# **Sustainability Report 2015**

PEAB

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# A locally engaged community builder

Peab is one of the leading Nordic construction and civil engineering companies with over 13,000 employees and net sales exceeding 44 billion. Through local familiarity and four specialized and coordinated business areas Peab handles small local as well as large more complex projects. The Group's subsidiaries have strategically located offices in Sweden, Norway and Finland. The head office is located in Förslöv, on the Bjäre Peninsula in Skåne, Sweden.

#### PEAB TAKES RESPONSIBILITY FOR THE FUTURE

Peab affects the community and environment for people who now or in the future will live with what we develop, build and construct. Peab is also a large employer with local roots and this comes with a big responsibility.

Peab is a catalyst in developing a more sustainable society. This means that Peab complies with external demands and expectations and at the same time acts to create new business opportunities.

Peab's operations contribute to society by developing and building new homes and offices, public schools, libraries and hospitals as well as infrastructure such as roads and bridges. We make a difference in everyday life in both small and large communities this way.

Long-term relationships with customers and suppliers lead to better financial, social and environmental projects that benefit all of society. Stable profitability provides the means to develop Peab's business and generate returns for shareholders.

Peab is a lasting and secure employer that prioritizes health and a safe work environment and which offers personal development opportunities in a company culture based on respect for equal rights and characterized by our core values Down-to-earth, Developing, Personal and Reliable.

#### ORGANIZATION

Peab is characterized by a simple, flat and cost-efficient organization with four cooperating business areas: business area Construction, business area Civil Engineering, business area Industry and business area Project Development, whose operations are based on local entrepreneurship close to the customer. The business areas have a regional structure that works together with central resources and they profit from support functions on business area and Group levels in sharpening their competitive edge.

#### ABOUT THE Sustainability report

Every year Peab publishes a sustainability report as a way of externally communicating how Peab's work on sustainability is run and developed.

This is Peab's fifth sustainability report according to the framework GRI (Global Reporting Initiative). The report describes Peab's work on sustainability matters and covers the calendar year 2015. As in the last two reports, published in April 2014 and 2015, this year's report follows the current GRI guidelines G4. The report has not been reviewed by external accountants but we feel certain it meets the criteria for base level core.

Since 2012, when Peab signed the UN Global Compact, the sustainability report has also been Peab's Communication on Progress, an improvement report describing our work on the ten principles of the UN Global Compact.

This report encompasses Peab's business in Sweden, Norway and Finland if not otherwise noted. Work we outsource, partly owned subsidiaries and leased facilities, such as our offices run by other companies, are not included in this report.

In accordance with GRI-G4 this report is focused on the topics which have been identified as significant in the materiality analysis. This year's key topics are based on the extensive stakeholder dialogues carried out in 2013 and 2014.

The sustainability and annual reports are intertwined and information can be found in one or the other report and in some cases both. More information about Peab is available on our website: www.peab.se. Any questions regarding the report or Peab's sustainability work will be answered by Kristina Gabrielii, Head of Sustainability at Peab, via mail: kristina.gabrielii@peab.se or by phone +46 (0) 733 37 56 90.

# SEK billion in sales 13,000 Nordic employees 36,000 shareholders

10% Themployees are women

# Large Cap

Listed at Nasdaq Stockholm Stock Exchange

### Contents

Interesting events in 2015	3
Comments from the CEO	4-5
Peab's business	6-9
Corporate governance	10-11
External analysis and sustainability governance	12-15
The Employees	16-19
The Business	20-23
Climate and Environment	24-28
Social Engagement	29-31
Active memberships	32
Glossary and UN Global Compact Index	33
GRI Index	34-35

# **Interesting events in 2015**

PEAB WORKS ACTIVELY FOR GREATER INTEGRATION AND **POSITIVE COMMUNITY** DEVELOPMENT



**REFLECTION DAY FOR FOCUS** ON SAFETY AND HEALTH



INDUSTRY AGREEMENT AGAINST BRIBES



In December 2015 Peab and several leading players in Swedish construction signed an agreement to fight bribes and corruption within the publicly financed construction and real estate sector. Read more about how Peab works with ethics for good relations on pages 22-23.

The new whistle-blower system which was introduced into all Peab's operations in Sweden, Norway and Finland allows someone reporting a

transgression to be anonymous. Reporting goes through an external

web-based system. Read more about Peab's new whistle-blowing system

During the year Peab signed a letter of intent with the Swedish Employment Service stating our ambition to during a three-year period give at least 100

newly arrived refugees employment, a trainee spot or make an assessment of

their skills. In addition, in the autumn of 2015 the decision was made to start a

new course at Peab's independent upper secondary school, the Peab School,

Language introduction for 100 newly arrived youths at the Peab School in Gothenburg. Read more about Peab's social engagement on pages 29-31.

The 28th of April is World Day for Safety and Health at Work which Peab 2015 observed under the name Reflection Day. Employees and subcontrac-

about Peab's efforts for safer worksites on pages 16-17.

tors at Peab's worksites paused production to share reflections. Read more

PEAB IMPLEMENTS A NEW SYSTEM FOR WHISTLE-BLOWING

INDUSTRY OPERATIONS UPGRADE EQUIPMENT AND VEHICLES WITH THE **ENVIRONMENT AND WORK** ENVIRONMENT IN MIND



on page 23.



Peab's Industry operations are the first in Sweden with a concrete mixer truck that is run solely on renewable fuel. Both the environment and the work environment gain from the drop in noise levels and hazardous emissions. Read more about Peab's work to reduce negative climate and environmental impact on pages 24-28.

MAX IV IS SHOWERED WITH AWARDS IN 2015



During the largest Nordic conference on sustainable construction – Sweden Green Building Conference - the research facility Max IV in Lund received two awards when it was named the best project in both GreenBuilding and BREEAM. The research center, built by Peab, was completed in 2015.

CLIMATE REPORT RECEIVES TOP GRADES



PEAB MOVES INTO SUSTAINABLE OFFICES



climate impact to the organization CDP which analyzes and grades the quality of the report. With 99 points out of a possible 100 Peab was registered on the Nordic Climate Disclosure Leadership Index for the second year in a row. Read more about Peab's work with climate and the environment on pages 24-28.

Peab reports annually on carbon dioxide emissions and the company's

In the spring of 2015 Peab moved into the newly constructed office building Lyckholms in Gothenburg. Focus has truly been on sustainability and the building is now certified according to BREEAM. During the year construction was also begun on the new Finnish headquarters Ultimes Business Garden with the intention to certify the building at the highest level of the environmental certification LEED. Peab expects to move in during the spring of 2016.

# Well-equipped for future challenges

A strong Swedish housing market has provided Peab with good marketing conditions during 2015. There is a huge need for new housing and we can see some great opportunities ahead. We have built a stable platform for our business the past few years. Our financial position continues to improve despite the effects of the project Mall of Scandinavia. Our goal is to become the best business in the industry but we have a number of hurdles along the way.

#### THE MARKET

Even though the conditions for construction vary between Sweden, Norway and Finland the market prospects for Peab the coming years look good. Most of our business is in Sweden where we are primarily exposed to a market experiencing strong economic growth. The burgeoning population and years of insufficient housing construction is steadily making the housing shortage in Sweden worse. According to the Swedish National Board of Housing, Building and Planning more than 700,000 homes need to be built in Sweden by 2025. This would entail annual volumes that far exceed current ones as well as the Swedish construction industry's capacity. The way this situation is solved will have a heavy influence on growth in Sweden. We believe this requires long-term political measures that stretch far beyond political parties' terms of office and that, in the end, resources are what it's all about.

