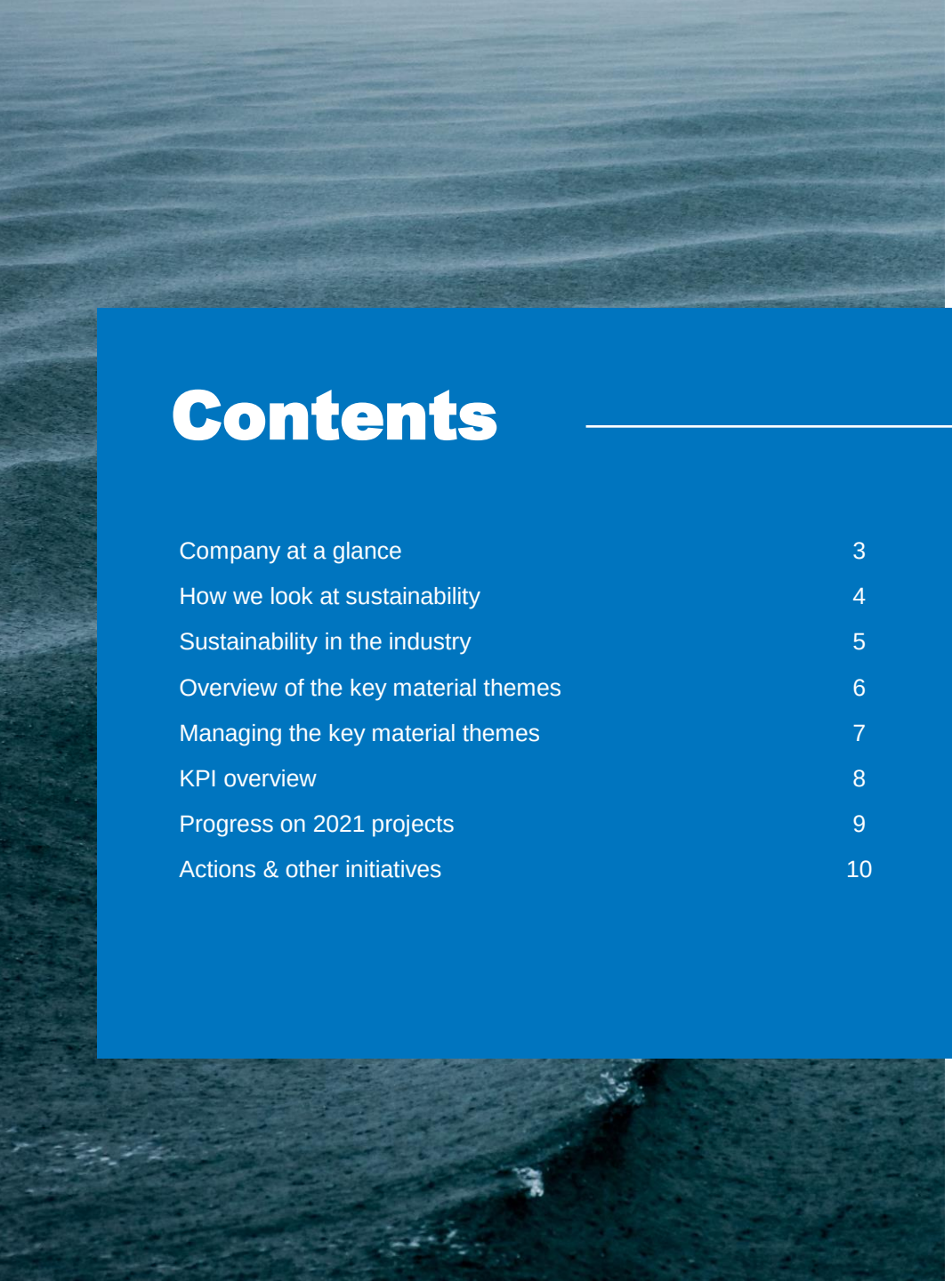
Calder Sustainability Report

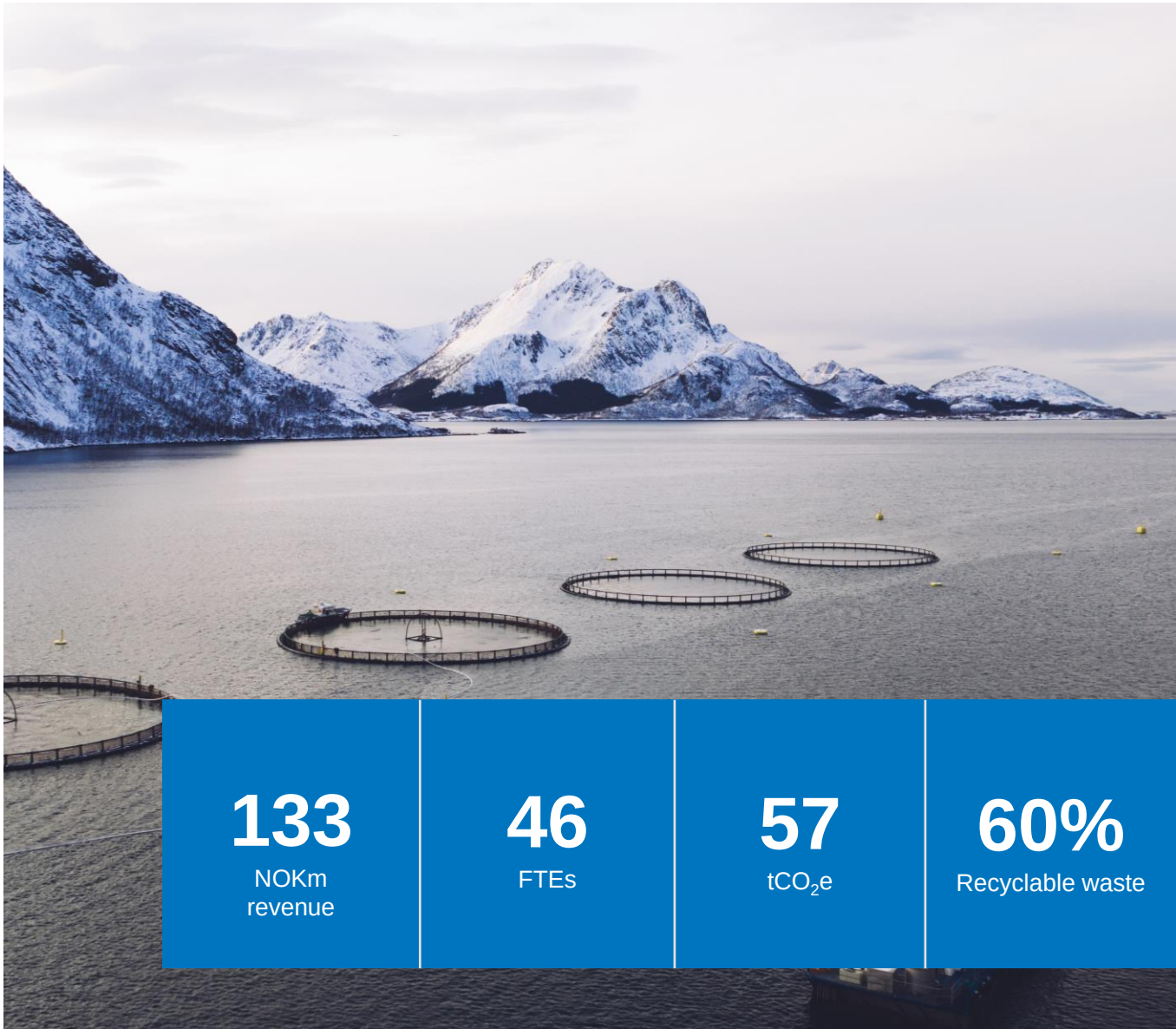
2022



Contents

Company at a glance

- Established in 1981, Calder is experienced in building robust pump packages for onshore and offshore applications. Providing high-end, high pressure pump solutions with applications in power generation, water treatment and petrochemical industries.
- Calder's focus has been on new opportunities, particularly in areas that involved difficult and innovative processes. One new technology that emerged was Cuttings Re-injection (CRI) – the injection of ground-up stone and rock waste material back into a deep oil well – an environmentally sound method for disposing of oil & gas drilling waste.
- The primary focus of Calder is minimising life cycle costs by producing machines that are reliable, low maintenance, and durable. This is achieved through extensive engineering design experience, careful component selection, controlled build processes, and thorough in-house testing.
- Calder is based in the United Kingdom and has an additional office in Saudi Arabia.



133	46	57	60%
NOKm revenue	FTEs	tCO_2e	Recyclable waste

How we look at sustainability

Investigate the industry exposure

First, the relevance of ESG is assessed for the industry that we operate in, and a long-term vision for a sustainable industry is defined.

Determine key impact areas

Key material themes are highlighted, taking a perspective on the full value chain. They are reviewed on an annual basis.

Assessing performance

The company's performance on the identified key material themes is assessed, reflecting on relevant initiatives and performance metrics.

