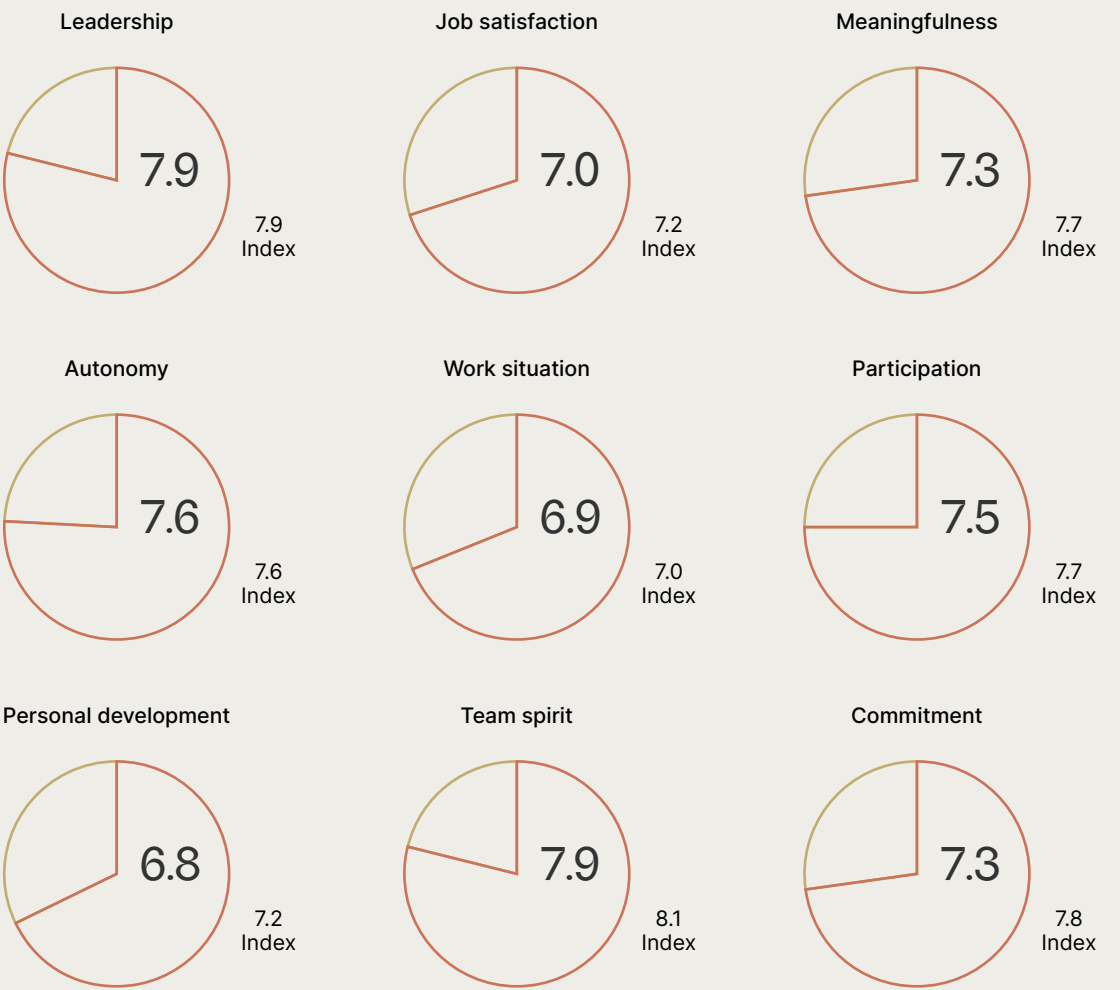
Arribatec uses an artificial-driven survey every week to monitor, evaluate and act on some key factors that influence the overall job satisfaction among the employees, supported by Winningtemp. The weekly survey helps the company to create a positive and efficient work environment, by hearing and getting input from the employees and responding to their feedback. This is a helpful way of getting feedback that helps the company to identify areas for improvement and ongoing growth. One of the strategic objectives for Arribatec is to

score at or above industry index (source Winningtemp) in all parameters. Arribatec has achieved targets for some parameters but is slightly behind on others, seeing a ln/decrease of the overall satisfaction score compared to 2023 (7.2 vs. x). Even though not meeting all parameters, Arribatec is pleased with the scoring, considering the significant consolidation activities we have gone through. Furthermore, the implementation of the pulse survey across all Arribatec departments has resulted in an average participation rate of 83% against 78% in 2023. Arribatec initiated a restructuring process during the fourth quarter of 2024. We have seen a temporary tendency towards a fall in the figures from the first half to the latter half of 2024, which can be linked to this process. Active efforts are being made to reverse this trend in the business areas.