#### **RESULTS AND ORDERS**

The transition work of the past few years at Peab has primarily been directed at reducing costs, improving profitability and freeing tied-up capital. Now we can see the positive effects of our efforts.

Operative net sales, excluding the writedown of the project Mall of Scandinavia, grew in 2015 to SEK 45.1 billion (43.8),



which was an increase by 3 percent. Operative operating profit, excluding the write-down of the Mall of Scandinavia, was SEK 1.9 billion compared to SEK 1.8 billion the previous year, which means an unchanged operative operating margin of 4.1 percent.

A strong cash flow resulted in lower net debt amounting to SEK 3.1 billion. The reduced net debt together with low interest rates has led to radically improved net interest.

The underlying net sales and the margin in business area Construction were unchanged. We still have a ways to go in achieving a satisfactory margin level but the important thing is that business in all our regions has stabilized. After a couple of years of declining volumes net sales in business area Civil Engineering rose by 5 percent and the margin improved. The net sales in business area Industry were on par with 2014 but the result was lower, in part due to a drop in transportation operations for the mining industry in northern Sweden. Net sales in business area Project Development were lower due to fewer production starts in Housing Development but the margin in Housing Development improved. There were no significant result effects from property sales in Property Development in 2015 while the previous year was affected positively by property divestments. Profit

<sup>66</sup>Our current order backlog consists to a higher degree of smaller and midsized projects with shorter production times and lower risk profiles.<sup>99</sup> from partly owned companies in Property Development improved during the year.

Orders received in all the business areas increased largely as a consequence of a strong housing market. There is a wider geographic spread of orders received for housing during 2015 compared to last year when most of them were concentrated to the Stockholm region. Orders received in 2015 amounted to SEK 37.8 billion compared to SEK 31.7 billion in 2014.

The deciding factors when choosing a project are having the right skills and resources for it as well as having handled the risks connected to the project. Today we have a well-defined process and structure for decisions concerning tenders. Our current order backlog consists to a higher degree of smaller and mid-sized projects with shorter production times and lower risk profiles.

#### MALL OF SCANDINAVIA IN SOLNA

The project has been reviewed after the mall was opened on 12 November 2015 and thereafter written-down by SEK -800 million. The write-down charged business area Construction in the fourth quarter of 2015. The project has been extremely challenging from the moment the contract was signed at the end of 2011. The structure of the construction contract, the major alterations in the project and an inadequate dialogue with our customer has made the project much more expensive. The writedown is based on accounting rules and has nothing to do with the discussions we are holding with our customer.

#### **BEST COMPANY IN THE INDUSTRY** Peab is currently the largest Swedish

construction company in terms of net sales



and number of employees in Sweden. Our ambition is to become the best company in the industry and to achieve this we have three Group target areas:

- Most satisfied customers in the industry
- Best workplace in the industry
- Most profitable company in the industry

These target areas are continuously followed-up through SCI surveys (Satisfied Customer Index), employee surveys and our financial outcome and are focused on our three most important stakeholders: customers, employees and shareholders. Sustainable matters are given a central and strategic role through these target areas. Sustainable operations create long-term value and through them Peab takes responsibility towards our stakeholders.

#### CORE VALUES DRIVE PEAB

Everything we do at Peab is based on our core values and vision to be the Nordic Community Builder. We run our business in a down-to-earth, developing, personal and reliable manner. Sustainability is a vital issue for Peab's continued competitive ability in a changing world affected by urbanization, digitalization, climate change, migration and integration. Since we signed the UN Global Compact in 2012 our focus on sustainability has grown. Integrating sustainability into every part of Peab's operations is one of six Group strategies intended to develop our business. In our big and project oriented company this work is a challenge. It is also never-ending since there will always be more things we can do better. Collaboration and stakeholder dialogues inform us which challenges and areas are most vital and we prioritize them.

# <sup>44</sup>Our ambition is to become the best company in the industry.<sup>99</sup>

During the year Peab established a new Sustainability Council that I chair and together with the other members we coordinate the overriding work on sustainability and create the right conditions for integrating it into every aspect of our business.

#### WE CONCENTRATE AND DEVELOP

Our ambition is to offer the best workplace in an industry where the challenges surrounding health and the work environment are still significant. Our goal is to halve the number of workplace accidents during the period 2015-2017 Achieving this requires working systematically and strengthening our safety culture through dialogue and reflection around health and safety on our worksites. The Group Reflection Day and Focus Week get people at workplaces involved in work environment and safety issues.

The entire industry suffers from a lack of resources which makes long-term and perseverant recruitment essential. Being the best company in the industry is also our point of departure when we develop our employees or recruit new ones. If we want to be best we have to build the best team. Peab's employees should have the best skills for their job and be committed to our core values. Based on these simple principles we welcome everybody and exclude no one. This is also the basis of our work on equality and diversity. Peab then invests in each employee based on their individual factors and Peab's needs.

Peab strives to have the most satisfied customers while being the most profitable company in the industry. Lasting customer relations and close cooperation provide us with the opportunity to develop both the customer's and our own business. We have noted that the percentage of partnering projects, which are based on tight collaboration, has increased in 2015. Regular SCI surveys inform us how customers experience contact with Peab and how well our deliveries meet their expectations. According to the latest survey we are moving in the right direction but we have more to do. One focus area that holds great potential is the entire supply chain. Through supplier assessments, measuring and follow-up in purchasing Peab strives to keep costs under control and business sustainable. Our work with ethics and against corruption

is aimed at building confidence, preventing brand damage and creating safe and profitable business for everyone involved.

When it comes to environmental work we are streamlining our resource use. One challenge we face is continuing to develop our work methods and making systematic improvements. By conserving resources and taking measures to increase the use of renewable energy sources we contribute to reducing climate impact. We participate in an industry-wide initiative to phase out health and environmentally hazardous substances and collaborate with suppliers to advance the phasing out process.

In 2015 we formulated new goals for Peab in three areas: educating young people, local community building projects and mentoring. Investing in our youth is an investment in our future skills supply and growth. The refugee situation characterized 2015 and Peab is taking responsibility by contributing to greater integration. In Sweden we work together with the Swedish Employment Service and others to give newly arrived refugees employment, a trainee spot or make an assessment of their skills.

#### WELL-EQUIPPED FOR THE FUTURE

As we enter 2016 we have a good underlying business, a well-dimensioned development rights portfolio and a higher level of orders received. Our capital structure is better and we have a strong financial base for the future. The changes in Peab in the past few years have resulted in a tremendous shared effort throughout the Group. We have our adept employees to thank for that who, with their skills and enthusiasm, are Peab's greatest asset.

As we continue to develop our employees and company culture we have every reason to believe that we can keep building on our success and become the best company in the industry.

Förslöv in April 2016

Jesper Göransson President and CEO

A few years ago a major restructuring program was initiated meant to take Peab from being the biggest construction company in Sweden to the best. The Group now has a more efficient organization with four specialized business areas positioned closer to the customer.

#### **BUSINESS THAT CREATES VALUE**

Peab's operations are influenced by and influences many different parties. It is therefore important to understand the challenges and opportunities that can be found in our own operations and in the world at large and how these effect society, employees and customers. In order to understand expectations of Peab stakeholder dialogues are conducted regularly. The dialogues are focused on how Peab, together with the stakeholders, can contribute to the development of a sustainable society. Peab contributes by developing and constructing housing and public schools, hospitals, malls as well as roads and railroads. Since Peab is a community builder and a large employer its business affects many people every day.