Creating an action plan

Finally, opportunities are identified where ESG and value creation coincide, formulated in actionable priority projects to drive progress.

Sustainability in the industry

Today's industry

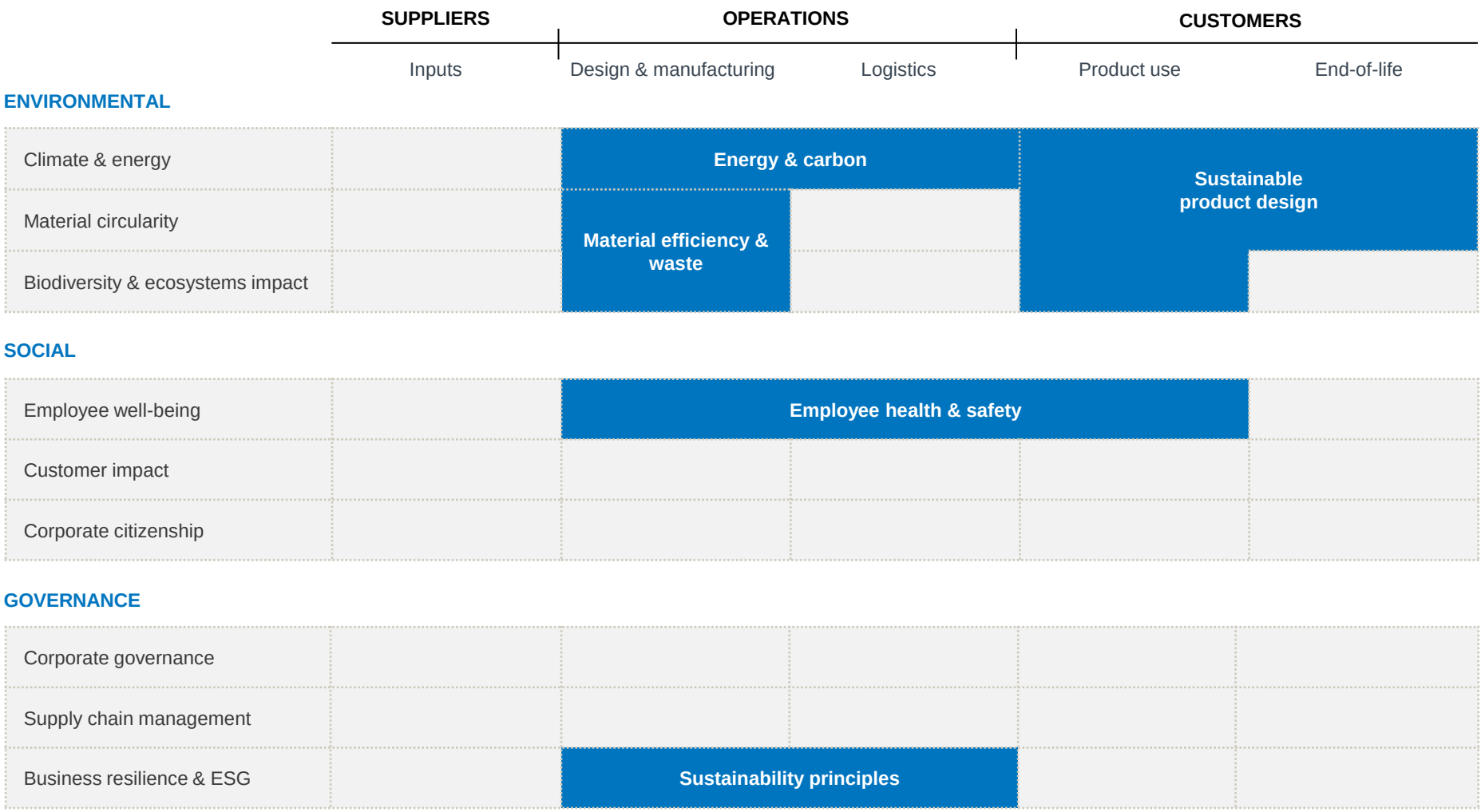
- **Market demand –** Ensuring the safety and reliability of products in aqua, marine and energy-related assets (e.g. live fish pumping systems, chemical plants, vessels and reactors) is critical to protect both human life and the marine environment. Aqua, flow and high-pressure solution providers cater for this as they enable the safe and efficient use of aquatic resources using durable and high-quality components and technologies (e.g. ballast water treatment systems, water jetting pumps).
- **Regulations & certifications –** The regulatory pressure for aqua, marine and energy solution providers is driven by the International Maritime Organization (IMO) and Solas regulation. Depending on the area of application, more stringent regulations may apply with regard to (amongst others) emissions, such as the EU Stage V regulations for non-road machinery. Relevant certifications within the industry include (amongst others) ISO 9001 for quality management, ISO 14001 for environmental management, and ISO 45001 to ensure the health and safety of employees.
- **Industry initiatives –** Industry peers seem committed to ensuring health & safety and reducing the environmental impact of their products and services. Some players disclose their HSEQ commitment and ISO certifications on their websites, while others focus on lowering the carbon intensity of their products and services.