**2024:** Total 7.3 (business industry index 7.7. Score out of 10.



**2023:** Total 7.2 (business industry index 7.5). Score out of 10.

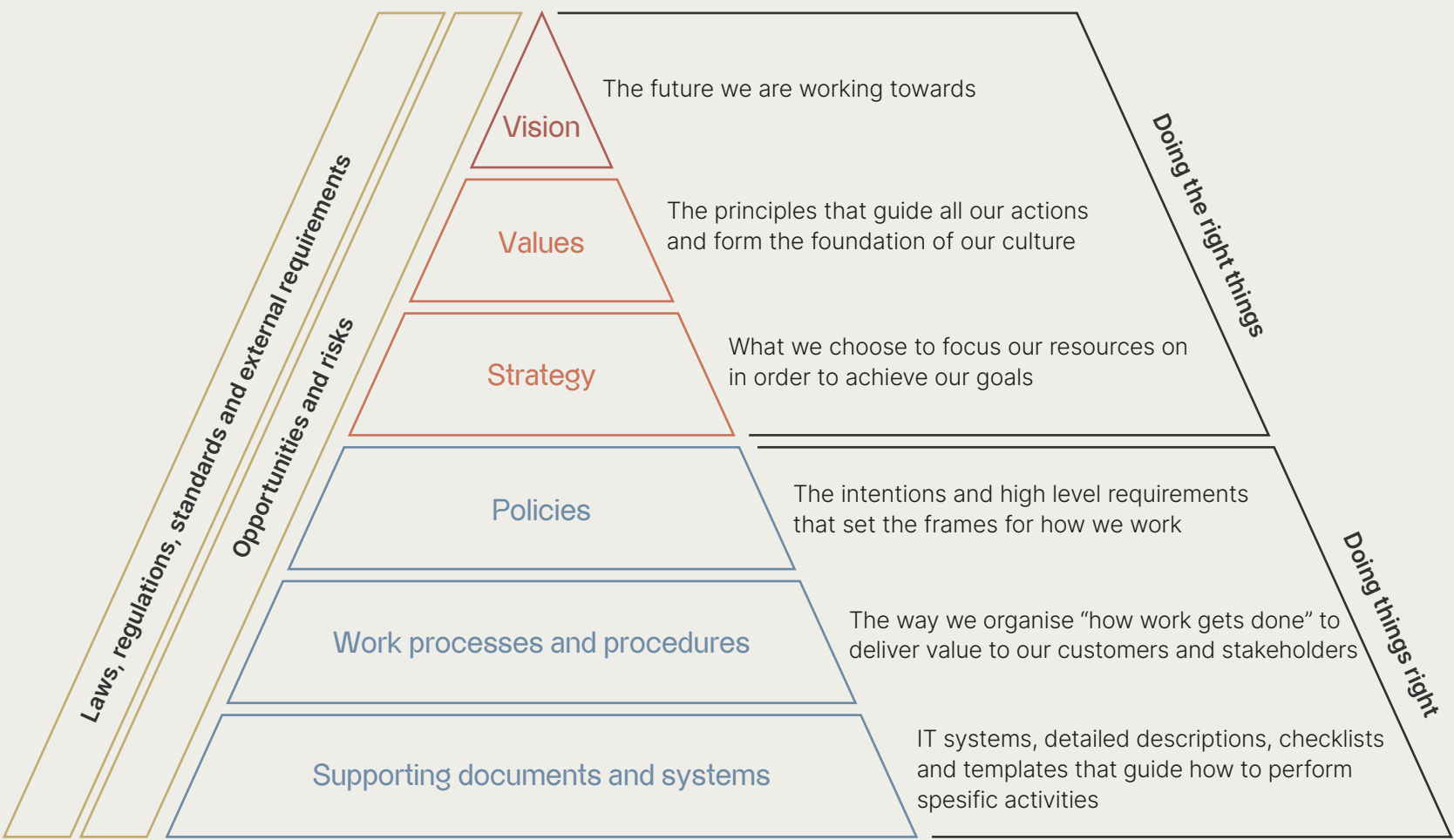


G1 Governance

- 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.

As a professional service and IT company listed on Oslo Stock Exchange, Arribatec aims to maintain the highest standards of governance and accountability and to ensure that the stakeholders can have confidence in the business practices. Arribatec not only has a responsibility to govern its own operations effectively but is 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 recognise that the success depends on maintaining their trust.

In our governance reporting, we focus on business conduct, compliance with laws and guidelines to protect human rights, prevent corruption and safeguard whistle-blowers. The fostering of a corporate culture which attempts to protect employees and other stakeholders against potential human right impact, protect whistle-blowers who report on these issues are very important for us.





Business conduct is essential to our business model. The level of authority is stated in the Delegation of authority policy and matrix that state the mandate for each level and positions in the organisation. This ensures decisions are made at the right level, involving the right personnel. The governance hierarchy model visualise 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.

Arribatec is 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 [Corporate Governance Statement](#) on Arribatec’s website.