#### Employees

At Peab employees are encouraged to participate in creating their own positive development and that of the company, customers and society. Peab's leadership and company culture are built on Peab's core values and respect for everyone's equal rights.

#### Customers

Long-term customer relations create the basis for financial, social and environmental solutions that benefit society as a whole. Peab's broad range of customers encompasses single homebuyers, private companies, municipalities, authorities and government agencies.

#### Suppliers

Peab strives towards openness, high business morals and long-term relations with its suppliers and contractors. A sustainable supply chain is built on quality at every stage and a common responsibility in following international conventions and laws along with other demands from customers. A prerequisite for creating value together is greater cooperation.

#### Society

The result of Peab's operations generates value for the society for instance through new housing, offices, workplaces, research facilities and new construction or maintenance of infrastructure. Due to Peab's local roots it is often an important employer that contributes to the local development and labor market. The common denominator in Peab's social commitment is the education of young people, local community building projects and mentoring.

#### Owners

Through stable profitability Peab has the means to develop its business and gene-

# Going from biggest to best

rate dividends for the owners. Shareholder value is created long-term through share developments and annual dividends.

#### FUNDAMENTAL VALUES AND BRAND

Down-to-earth, Developing, Personal and Reliable - are Peab's solid core values the brand is built on.

Peab, originally Paulssons Entreprenad AB, is one of the strongest brands in Sweden and the name represents the strength in our offer – total quality in every step of the construction process.

There are a number of strong brands in the Peab Group such as Lambertsson, Swerock, Cliffton, Skandinaviska Byggelement, Glacell, ATS Kraftservice, Lättklinkerbetong, MBR, Virtanen, Kranor and Ferdigbetong.

#### **OPERATIONS**

Peab has a flat and cost efficient organization with four cooperating business areas. The business areas are structured according to the conditions of each market and are divided according to geography and product segment. Peab's local units strengthen their competitive power by taking advantage of central support functions. Peab can therefore take on both smaller local projects as well as more complex construction and civil engineering projects.

Business area Construction provides construction related services for both exter-

#### **Our vision – the Nordic Community Builder**

Peab builds sustainable communities for the future

We are the obvious partner for community building in the Nordic region. We come up with ideas, take initiative and break new ground. We conserve resources and our climate smart solutions have spearheaded developments. Our work is sustainable throughout its entire life cycle.

#### Peab is the Nordic company

We work across borders with the goal to exceed our customers' expectations. Peab is always close to our customers no matter whether they operate locally, nationally or globally. Satisfied customers contribute to our success in the entire Nordic region.

#### Peab attracts talented people

We are the number one employer in the Nordic region. Our values are simple and clear. Our personnel are deeply engaged and our leaders committed to helping people develop. When our employees grow, Peab grows.

#### **Business concept**

Peab is a construction and civil engineering company that puts total quality in every step of the construction process first. Through innovation combined with solid professional skills we make the customer's interest our own and thereby build for the future.

#### **Core values**

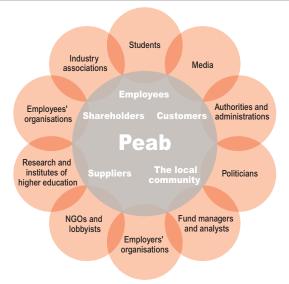
Down-to-earth, Developing, Personal and Reliable - Peab's fundamental core values that our brand is built on. Our core values describe what kind of people we are, what we stand for, how we work, what we can achieve and how we want to be seen. We work actively with our core values in every part of our business because how we are and how we work is also the basis of our development of customer and supplier relations, our employees and our business from a long-term, sustainable perspective.



### Peab's definition of sustainable community building

Everything we plan and carry out will be completely in line with our ethical guidelines as well as responsibly and lastingly constructed. In this way we will accommodate environmental, financial and social aspects.

### Stakeholders



nal and internal customers. The business area consists of 15 regions; 11 regions in Sweden, two in Norway and two in Finland. There are specialized housing production regions in Stockholm, Gothenburg and the Öresund region. In Sweden there is also a national Construction service region. Other regions perform all kinds of construction projects in their geographical area.

Business area Civil Engineering is a leader in civil engineering in Sweden and also has operations in Norway and Finland. Peab's civil engineering operations build and maintain roads, railroads, bridges and other infrastructure. Operations are primarily directed towards the local market and are organized in geographical regions and specialized product areas. Customers are mainly authorities and state companies, municipalities and local businesses.

Business area Industry is run in seven product segments: Asphalt, Concrete, Gravel and Rock, Transportation and Machines, Foundations, Rentals, and Construction System (Industrial construction) as well as in a large number of brands geared towards the Nordic construction and civil engineering market. Customers are mainly public clients such as authorities and municipalities as well as private businesses like industrial companies and other construction companies.

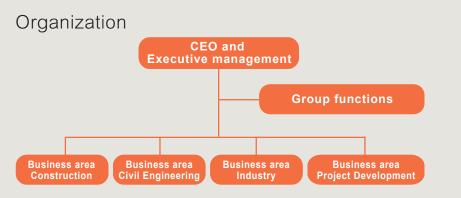
Business area Project Development is run in two segments, Housing Development, which develops housing concepts for private homebuyers, and Property Development that acquires, develops and divests commercial property where business is mainly run through wholly owned and partly owned companies.

On 31 December 2015 there were 294 companies in the Group. See note 40, page 86 in Peab's Annual Report for a complete list of Group companies.

#### **BUSINESS MANAGEMENT SYSTEM**

In 2013 Peab began developing a groupwide, level-adjusted business management system. A level-adjusted business management system is one in which the responsibility for Peab's work methods is allocated to each strategic level: group-wide, business area specific and product specific. The purpose is to ensure that business is profitable with the aid of an efficient organization focused on the needs of customers, other stakeholders and operations. One success factor in this work is well-functioning leadership. A large part of Peab's operations are certified according to ISO 9001 and ISO 14001.





#### **COST EFFICIENT ORGANIZATION**

Profitability has been the focal point since the action plan was initiated in 2013. The transition to greater focus on customers, employees and production has worked out well and is now a platform for a more efficient and profitable business. The effects could be seen already in 2014 with lower costs and higher earnings. The Group now has a stable financial base and is working continuously on strengthening profitability in each project and unit, although adjustments in work methods are still being made. As a part of the company strategy Peab now has a broader and more diversified project portfolio with more smaller and medium sized projects and as a result a lower risk profile.

#### **GROUP STRATEGIES**

Peab's six Group strategies inform how the company should develop operations and reach the goals in the business plan.

- Cost efficient business
- Strengthen and develop Peab's customer relations
- Best workplace

- Long-term profitable operation
- Sustainability integrated in Peab's operations
- To be seen and heard

#### **Cost efficient business**

Cost efficiency and good earning power are essential to developing a long-term competitive business. Cost efficiency means productivity and the right overhead level. As a result of the earlier reorganization Peab firmly established a satisfactory overhead level in 2015 and is now focusing on increasing productivity in all operations.

#### Strengthen and develop Peab's customer relations

Strong customer relations are the key to positive cooperation and more efficient production with lower costs and higher quality. By explicitly focusing operations on customer relations, and coupled with continuous surveys, Peab shifted in the right direction in 2015 and strengthened relationships with its most important stakeholders.