Long-term vision for a sustainable industry

- The industry has the potential to reach a future-proof state with conditions for growth. Many end-clients will need to overcome ESG issues related to their own operations (e.g. aquaculture needs more sustainably sourced products and the switch to renewables in the energy sector). Providing safe and durable solutions (e.g., low ecological impact/end-of-life processes to improve product lifecycle) is a condition for the sustainable operations of these end-clients. Sustainability principles should be embedded into company practices.
- Companies in the industry should continue to implement efficiency measures across the design, welding and manufacturing of the product range, thereby positively contributing to a circular economy. Material management should focus on closing the loop to maximise the value of waste.

Overview of the key material themes

Highlighting ESG themes that are relevant to Calder and the industry across its value chain using the Sustainability Accounting Standards Boards (SASB) materiality map



Managing the key material themes

Energy & carbon

- Energy consumption is dependent on the number of orders. The more orders, the higher energy consumption. Yet targets are in place to reduce energy consumption, with the objective to reduce the energy intensity by 2% per annum.
- Calder monitors and keeps track of the electricity, gas and heating fuel consumed in operations.
- In offices, motion sensor lighting is applied; all main lights and electric systems run on timers. Double-sided printing is the default setting on printers; the same goes for black-white printing.
- Calder is exploring alternative, more eco-friendly, vehicles when replacing the current fleet.
- During 2021, the lighting and heating in the Calder shop was improved and replaced with energy-efficient heaters and light bulbs.

Material efficiency & waste

- Products are often required to meet customer specifications that dictate material selection. However, where possible, Calder aims to source sustainable materials.
- Calder is focused on reducing material waste and improving one-time-right production, e.g., a new engineering head has been hired to investigate how and why materials are leftover. Water is used for testing products and is often collected and reused.
- Waste streams are managed as part of the Environmental Management System based on ISO 14001 standards (certified).
- Use of hazardous materials is limited to oil, lubricants and cleaning solutions for manufactured products.
- Hazardous waste streams are stored in COSHH lockers, where all employees are trained in the use of COSHH. Waste is subsequently managed by an external authorised collector.
- Supply errors are communicated to suppliers to reduce material waste in the supply chain.

Sustainable product design

- Products are manufactured using quality components that ensure product durability. The operational lifespan of Calder's products is 20+ years.
- Quality management abides by ISO 9001 standards (Calder is certified).
- Stainless steel is often used instead of plastics in components. Steel ensures that the end-of-life potential is maximised and that recycling is possible.
- In product design, Calder complies with regulatory emission standards. All products are certified and compliant with EPA Stage IV and V emission standards.
- Each new pump package design starts with the creation of a detailed 3D model. The 3D model is also used as the basis for a variety of Finite Element Analysis (FEA) techniques, which are used to develop designs to achieve valuable space and weight-saving benefits for Calder's customers.
- Based on its sustainable product design, Calder has introduced electric-powered water jetters.

Employee health & safety

- The health & safety of employees is a top priority throughout operations. A health & safety management system is in place (ISO 45001 certified).
- To further strengthen the safety culture, near misses are reported. Once reported, an investigation is performed, and a toolbox talk is held to identify where the focus lies on how to improve.
- Calder received an Investors in People accreditation to the level of Silver Award. The award is granted based on annual online submissions from employees, along with an onsite audit every 3 years.
- All employees receive protective workwear and safety clothing for testing and product placement.
- The safety and reliability of products for customers is prioritised. To illustrate, customers are supplied with TST clothing to offer protection and comfort for their employees when using Calder's products.

Sustainability principles

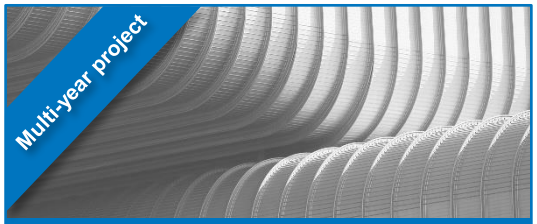
- Governance has been established within Calder. Relevant policies (including ABC, Gifts, Privacy & Cookie, GDPR, CSR, and HSEQ) are in place. The HSEQ Policy covers environmental topics.
- Multiple ESG-related certifications are in place, including ISO 9001, ISO 14001, and ISO 45001.
- Calder extends ESG values to suppliers. A Responsible Purchasing Policy/Supplier Code of Conduct is in place and always confirmed with a signature from suppliers. Over the past years, no ESG-related issues have occurred with suppliers.
- ESG is a regular agenda topic during board meetings taking place every second month, while ESG is reported on a monthly basis.

KPI overview

	KPI	Unit	2020	2021	Target	Comment
Energy & carbon	Energy consumption	MWh	288	285		
	Energy intensity	MWh / NOKm revenue	2.22	2.11	2% YoY	› Annual reduction target
	Gas consumption	MWh	101	114		
	Gas intensity	MWh / NOKm revenue	0.78	0.8	2% YoY	› Annual reduction target
	Electricity consumption	MWh	187	171		
	Electricity intensity	MWh / NOKm revenue	1.44	1.27	2% YoY	› Annual reduction target
	Share of renewable electricity	%	100%	75%	100%	› Target: 100% renewable electricity with GoOs by 2023
	Carbon footprint	tCO2e	37	57		
	Carbon intensity	tCO2e MWh / NOKm revenue	0.28	0.42		
Material efficiency & waste	Waste	Tonnes	33	28		
	Waste intensity	Tonnes / NOKm revenue	0.3	0.2		› Goal is to track progress and evaluate accordingly
	Recyclable waste	%	56%	60%	100%	› To be achieved by 2024
Employee health & safety	Total absenteeism rate	%	6.7%	0.9%	<4%	› Target: maintain <4% total absenteeism rate
	Short-term absenteeism rate	%	2.3%	0.9%	<2%	› Target: maintain <2% short-term absenteeism rate
	Long-term absenteeism rate	%	4.4%	0.0%	<2%	› Target: maintain <2% long-term absenteeism rate
	Accident rate	# accidents / 1,000 FTE	19	0	<20	› To be maintained <20 in 2022
	Near misses	# / month	4.1	0.3	<6	› To be maintained <8 in 2022
	Employee satisfaction	Score out of 5	4.1	-	4.5	
	H&S inspection faults	# per quarter	3	1	<10	› To be maintained <10 in 2022
	Gender diversity	% female FTE	9%	13%		› Goal is to track progress and evaluate accordingly
	Women in management	%	8%	25%	>20%	› Target achieved in 2021; goal to maintain >20%
Sustainable product design	Water consumption	1,000 m^3	0.6	0.4	2%	› 2% reduction in water consumption each year
	Non-conformance reports	# per unit delivered	1.38	1.77	<2	› To be maintained <2 in 2022
	Customer complaints	# per unit delivered	0.31	0.31	<0.5	› To be maintained <0.5 in 2022

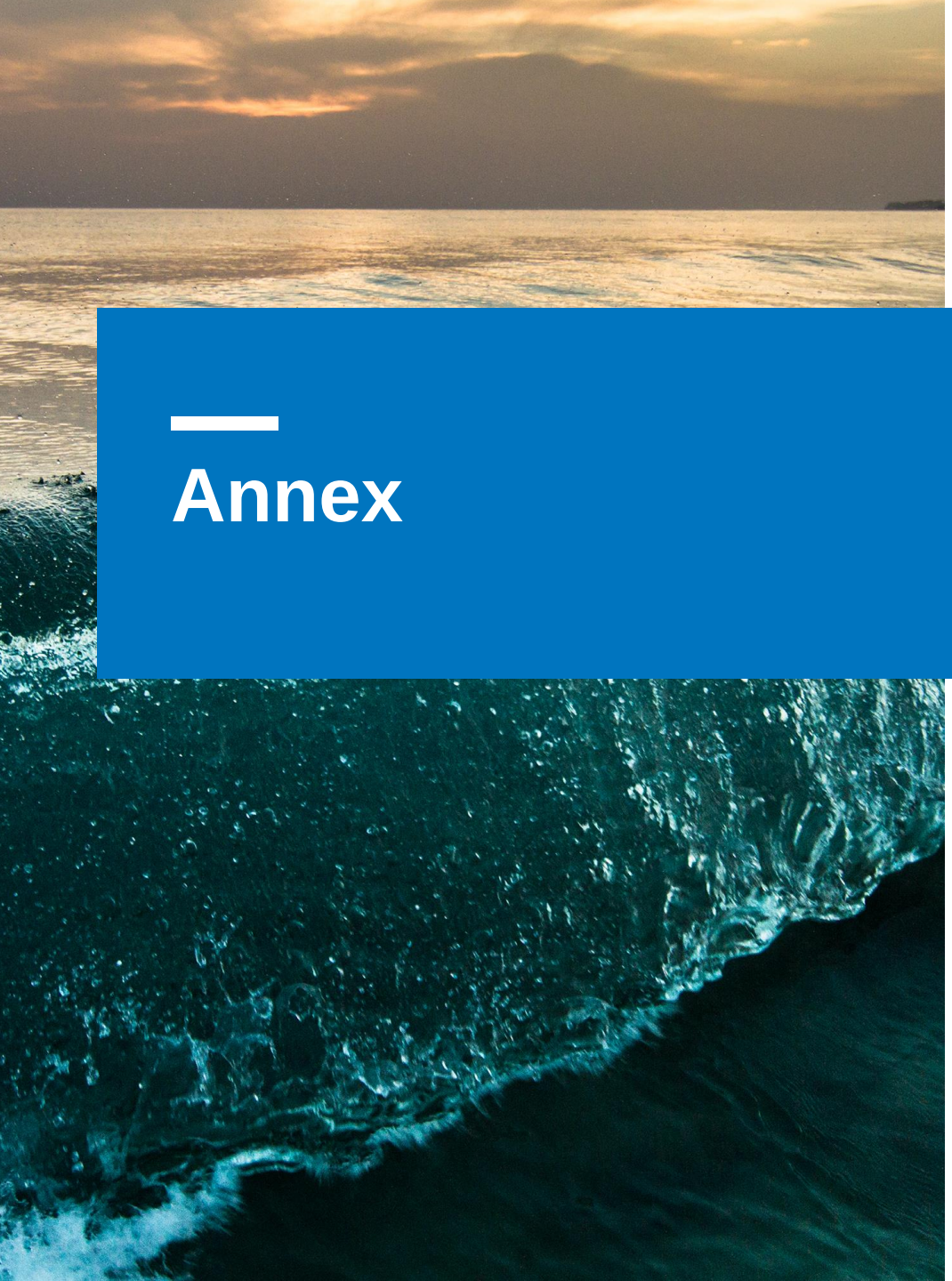
Progress on 2021 projects

A selection of projects has been defined that contribute to fulfilling Calder's sustainability ambition(s).