#### **Best workplace**

Peab is its employees and it is their commitment and professional skills that are the basis of the company's success. In the coming years Peab will need to attract many new qualified employees with different areas of expertise. Peab works to ensure greater equality and diversity according to established Group goals. In 2015 Peab concentrated on implementing plans to achieve the ambitious work environment goal, i.e. to reduce to number of work accidents by half from 2015 to 2017.

#### Long-term profitable operation

Long-term profitability is necessary for Peab's value creation. Profitability is fundamental since it allows Peab to continue to grow and develop. The company's strategic direction take both margin and return goals into account. Read more about Peab's financial goals in Peab's 2015 Annual Report on pages 10-11.

#### Sustainability integrated in Peab's operations

The work to ensure that all aspects of sustainability – financial, environmental and social – are integrated into operations is ongoing. Responsibilities and rights are delegated to business areas where they are supported by experts on different levels of the organization.

#### To be seen and heard

Peab's ambition is to be the Nordic Community Builder. Participating in, and contributing to, developing society increases the ability to attract customers, employees and investors. Peab should be seen and heard in the community and work close to the customers.

In 2015 Peab continued to prioritize its regional presence but has also chosen to engage in larger societal issues such as the construction industry agreement against bribes and corruption as well as solutions for better integration.

#### **Financial summary**

	Jan-Dec 2015	Jan-Dec 2014	Jan-Dec 2013	Financial Goals
Operative net sales, MSEK 1)	44,252	43,820	42,765	
Net sales, MSEK	44,376	43,630	43,127	
Operative operating profit, MSEK <sup>1)</sup>	1,052	1,783	593	
Operative operating margin, % <sup>1)</sup>	2.4	4.1	1.4	
Operating profit, MSEK	1,009	1,752	614	
Operating margin, %	2.3	4.0	1.4	
Pre-tax profit, MSEK	906	1,230	383	
Earnings per share, SEK	2.71	3.48	1.01	
Dividend per share, SEK <sup>2)</sup>	2.60	2.25	1.80	>50%
Return on equity, %	9.9	13.1	3.8	>20%
Equity/assets ratio, %	28.8	28.2	24.0	>25%
Cashflow before financing, MSEK	1,787	2 803	624	
Net debt, MSEK	3,118	3,886	5,948	
Orders received, MSEK	37,812	31,690	34,292	
Order backlog, MSEK	26,991	24,922	28,164	

 Operative net sales and operative operating profit are reported according to percentage of completion method. Net sales and operating profit are reported according to legal accounting.

2) Board of Directors' proposal to the AGM for 2016.

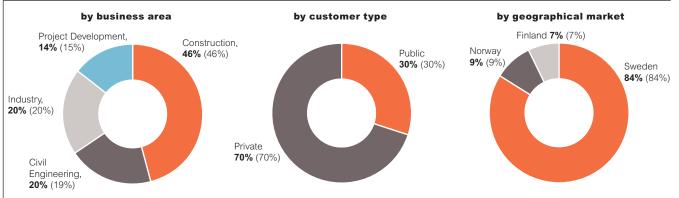
For more information, we refer to Peab's 2015 Annual Report.

# Going from biggest to best

To become the best company in the industry we have three target areas which will be continuously followed-up through SCI surveys (Satisfied Customer Index), employee surveys and our financial outcome. These target areas are:

- Most satisfied customers in the industry
- Best workplace in the industry
- Most profitable company in the industry

# Operative net sales



# Corporate governance report 2015

#### CORPORATE GOVERNANCE

Corporate governance is the decision-making systems that owners use to govern the company directly or indirectly. On the one hand these systems consist of external laws and regulations such as the Company Act and other relevant laws, the regulations for Nasdaq Stockholm issuers and the Swedish Code of Corporate Governance and on the other hand they consist of Peab's Articles of Association as well as Peab's own internal regulations and policies that the Board of Directors and executive management decide on.

#### SHAREHOLDERS, THE ANNUAL GENERAL MEETING AND THE NOMINATION PROCEDURE

The Annual General Meeting (AGM) is the highest decision-making organ in Peab. All shareholders can use their right to vote at the AGM. The shareholders also have the right to ask questions and have opinions about Peab's business at the AGM.

The procedure of preparing the nomination of members of the Board of Directors and the auditor for the AGM follows the nomination procedure established at the previous AGM.

#### **Owner structure**

Peab AB is a public company. Its B share is listed on Nasdaq Stockholm, Large Cap. The principle owners of the company are Mats and Fredrik Paulsson with families and companies that own or control a total of 25.6 percent of the capital and 57.6 percent of the votes.

#### THE BOARD OF DIRECTORS AND ITS WORK

Peab's Board of Directors is ultimately responsible for the business and this also includes sustainability work. According to Peab's Articles of Association the Board of Directors must be made up of no fewer than five and no more than nine members in addition to the statutory employee representatives. The members of the Board of Directors are elected annually by the AGM. It was decided at the 2015 AGM that the Board of Directors should consist of seven members chosen by the AGM. The members of the Board of Directors receive the remuneration decided at the AGM.

The Board of Directors held eight meetings in 2015. Members of executive management have given reports at the Board meetings. The principle company accountant was present at two Board meetings. The Board's work follows the work program adopted by the Board of Directors. The Board evaluates its work on an annual basis.

#### THE AUDIT COMMITTEE

The audit committee prepares the work of the Board of Directors by ensuring the quality of company financial reports, establishing guidelines for which other services besides auditing the company may procure from the company accountants, maintaining regular contact with the company accountant regarding the scope and focus as well as their view of company risks, evaluating the auditing work and informing the nomination committee of the evaluation and assisting the nomination committee in producing proposals for auditors and remuneration for auditing work. The auditing committee met twice in 2015. All members of the committee attended the meeting as well as the principle company accountant. The audit committee regularly reports to the Board of Directors.

#### THE FINANCE COMMITTEE

The finance committee handles and makes decisions on financial matters in accordance with the Finance Policy established by the Board of Directors. Executive management representatives give reports to the finance committee meetings. The finance committee meetings. All members attended all meetings, except for one when the Chairman could not be present. The finance committee regularly reports to the Board of Directors.

#### THE REMUNERATION COMMITTEE

The remuneration committee prepares guidelines and the framework for Group executives regarding salaries and other terms of employment and it provides the Board of Directors with a proposal regarding the CEO's salary and other terms, in accordance with the remuneration policy established each year by the AGM. The remuneration committee also decides the salaries and other terms for other members of executive management based on proposals from the CEO. The remuneration committee met twice in 2015. All members of the committee participated. The remuneration committee regularly reports to the Board of Directors.

#### AUDITORS

Under Peab's Articles of Association one or two auditors with an equal number of deputies are elected by the AGM. At the AGM in 2015 KPMG was elected the company auditor with the authorized public accountant Thomas Thiel as principle company accountant until the AGM 2016.

In addition to auditing, the accountant has only provided services for Peab in the form of accounting and tax advisement and certain analyses in connection with acquisitions and divestments over the last three years.

#### **EXECUTIVE MANAGEMENT**

The President and CEO leads the company according to the framework established by the Board of Directors and is responsible for the administration and control of the Group. Executive management consists of the CEO, the CFO, the HR Director, the Business Area Manager of Construction and COO, the Business Area Manager of Civil Engineering and Industry, and the Business Area Manager of Project Development.

Executive management meetings are held once a month and address issues of strategy and tactics to improve operations. Heads of Group staff teams and other officers are called to attend meetings when needed.

#### **BUSINESS GOVERNANCE**

Executive management sets overriding goals and strategies for the business in the Group's business plan. This then is broken down and worked with in the different business areas, regions and companies that make their own business plans.

Peab's organization is characterized by its clearly decentralized production focus and delegation of authority and responsibility in order to achieve efficient management and control in each business area.

Control is ensured through a clear line of decision authority for every type of major decision-making including

- the requirement of special approval by executive management, or an organ delegated by it when acquiring/divesting development property, businesses and other major investments,
- predetermined levels for bidding for individual positions,
- and principles for board appointments and signing for the company, which are centrally determined.

#### **BUSINESS AREAS**

Group operations are run in four business areas: Construction, Civil Engineering, Industry and Project Development. Each business area has a management team led by the BA Manager and consisting otherwise of operational managers in the business area and staff members. The BA Managers are responsible for running the business and for relaying sustainability work down the line organization by delegating responsibility and authorizations. BA Managers are responsible for integrating sustainability issues into everyday operations.

#### **GROUP FUNCTIONS**

The Group functions, which support both executive management and operations in the business areas, strategically and in day-to-day operations, are divided into the following teams;

- Finance and treasury
- Communication
- HR
- Production

#### THE SUSTAINABILITY COUNCIL

Peab Sustainability Council coordinates the overall sustainability work and creates the prerequisites for integrating sustainability work into the business. The Group CEO is the Chairman of the Sustainability Council and the other members are: COO, CFO, HR Director, Head of Communication, Head of Sustainability, General Counsel, and Head of Competence Development. The Sustainability Council met five times in 2015.

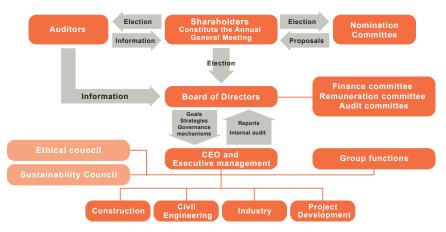
#### THE ETHICAL COUNCIL

Peab has an Ethical Council that consists of one representative of executive management, three from administrative functions and, where applicable, the senior manager (business area manager, Group function manager or HR manager) under whose business area the area in question belongs. The Ethical Council's undertaking is to answer questions of an ethical nature from the business and employees, to communicate Peab's approach to ethical issues, both internally and externally, and to prepare and make decisions on issues when laws or ethical guidelines are breached. The function and work of the Ethical Council was evaluated in 2015 and the development of the function will continue in 2016.

#### **ETHICAL GUIDELINES**

Peab founded its ethical work on Peab's core values; Down-to-earth, Developing, Personal and Reliable many years ago. These core values form the basis of Peab's ethical guidelines established by executive management. We work continuously to spread and root Peab's ethical guidelines throughout the organization.

### Corporate governance in Peab



### Board, independency and committees

AGM elected members	Independent in relation to the company and executive management 2015/2014	Independent in relation to the major shareholders 2015/2014	Audit committee 2015/2014	Remuneration committee 2015/2014	Finance committee 2015/2014
Göran Grosskopf	Yes/Yes	Yes/Yes	C/C	C/C	C/C
Mats Paulsson	No/No	No/No	M/M	M/M	M/M
Karl-Axel Granlund	Yes/Yes	Yes/Yes	M/M	M/M	M/M
Fredrik Paulsson	No/No	No/No	M/M		
Lars Sköld	Yes/Yes	Yes/Yes	M/M		
Kerstin Lindell	Yes/Yes	Yes/Yes	M/M		
Nina Udnes Tronstad	Yes/Yes	Yes/Yes	M/M		
C - Chairman					

M - Member

# Age and gender distribution 2015 (2014)

	Number of members	Percentage of women (%)	Percentage of men (%)	Percentage of people aged < 30 (%)	Percentage of people aged 30-50 (%)	Percentage of people aged > 50 (%)
Board of Directors (incl. deputies)	12 (12)	25 (25)	75 (75)	0 (0)	33 (42)	67 (58)
Executive Management	6 (6)	17 (17)	83 (83)	0 (0)	67 (67)	33 (33)
Finance and remuneration committees	3 (3)	0 (0)	100 (100)	0 (0)	0 (0)	100 (100)
Audit committee	7 (7)	29 (29)	71 (71)	0 (0)	29 (29)	71 (71)
Auditors (incl. deputies)	1 (1)	0 (0)	100 (100)	0 (0)	0 (0)	100 (100)
Nomination committee	4 (4)	0 (0)	100 (100)	0 (0)	0 (0)	100 (100)

# Sensitivity and responsibility in a world of change

As one of the leading Nordic construction and civil engineering companies with a vision to be the Nordic community builder Peab is focused on the future. Peab follows the trends that affect society and the environment and thereby the prerequisites for building a future sustainable society. Our ambition is to both meet external expectations of the company and contribute to developing the industry. Decisive steering and integrating sustainability into every aspect of our business is a necessity to achieve this goal.

# GLOBAL TRENDS THAT AFFECT THE COMMUNITY BUILDING SECTOR

In many ways construction is a very local business and at the same time the community building sector has a huge impact on both society and the environment in the long term. This is why taking global trends and stakeholder viewpoints into consideration is necessary to drive sustainable development.

#### Urbanization

Today more than half of the earth's inhabitants live in cities and urbanization is only expected to increase. This trend raises questions about how to solve the problems of supplying housing and infrastructure, how segregation and social exclusion can be overcome and how to build attractive communities. The growing urbanization will require densifying and developing cities. As a result the community building sector has to solve issues like refurbishing older housing projects and how supply systems like stormwater management and sewer systems can be made to handle the rising capacity demands.

#### Demographic changes

It is a well-known fact that world demography is changing and populations are getting older, which makes demands on many welfare functions. As the proportion of senior citizens expands we will most likely need to work longer. This means the importance of a good physical and mental work environment will become increasingly important. As the average age of populations grows older so do the demands on accessibility in our communities. Active seniors' desires regarding housing, service, transportation and the layout of their neighborhood will have to be met. An aging population also creates the need for other kinds of homes, local service, elderly care and healthcare.

#### **Climate change**

One of the most obvious effects of not conserving natural resources is climate change. Innovative solutions are fundamental in reducing the community building sector's considerable climate impact and thereby slowing climate change. To handle the climate changes we already face community builders have to adapt existing buildings and grounds as well as new buildings and facilities to these changes. More efficient use of resources and developing renewable energy can reduce the sector's direct impact. By contributing to building more sustainable cities Peab can also make it easier for people to both live and move around with small ecological footprints.

#### **Migration and integration**

We live in times of vast human migration where large groups of people are forced to flee from their homes in search of refuge, and many of them head for the Nordic region. The challenge of taking care of both those applying for, and those who have already received, asylum demands a great deal of employers and the housing sector. A prerequisite for successful integration is homes and jobs as well as new Swedes being given the chance to learn the language. The challenge here is to create a socially sustainable city where high tolerance levels, meeting places and the forces for good work together.

#### Digitalization

Developments in digitalization have changed the way we work and communicate. It requires a high level of transparency. At the same time competition on a global plane, for resources and producing and consuming goods and services, is intensifying. On the other hand digitalization enables streamlining resource management. For example, construction and running the constructed environment can be revolutionized, especially through the use of Building Information Modeling (BIM).