	Employee health & safety	Material efficiency & waste	Sustainability principles
			
Project	**Embedded safety & well-being culture**	**One-time-right production**	**Explore growth pockets**
Description	› Plan Do Check and Action (PDCA) cycle fully embedded in evaluations of the H&S management system. › Continue to encourage internal KPI reporting, e.g., on near-misses and LTIF and set targets accordingly. › Periodically conduct satisfaction survey.	› Investigate how and why materials are leftovers. › Identify the root-cause of material waste and implement best-practices to avoid. › Set KPIs and targets to measure performance going forward.	› Understand the growth pockets in other markets (e.g., renewables). › Adjust specifications of offerings according to (potential) customers needs. › Enter in selected markets following business case evaluation.
Ambition	› Further improve safety and well-being culture at Calder.	› Reduce material waste and improve our one-time-right production rate.	› Increase revenue stream from adjacent markets with 10% per year.
Progress	Implementation of mental health courses, fire training, reporting on KPIs (e.g. near-miss) and Investors in People audits.	Root cause analysis of material waste is always performed (incl. checking bills of materials to improve efficiency).	Growth pockets in adjacent markets are being explored, including carbon capturing and hydrogen.

Actions & other initiatives

Actions	Timing	Responsible party
› Put ESG as a strategic focus on the board agenda	› TBD	› TBD
› Continue with the plan to update service vans to electric or hybrid	› TBD	› TBD
› Launch ESG section on the website showcasing the positive contribution (e.g. electric jetters)	› TBD	› TBD
› Foster the health & safety and well-being culture within Calder	› TBD	› TBD
› Set KPIs and targets around one-time-right production	› TBD	› TBD
› Enter selected sustainable end-markets to unlock growth pockets (e.g. hydrogen and carbon capture)	› TBD	› TBD



Annex

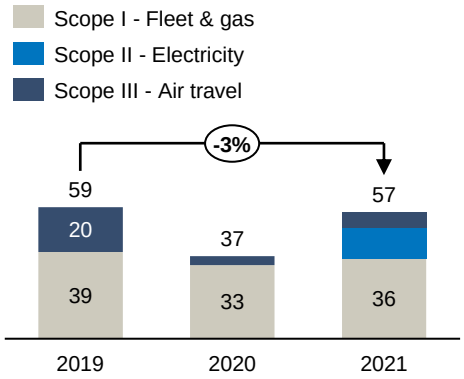
Maturity on key material themes

	Regulatory driven No to limited attention to ESG, only based on laws & regulations	**Involved** Initiatives to manage ESG, from a risk or a cost-efficiency perspective	**Committed** Strategy focused on ESG risks and opportunities, incl. KPIs and targets	**Integrated** Tangible progress on relevant ESG themes	**Future proof** Strategy fully aligned with a circular economy/ sustainable society
Energy & carbon	› Adherence to (local) energy regulations (i.e. EED (EU), ESOS (UK), Wet Milieubeheer (NL))	› Basic monitoring of energy and carbon emissions (Scope I + II) › Energy audit conducted and proposed actions fully lived up to › Focus on behavioural changes, quick-wins addressed › Carbon policy in place and regulation awareness at board level	› Energy management system in place › Monitoring of Scope I, II and III › Energy efficiency targets of >2% p.a. › Science-based target set in line with well-below 2°C climate scenario (2.5% ≤ X ≤ 4.2% annual linear reduction) › >50% of electricity derived from renewable sources (including RECs)	› YoY energy efficiency gains of > 2% › Science-based target set in line with 1.5°C climate scenario (X ≥ 4.2% annual linear reduction) › Onsite renewable energy generation deployed if possible and >75% of energy from renewable sources (including RECs)	› Energy consumption reduced to absolute minimum › Net-zero emissions achieved for Scope I, II and III emissions
Material efficiency & waste	› Input materials adhere to relevant laws & regulations › Limited insight into material efficiency › Insight in use of scarce materials	› Quick-wins deployed to increase material effiency (e.g. through process improvements, reusal of scraps) › Initiatives mainly focused on achieving cost reductions › Options explored to reduce the use of scarce materials	› Action plan in place, incl. KPIs, targets and criteria on e.g. renewable, recyclable or recycled input; aim to reduce virgin input material › Alternatives for scarce materials implemented	› Tangible reduction in virgin input materials › >50% (or as much as reasonably achievable) of materials are renewable or recycled › All certifiable input materials are certified (e.g. FSC) › Tangible reduction in the use of scarce materials	› Zero virgin input materials › Pushing circularity standards (e.g. by replacing materials with better alternatives, design changes, or supply chain collaborations) › No to limited use of scarce materials
Sustainable product design	› ESG considerations (e.g. energy efficiency, material use, emissions during use, disassembly possibilities) not taken into account in product design	› ESG considerations taken into account in product design from a cost-reduction perspective during the manufacturing stage (e.g., less material use)	› ESG considerations taken into account in product design for manufacturing (e.g. less material use and waste in production) and product use (e.g. energy efficiency, durability) › Several products contribute positively to environmental, social and goveranance factors	› ESG considerations taken into account in product design for manufacturing (e.g. less material use and waste in production), product use (e.g. energy efficiency, durability), and disposal (e.g. dissasembly, recyclability) › The majority of products contributes positively to environmental, social and goveranance factors	› Leading industrial player for sustainable products › ESG considerations are taken into account for the full product lifecycle › All products contribute positively to environmental, social or governance factors
Employee health & safety	› Adherence to (local) H&S regulation › Risk management system in place (NL: RI&E) › Basic monitoring of absenteeism and accidents	› H&S policy and safety audit (e.g. VCA) in place › Sound follow-up on risk management system (RI&E) › Monthly board reporting on H&S performance › Mitigating efforts in place against work-related diseases	› H&S management system (e.g. ISO 45001) in place › Comprehensive reporting standards incl. near-misses, LTIF-rate, short/mid/long-term absenteeism › LTIF and absenteeism below industry average or else action plan in place, including KPIs and targets	› Proof of embedded safety culture › LTIF and absenteeism below industry average for past 3 years	› Best-in-class H&S management reflected in track record (i.e. LTIF and absenteeism <50% of industry average for past 3 years)
Sustainability principles	› ESG statement on website › Standard ESG issues covered (e.g. safety)	› ESG policy in place › Exploring relevant ESG-related memberships	› Annual monitoring and updating of ESG policy › ESG action plan in place, including KPIs and targets › ESG related memberships in place	› ESG policy actively communicated to stakeholders › The firm's ESG measures are amongst the top of the industry and peers › Year-over-year progress on ESG integration › Reporting to management and board level	› Initiator/frontrunner of sustainability initiatives › Pushing ESG standards in industry