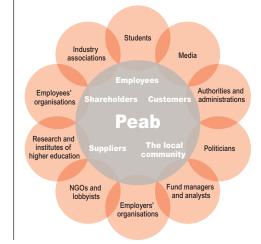


# STAKEHOLDER DIALOGUES AND THE MATERIALITY ANALYSIS

Peab's business affects and is affected by a number of different stakeholders. Peab's employees meet stakeholders in a variety of forums every day to strengthen relationships and listen to their wishes and expectations. We have well-established channels for many of our stakeholder relations. Meetings with customers and subcontractors are part of the flow of daily operations and customer surveys take place continually. Employee surveys, the Annual General Meeting, neighborhood information meetings, student fairs, supplier meetings and partnering projects are other examples of forums where Peab meets, listens to and works together with stakeholders.

In order to develop work with sustainability issues and the company's communication Peab has established stakeholder dialogues focused on sustainability. Interviews and questionnaire surveys were conducted in 2012, 2013 and 2014 with stakeholder groups that affect and are affected by Peab's business. The purpose of the dialogues is to get stakeholders' perspectives on sustainability issues and Peab as a company. The stakeholders also point out which sustainability issues they prioritize, what they consider to be Peab's strengths and areas of improvement as well as how they compare Peab to other players in the industry. The content in Peab's sustainability report is based on the results of stakeholder dialogues and they also form our work on development.

# <u>Stakeholders</u>



## Focus areas for sustainability

#### THE EMPLOYEES

- Health and work environment
- Skills supply
- Equality, diversity and equal treatment

#### CLIMATE AND ENVIRONMENT

- Climate impact
- Streamlining resource use
- Phasing out environmentally and health hazardous substances

#### THE BUSINESS

- Customer and supplier cooperation
- Responsibility in the supply chain
- Ethics and anti-corruption

#### SOCIAL ENGAGEMENT

- Educating young people
- Local community building projects
- Mentoring



There were no stakeholder dialogues focused on sustainability conducted in 2015 since the results from the previous three years have all concurred regarding what Peab should focus on in the future. Since Peab's business is long-term in its nature we have chosen to conduct stakeholder dialogues with slightly longer intervals in the future and focus on turning viewpoints into measures for improvement in our everyday work in between them. The next stakeholder dialogue is planned for 2016.

Through the conclusions from previous years' stakeholder dialogues, together with internal priorities, Peab has defined the areas of sustainability described in this year's sustainability report. All of the areas are relevant for Peab's entire business. To simplify the structure of the report, as in 2014, Peab has divided the key areas into four general sections: The Employees, The Business, Climate and Environment and Social Engagement. See the illustration on page 13 for the areas identified as most important in each section.

It was apparent in previous stakeholder dialogues that the foundation of relationships to, and the experience of working with, Peab are on an individual-to-individual basis. This underlines how important it is that every aspect of Peab is permeated by a sustainable perspective, from the strategic level to every employee acting sustainably and responsibly. Integrating sustainability into every part of a project-based business with over 13,000 employees is clearly a challenge Peab continuously works on. For more details concerning the previous stakeholder dialogues please see Peab's sustainability reports from 2014, 2013 and 2012.

#### SUSTAINABILITY GOVERNANCE

Peab intends to become the best company in the industry and sustainability is intrinsic in our business strategies. We continually work to embed sustainability as a whole, which includes financial, environmental and social issues, into our operations. Responsibility and mandates are delegated to the business areas and supported by expertise from various levels of our organization. This is supplemented by steering and supporting documents.

A new Sustainability Council was formed in the beginning of 2015 with Peab's CEO as its chair. The purpose of the council is to coordinate the overall sustainability work and create prerequisites for integrating sustainability work into the business. The operative work is then carried out in the business areas and in teams with crossfunctional expertise. How this work is performed in each area is described in the report sections The Employees, The Business, Climate and Environment and Social Engagement.

A number of policies constitute the steering documents for sustainability. Peab's Code of Conduct is based on the principles of the UN Global Compact, and is a general policy covering human rights, labor rights as well as environmental and anti-corruption issues. The Code of Conduct is translated into several languages so that it is easily accessible to anyone interested. It is supplemented by a number of underlying policies and guidelines, such as Peab's ethical guidelines. Peab's overriding company policy is an integrated environment, guality and work environment policy that meets the criteria of the quality management system ISO 9001:2008,

the environmental management system ISO 14001:2004, as well as the requirements in the Swedish Work Environment Authority's provision AFS 2001:1.

Structured sustainability requires clearly defined steering and follow-up. Peab uses well-established frameworks and guidelines for sustainability issues such as the UN Global Compact, GRI and ISO 26000 for guidance. In 2012 Peab signed the UN Global Compact. Peab will forwardly analyze how the company can contribute to accomplishing the universal sustainable development goals adopted by the UN at the end of 2015. The timeline below describes some of the important decisions and initiatives that are milestones in Peab's work with sustainability.

Sustainability work is a never-ending process of development. Using sustainability aspects as an instrument for continuous improvement Peab intends to continue to lead the company step-by-step in the right direction, challenging itself and its stakeholders into contributing to sustainable community building.

#### RISKS

Being a large construction and civil engineering company Peab's business is exposed to a number of risks. For a complete description of Peab's risks and risk management see Peab's Annual Report, pages 38-39.

Peab's risks from a sustainability perspective are undesired consequences regarding skills supply, the work environment, ethics and the environment.

Peab has to be able to attract and keep competent employees in order meet customers' expectations on products and

### Milestones in Peab's work with sustainability



services. The competition for the skills Peab needs is fierce which makes it a top priority. Peab's goal-oriented work with equality, diversity and equal treatment is a part of how the company handles risks connected to skills supply while contributing to increasing diversity in the industry.

Work related accidents at Peab's construction sites can lead to employees or subcontractors getting hurt or at worst killed. To prevent accidents at worksites Peab develops quality-ensured work methods and trains personnel in this area. Ethical risks can entail Peab employees not following the Code of Conduct or Peab's ethical guidelines and becoming involved in irregularities, bribes or corruption. This can lead to fines, legal sanctions and a damaged brand. Peab requires that subcontractors live up to Peab's Code of Conduct regarding human rights, work conditions, the environment and anticorruption. Systematic ethic work focused on preventative education and strict consequences for transgressions are the foundation of a strong brand and healthy competition.

Peab is also exposed to environmentally related risks. Serious environmental accidents at Peab's construction sites can have a considerable effect on the local environment, lead to fines and damage its brand. Extreme weather can cause problems and delays on worksites and in the supply chain. Higher costs for energy and the emission of greenhouse gases can have a negative effect on Peab's profitability. Peab works with prevention focused on climate impact, streamlining resource use and phasing out environmentally and health hazardous substances.



# 2013

- Position of Head of Sustainability created
- Employee and leader profile established
- Comprehensive approach to SCI surveys in all business areas: B2B and B2C

# 2014

- Peab publishes its first Sustainability Report according to the new version of the GRI framework, G4
- Peab is listed in Nordic Climate Disclosure Leadership Index NCDLI
- Goals for equality and diversity set

# 2015

- External whistle-blower system launched
- New Sustainability Council
- Sponsoring policy updated
- Major focus on integration/ migration, "Declaration of Intent"
- First year with Day of Reflection on the work environment

Peab is successful thanks to skilled and engaged employees. Peab's goal as an employer is to offer the best workplace, where leadership and company culture is founded on Peab's core values and equality. Peab works systematically and lastingly to make the work environment safe and foster good health. At the best workplace employees are co-creators of their own, the company's, customers' and the community's positive development.

#### **HEALTH AND THE WORKING** ENVIRONMENT

Health and the work environment are highly prioritized at Peab. There are a number of risk factors in the construction industry but through risk management, systematic work and exchanging knowledge and experience it is possible to diminish or avoid accidents. Each quarter Peab checks on the Group goal of during the period 2015-2017 halving the number of workplace accidents (ones that cause at least 8 h absence per million work hours) and what is being done to achieve the goal. This is measured in each business area and in the entire Group. The goal is challenging and requires intensifying our efforts in the coming years. During 2016 Peab will establish a common work method focused on labor-related issues that affect psychosocial health.

#### Systematic work environment management

Peab's work environment policy is integrated into the company policy and is the basis for our strategic work environment measures which are included in the business management system and Peab follows the laws and regulations of each country. The requirements set out in AFS 2001:1 are observed in Sweden and in Norway Peab works according to the Work Environment Act and follows valid regulations for the construction and civil engineering industries. Finnish operations are certified according to OHSAS 18001.

Work environment organization Work environment issues are part of daily operations. Strategic work is done on the Group and business area levels and relevant competence in work environment matters can be found on every level of the company. Assignments and mandates have been delegated to the line organization. In addition to the 78 (115) employees who work with work environment matters in different parts of the company, employees are represented by health and safety officers (elected by the employees) in every individual project. There are 713 (698) health and safety officers in Sweden, 97 (83) in Norway and 35 (46) in Finland as well as a number of employees 61 (59) who are appointed by the trade unions and work with work environment matters. These

three groups of employees that work with environment issues all told make up 7.4 (8) percent of the employees at Peab.

Skilled and

engaged employees

Peab and trade union representatives collaborates on the work environment and health on every level of the company. Union organizations carry out their own investigations and come with suggestions for improvement. All (100 percent) of Peab's employees are covered by collective bargaining agreements.

Peab's crisis organization is activated in the event of a serious accident. It consists of 111 employees in Sweden and Norway specially trained by the Swedish Civil Contingencies Agency.

#### **Prevention for health** in the work environment

In order to prevent accidents at worksites Peab continually develops quality assured work methods and trains personnel in this area. When employees and subcontractors come to a new workplace they are given an introduction with a review of the regulations and risks on the site. Peab continued to spread safety

Good planning, order and organization are crucial to safety.

> Christian Helmström. site manager

### Working together for safe worksites

The 28th of April is World Day for Safety and Health at Work which Peab 2015 observed under the name Reflection Day. Employees and subcontractors at Peab's worksites paused production to consider: How do we make our workplaces safe and achieve our goal of halving the number of accidents at Peab? During the meeting everyone thought about how they could contribute to greater safety:

"I can contribute by not backing down and always speak up when I see something that isn't safe," said Alexander Augustin, carpenter,

"I can improve my own behavior by keeping things in better order and throwing the trash away every day," said Mikael Warting, ventilation installer.

"We can try even harder to create a common vision and consensus. Good planning, order and organization are crucial to safety. Good planning reduces stress,' said Christian Helmström, site manager.

Executive management communicated its message through the managers: The work environment is one of the most important focus areas in Peab. We can never accept accidents at our worksites. We all need to reflect

Reflection Day will be held in 2016 again. Peab also has an annual work environment week



on - what can we do better?

warnings throughout our organization in 2015. Safety warnings contain information about actual incidents or accidents and provide advice on how similar situations can be avoided.

Peab has noted that more knowledge about the fundamental factors behind accidents and sickness is needed. The need to take measures was charted by examining Peab's operations. We have also pinpointed the measures that improve safety behavior in managers and employees, improving thereby Peab's safety culture in the long run as well. A project that will develop work methods, tools and an investigation methodology was started in 2015 in all three countries along with a short and long term action plan.

#### Follow-up and improvement work

All incidents and accidents are reported as they happen and form the basis for measures aimed at preventing these occurrences. There were no fatal accidents at Peab's worksites in 2015. Incidents and accidents are registered through an online system in Sweden and Norway and in Finland reports are made directly to the Work Environment Manager. When the measures in the above mentioned development project have been implemented the work methods, tools and an investigation methodology will be the same in all three countries, which supports knowledge exchanges.

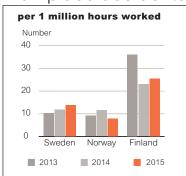
A number of workplace audits are also conducted annually in Sweden, Norway and Finland. The results are analyzed in connection with the audit which, combined with results from employee statistics, surveys and development discussions as well as Peab's occupational healthcare provider, makes it possible to identify causes and connections. This then forms the basis of decisions on priorities, goals and measures.

#### **Promoting health**

Peab focuses on further developing work methods to promote health. Employees that are happy and have a good balance between work and leisure more often feel motivated and job satisfaction. Peab offers employees a broad range of activities in exercise and culture as well as keep-fit subsidies and other benefits.

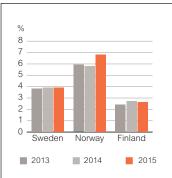
The number of occupational illnesses registered in the company rose from 43 to 66 in 2015. Occupational illnesses among skilled workers are primarily caused by

### Workplace accidents



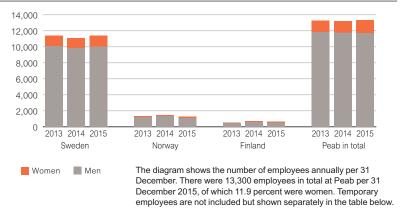
Statistics are based on internal systems that register all workplace accidents which result in at least 8 hours absence. Previously statistics came from the Swedish Work Environment Authority which according to regulations only include severe accidents.

#### Sick leave



Sick leave statistics refer to all absence due to illness (short and long term absence).

## Number of employees by country and gender



# Number of temporary employees\* 2015

45	420
5	5 45

\*The estimated number of temporary employees. These figures do not include subcontractors. Included are people who work for Peab on a consultancy basis, i.e. people who work regularly for Peab but are not considered employees.

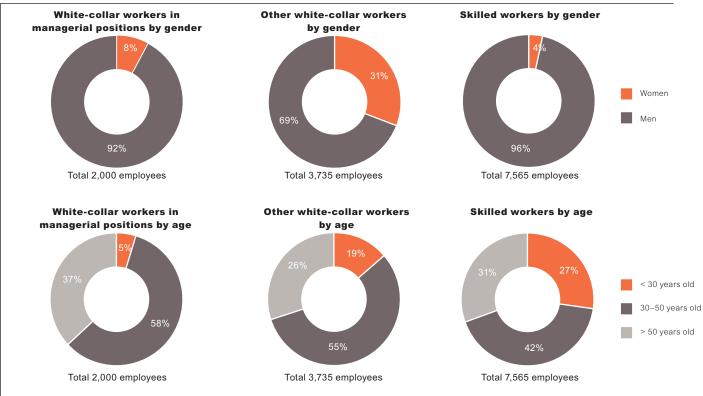
### Employment forms for all employees

	Men	Women
Permanent employees	10,881	1,387
Project/temporary employees	839	193

# Type of employment for permanent employees

	Men	Women
Full-time employees	10,816	1,302
Part-time employees	65	85

# Employees divided into personnel categories, gender and age



strain and among white-collar workers they are often due to organizational and social factors. In 2016 Peab will work on raising awareness among more managers and employees about ergonomics as well as the organizational and social work environment than previously.

#### SKILLS SUPPLY

Having employees with the right know-how is crucial to Peab's success. Competition for the skills Peab is looking for is fierce and that means efforts to acquire these skilled workers has top priority. In 2015 Peab reviewed the current competence in the company. This was aimed at registering which skills Peab has today and which will be needed tomorrow, and creating the basis for an action plan to bridge any gaps in between. The most apparent need is engineers closely involved in production and various trade-related specialist functions.