Energy & carbon

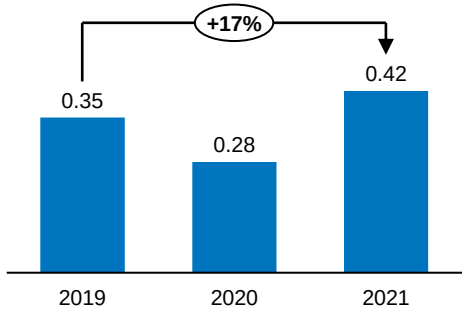
CARBON FOOTPRINT[1]

tCO2e



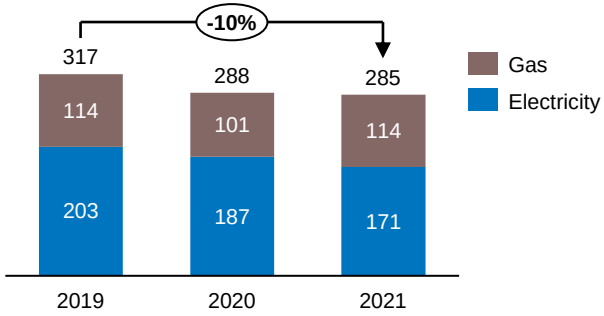
CARBON INTENSITY

tCO_2e / NOKm



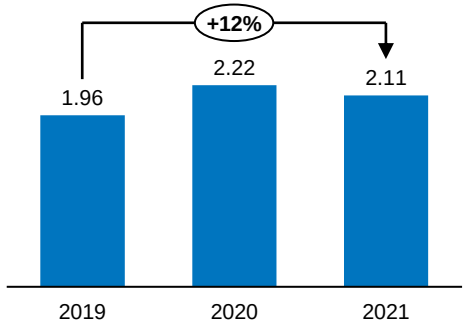
ENERGY CONSUMPTION

MWh



ENERGY INTENSITY

MWh / NOKm



- Calder monitors electricity, gas and diesel consumption. The company's objective is to reduce all usage by 2% per annum.
- Calder's diesel engines comply with the EU emissions regulations for non-road diesel engines (Stage V) that impose strict limits on harmful emissions, e.g., a particle number limit of 1012/kWh on hydrocarbon and nitrogen oxides.

Footprint equals

~ 7 Homes' energy for one year

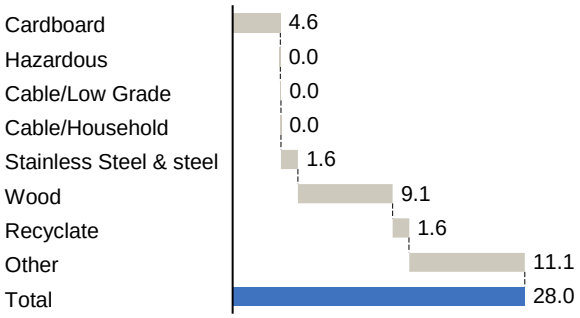
< 1 Wind turbines running for a year

1As defined by The Greenhouse Gas Protocol; The carbon footprint includes the GHG emissions CO2, and is expressed in equivalent tonnes of carbon dioxide (tCO2e).
Source: Greenhouse Gas Protocol, Company data, MJ Hudson assessment

Material efficiency & waste

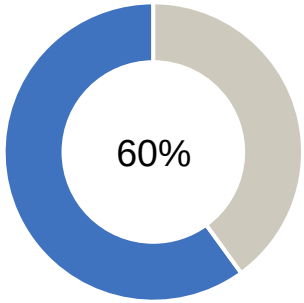
TOTAL WASTE

Tonnes, 2021



RECYCLABLE WASTE

%



- Calder's waste streams are managed as part of the Environmental Management System. Waste is disposed of through waste collectors, whose names are listed on the Waste Disposal Register.
- Hazardous materials are used in operations and stored in Control of Substances Hazardous to Health (COSHH) lockers, bulk containers, and bunds. Material safety data sheets are provided by suppliers & COSHH risks assessments are then provided internally. Protective equipment is provided to users.
- Calder aims to use sustainable materials where feasible, yet often must comply with customer specifications which dictate material selection.
- To mitigate material sourcing risks, Calder has a statement on all purchase orders: “This order prohibits the supply of goods, materials or products containing materials manufactured in the Far East.” Exceptions may be granted where the supplier can prove beyond doubt the integrity of the product and veracity of associated documentation.

Sustainable product design

Minimising life cycle costs

3D
engineering design to achieve valuable space and weight-saving benefits

20+
years durability

ISO 9001, ISO 14001 and ISO 45001

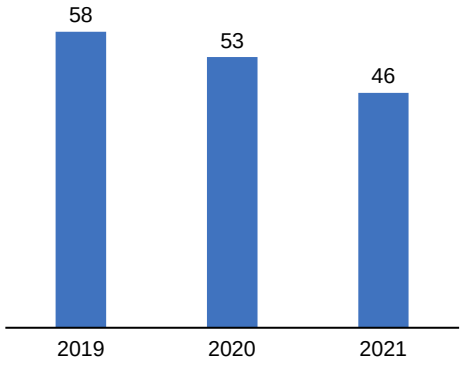
Focus areas

- Calder's focus is on minimising life cycle costs by producing machines that are reliable, low maintenance, and durable. The company achieves this through extensive engineering design experience, careful component selection, controlled build processes, and thorough in-house testing.
- Calder's equipment is manufactured using the highest quality components ensuring the long life of products, e.g., stainless steel is often used instead of plastic on guarding. This furthermore ensures that the end-of-life recycling of finished products is utilized.
- Calder implements circularity into product and part design by making it possible to disassemble the different types of materials for recycling.
- The company continually invests in design software which is the basis for a great product and build and test procedures are frequently audited to ensure product quality. The standards to which we work include ISO 9001, ISO 14001, ISO 45001. Calder is audited regularly by customers, Achilles, NQA, BSI, VCA, and Investors in People.

Employee health & safety

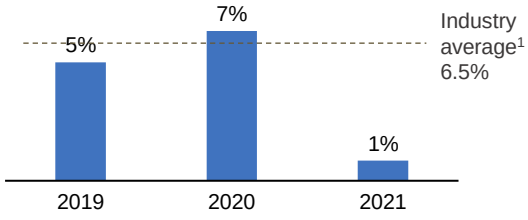
EMPLOYEES

FTE



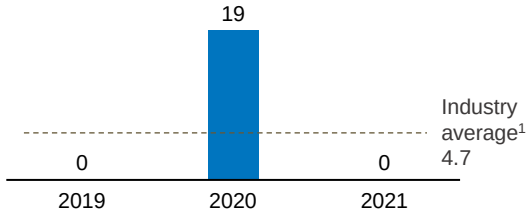
ABSENTEEISM RATE

%



ACCIDENT RATE

Accidents / 1,000 FTE



- Calder has been awarded the ISO 45001:2018 certificate that demonstrates compliance with the international occupational health & safety standard.
- The ISO 45001 standard is a testament to both the health and safety culture that is fostered within Calder. Solely one minor non-conformity and one opportunity for improvement was received in the ISO 45001 audit.
- H&S and risk management processes are additionally controlled with audits from NQA, BSI, FPAL & VCA. H&S reports are provided each month.
- Calder values social employability. At Calder, work placements are provided to allow students from local schools and colleges to build work experience.

ISO 45001

1Based on Statistics Norway (SSB) 2021 averages for the 'manufacture' industry.
Source: Company data, MJ Hudson assessment, SSB

Climate risk assessment

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Type of risk

Physical climate risks

Description

To assess exposure to physical climate risks, a company's geographical presence and its upstream and downstream exposure are considered. The risk score takes water stress and country ESG RepRisk into consideration, retrieved from Aqueduct Water Risk Atlas tool – recognized for physical climate risk assessment by the TCFD.

Exposure

Geographical presence Calder

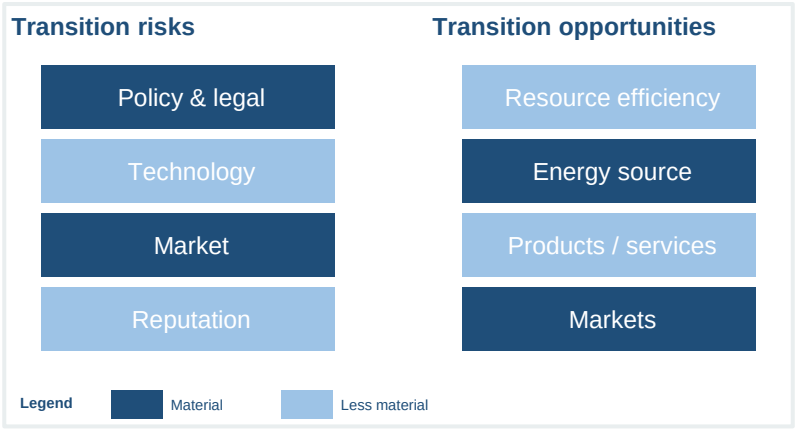
Legend: Operations; High risk operations; Upstream exposure; Downstream exposure

Risk score

UPSTREAM	OPERATIONS	DOWNSTREAM
LOW MEDIUM HIGH	LOW MEDIUM HIGH	LOW MEDIUM HIGH
Key suppliers based in Germany, Netherlands, UK, USA, and Italy have low physical climate risks and high institutional and socio-economic coping capacity.[1]	Physical climate risk is low to medium for the UK office and medium to high for the office in Saudi Arabia. Coping capacity is high in the UK and medium in Saudi Arabia.	Given Calder has clients all over the world, downstream physical climate risk are medium and highly dependent on the client at stake.

Transition risks and opportunities

The transition risk element captures the risks associated with a shift to a low-carbon economy and the opportunity element portrays how well a company is positioned for a shift to a low-carbon economy. An example of a transition risk element would be high costs associated with the transition to lower emission technology.



TRANSITION RISK

LOW MEDIUM HIGH

- **Policy & legal**: Increased pricing of GHG emissions could result in increased operating costs.
- **Market:** Driven by increasing regulations, there will be demand for more sustainable pumping systems with modular designs, which could result in higher manufacturing costs.

TRANSITION OPPORTUNITIES

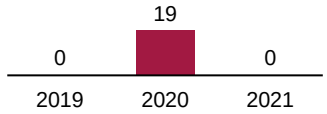
LOW MEDIUM HIGH

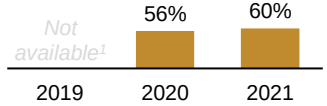
- **Energy source:** Sourcing green electricity, backed by Guarantee of Origin, could reduce sensitivity to changes in the cost of carbon.
- **Markets:** A growing market demand for more sustainable products can unlock revenue opportunities by expanding to a more future-proof product portfolio.

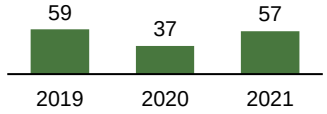
1Dependent on location, suppliers based in Germany have a low-medium, Italy have a medium-high physical climate risk – though both countries have high socio-economic coping capacity.
Source: Aqueduct Water Risk Atlas, MJ Hudson analysis, TCFD

Targeted UN SDGs* for Calder

Company activity	SDG	SDG target	SDG indicator	Company KPIs
Create a safe working environment	8 DECENT WORK AND ECONOMIC GROWTH	**8.8:** Protect labour rights and promote safe and secure working environments for all workers.	**8.8.1:** Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status.	**Accident rate, #** IRIS+ (OI3757)
Promote use of sustainable materials enabling end-of-life solutions	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**12.5**: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	**12.5.1:** National recycling rate, tons of material recycled.	**Recycled waste, (%)** IRIS+ (OI4328)
Minimise carbon emissions of operations	13 CLIMATE ACTION	**13.2:** Integrate climate change measures into (national) policies, strategies and planning.	**13.2.1:** Number of countries that have communicated an integrated plan for adaptability and resilience to climate change; - For companies: GHG contribution to national emissions.	**Carbon footprint, tCO2e** IRIS+ (OI1479)







Calder's activities are mapped to the SDGs and relevant targets. Each activity identified contributes to an IRIS+ KPI. Potential for national contribution is assessed using the SDG Report 2021, highlighting countries in the value chain that can benefit from company activities.

*United Nations Sustainable Development Goals; 1Non-recycled waste data not available for 2019

Sustainability principles

Sustainability policies, certificates and targets

- Relevant policies (including ABC, Gifts, Privacy & Cookie, GDPR, CSR, and HSEQ) are in place. Whistleblowing is covered in the overarching Code of Conduct.
- The HSEQ Policy covers environmental topics.
- Calder has multiple ESG-related certifications in place, including ISO 9001, ISO 14001, and ISO 45001. Other certifications obtained include the Achilles FPAL, Achilles JQS, Alcumus Safecontractor, BSI Membership, IPP, CE Marking Association, and Water Jetting Association Membership.

Engagement & responsibility of the Board of Directors

- ESG is a regular agenda topic on board meetings taking place every second month.
- A designated ESG management team is in place.

Risk inventory and evaluation

- Risk assessments are conducted as part of the QHSE process in conjunction with appropriate knowledgeable employees.

Quality of monitoring systems

- The quality management system follows ISO 9001 standards and principles (certified ISO 9001).
- Action plans are in place, including KPI's, objectives & targets, investigating root cause analysis, providing preventive actions, all of which are reported on a monthly basis, and are discussed and actioned, during the monthly management meetings and yearly management review.

Ensuring supplier compliance to Sustainability standards

- The Operations Manager and QHSE Manager are responsible for the assessment and control of suppliers.
- A Responsible Purchasing Policy/Supplier Code of Conduct is in place and always confirmed with a signature from suppliers.
- Over the past years, there have been no ESG-related issues with suppliers.

Transparency and reporting

- This sustainability report addresses Calder's performance on key material sustainability themes and is issued on an annual basis.

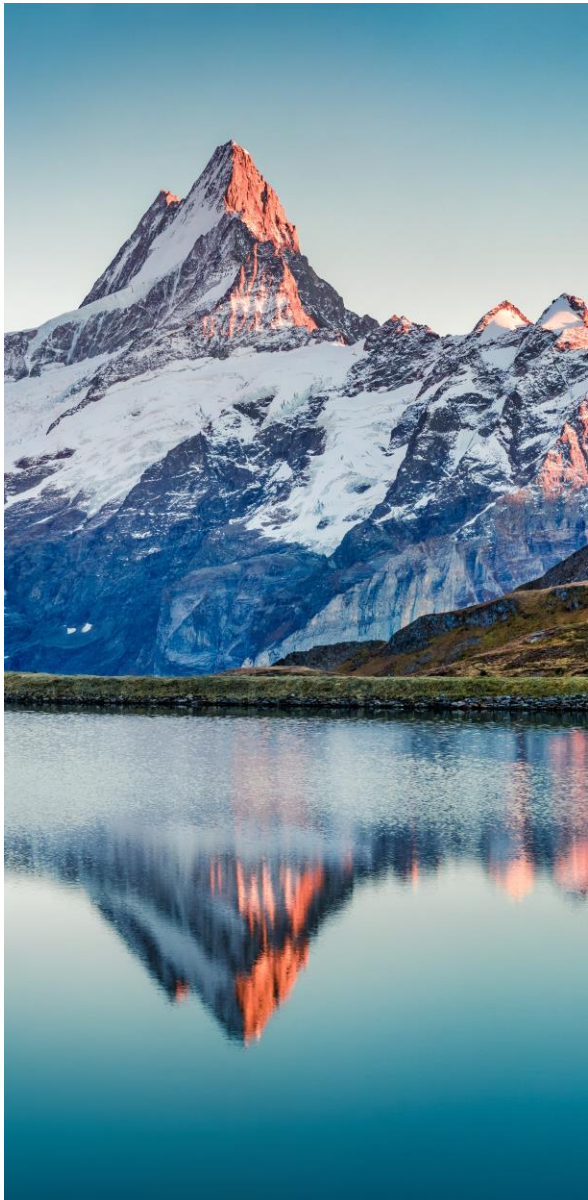
ESG policies & certifications

Policies

Type	In place	Description
Code of conduct	✓	› Published on website.
Whistleblowing policy	*	› *Covered in the overarching Code of Conduct.
GDPR policy	✓	› Last revised March 2021; Privacy & Cookie Policy and Website Disclaimer Policy also in place and available on website.
ESG policy	✓	› Topics covered in company HSEQ policy and CSR policy.
Gifts policy	✓	
Sanctions policy	✓	
Anti bribery and corruption policy	✓	› Covered in Code of Conduct.
Anti-trust policy	✓	
Social media policy	✓	

Certifications

Type	In place	Scope	Description
ISO 14001	✓	› Environmental	
ISO 45001	✓	› Social	› We migrated the OHSAS certificate to ISO 45001 in 2019.
ISO 9001	✓	› Social	
ATEX	✓	› Social	› Assures products, used in potentially explosive atmosphere within the EU, are safe for use.
PED	✓	› Social	› Assures safety of pressure equipment throughout Europe.



Additional ESG insights

UN Sustainable Development Goals

CLICK ON THE ICONS BELOW FOR MORE INFORMATION ABOUT EACH OF THE SDGS

- In 2015 the United Nations adopted the Sustainable Development Goals, intended to be achieved by the year 2030. The goals provide a shared blueprint for peace and prosperity for people and the planet.
- At its heart are the 17 Sustainable Development Goals (SDGs). They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.
- The 17 sustainable development goals each have a list of targets (169 in total) which are measured with indicators.
- The SDGs are increasingly being used by governments and organisations, both in marketing their sustainability efforts, as well as in demanding other organisations to show how they contribute to the goals.

How we measure the SDGs

1 Activities material to the SDGs

- The company's activities across material themes are taken as a starting point.
- Activities contributing to SDG targets are identified.
- Across the 17 SDGs there are 169 targets and 247 indicators. Based on identified activities, we select the targets and indicators that are considered relevant to the company.

2 Potential for national contribution

- National performance on the identified targets is assessed in the countries of operation.
- Utilising the UN's annual report on countries' progress SDG targets (link), the potential for company 'SDG impact' is assessed.
- Activities that have the potential to contribute to national goals are defined as Impactful.
- Activities supporting completed goals are defined as Sustainable.

3 Defining KPIs and assessing impact

- IRIS+ is used to measure contribution to KPIs over time.
- The IRIS+ system provides SDG-linked metrics and aligns with the GRI along with 50+ other frameworks and standards.
- Activities identified as impactful are assessed for potential impact based on the Impact Management Project's (IMP) 5 dimensions of impact framework.

Key frameworks employed

SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABLE DEVELOPMENT REPORT

IRIS+ IMPACT MANAGEMENT PROJECT