#### **Employer offer**

Well-defined values and a strong brand are factors for success in competition. An extensive project aimed at examining, analyzing and further developing Peab's employer offer led to a new strategy. By carefully listening to internal and external sources an image of how Peab is currently seen as an employer emerged as well as the image the company would like to have in the future. An Employer Branding specialist was recruited at the end of 2015 charged with developing Peab's employer brand based on the new strategy.

#### Introduction for new employees

In 2015 Peab launched an updated introduction program for new employees aimed at providing them with a better understanding of the Group's core business. For this reason the group-wide section of the introduction was supplemented by a visit to a construction site. Training a week on a worksite plays part for positions, primary manager or specialist, that affect production. In 2015, 601 (458) people participated in the group-wide introduction program.

#### Skills development

It is vital that Peab can offer skills and career development on every level. Implementation of Peab's new model for skills development heavily focused on learning while working continues. Managers and co-workers alike have become more aware of Peab's concepts and methods and during 2015 formal education and courses have been combined with structured learning at employees' worksites. One example is the new development program for young engineers just starting in construction. Similar development concepts close to operations are in the making. Position descriptions, individual development plans and skills charting will decide what skills development will be offered.

Peab's new uniform leadership program is being carried out throughout the entire Group and leadership is being reinforced on both individual and Group levels. The positive effects are visible after a year's work and the program will be implemented on yet another management level in 2016. Slightly more than 500 managers from Sweden, Norway and Finland participated in the internal development program during 2015.

#### Goal and developmental discussions

A new tool was implemented for goal and developmental discussions in 2015. All told the pilot project encompassed around 1,000 employees in Sweden. Implementation of a fully developed web-based tool is expected to take place on a large scale in 2017. With the new tool employees take greater responsibility and form their goals for their development themselves. Thanks to the electronic tool superiors and employees can go back to their shared notes and easily follow up developmental discussions which insures the quality of the employee's development.

The last employee survey in 2014 showed that 70 percent of Peab employees had participated in goal and developmental discussions (89 percent of white-collar workers with managerial positions, 81 percent of other white-collar workers, and 56 percent of the skilled workers), and it appears the same level was true for 2015. The next survey will be held in 2016. Holding regular discussions about goals and development with their employees is a key element of a leader's job at Peab. There-

#### "Rooted in reality"

Peab wants new employees to receive the best possible introduction and suited to their situation. Training a week on a worksite plays a part for positions, primary manager or specialist, that affect production. The purpose is to provide a deeper understanding of Peab's core business.

Ida Edström, work environment specialist, talks about a rewarding training week.

"I got the chance to follow different roles on the worksite; supervisor, purchaser, site manager and skilled craftsmen. This experience will be very useful to me in my usual role. It's important to have a realistic perspective when I draw up work methods and strategies for Peab, that I'm firmly rooted in reality. I had the most fun being together with our skilled craftsmen and trying a few things myself. I felt super welcome right from the start."

As of 2015 Peab has an updated groupwide introduction concept for new employees. Study visits, an expanded common program and production training are the most important new features.



fore a threshold value based on holding goal and developmental discussions has become a bonus criteria for managers.

# EQUALITY, DIVERSITY AND EQUAL OPPORTUNITY

Modernizing the construction industry's perspective regarding equal opportunity and diversity is a slow process and many challenges have yet to be overcome. Vital to changing the generally held view of equality and diversity is getting people to better understand the issue and the key to that is, as always, responsible leadership. For this reason Peab continued to work on employee inclusion during the year.

# For equal opportunity and against discrimination

A new group-wide plan for equal rights and opportunities and an action plan against discrimination were completed in 2015. When drawing up the plans Peab consulted external experts to ensure high quality and correct formalities while an internal survey provided information on the current situation and the desired situation.

Equality, diversity and equal opportunity, and the managerial responsibility connected to that, are included as part of the education comprised in Peab's leadership program. Other measures aimed at enhancing skills in this area were initiated in the autumn of 2015 and will continue throughout 2016 as a step in changing the culture around these issues. Peab has chosen a down-to-earth method that emphasizes the individual's own responsibility. The method is based on workshops containing discussion and participation as well as policy documents that give managers an important role. Peab has to ensure that leadership has the proper competence and support to take responsibility for equality, diversity and equal opportunity issues.

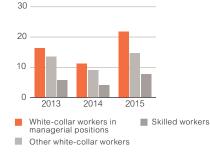
#### Equal pay

At Peab the nature, performance and skills level of an employee's job decide their pay level, independent of gender, age or ethnic background. According to Swedish law a wage review must be conducted every third year containing an analysis of wages paid to women and men. The purpose of this analysis is to identify, rectify and prevent non-subjective differences in pay and other terms of employment for the same or equivalent positions. Non-subjective differences must be rectified. In the review of 4.330 individuals that Peab conducted in 2015 a total of 28 non-subjective pay differences were identified. The wages of these individuals have been adjusted afterwards. Legislation in Norway and Finland have similar requirements for an analysis of wages and ensuing measures. Inclusion in Peab's various incentive programs is based on an individual's position and no difference is made between men and women in the occupational group.

### Number of training hours



per employee and personnel category



The increase in the number of training hours is due to greater usage of the educational tool PEKA, where training hours are registered, and an increase in the level of training initiatives.

# A sustainable business

During 2015 Peab began the shift from being biggest to being best. Peab's goal is to have the most satisfied customers, be the best workplace and the most profitable company in the industry. Sustainability has been given a key role through these goals and Peab is working to integrate sustainability aspects in both our business and value chain.

#### LONG LASTING CUSTOMER RELATIONS

Long lasting customer relations create opportunities to develop the company and better understand customers' needs and wishes. This improves Peab's ability to satisfy customers which strengthens Peab's brand and leads to new business opportunities. Peab has a flexible way of working in order to fulfill the desires and demands of the company's wide range of customers that include everything from single home buyers to privately owned companies, municipalities, authorities nd government agencies.

# Paradigm shift in the construction industry

Both customers and suppliers are taking a growing interest in the more profound cooperation that comes with partnering. Peab sees partnering as a way to modernize and streamline the, in many respects, conservative construction industry. Peab advocates this type of collaboration which can be used in any kind of contracting. Being in better sync with each other saves time and money and contributes to higher quality while putting new demands on an organization and leadership regarding social and communicative skills. During 2015 Peab has better structured the work with partnering by, among other things, developing better tender documents for partnering projects.

In addition to shared good planning between us as customers, Peab and other contractors, an important advantage is that onsite management is responsive not only to our views but to the needs of our tenants as well

Project Manager, Helsingborgshem

#### Follow-up for better performance

Shifting from the biggest to the best requires continual improvement, especially when it comes to customer relations. In addition to the stakeholder dialogues described on pages 12-14 Peab conducts surveys to see how customers experience contact with the company and how the delivered product or service lives up to customers' expectations. Peab's SCI surveys (Satisfied Customer Index surveys) are sent to external and internal business clients (B2B) and housing customers (B2C).

In 2015 the weighted average of the SCI result for the Group was 73 (72) on a scale of 1-100. There were over 2,000 (1,400) respondents, which is equal to an average response frequency of 42 percent. Results from the surveys are used in internal work on improvement and are included in the operative business plans that support the Group strategy to strengthen and develop Peab's customer relations.

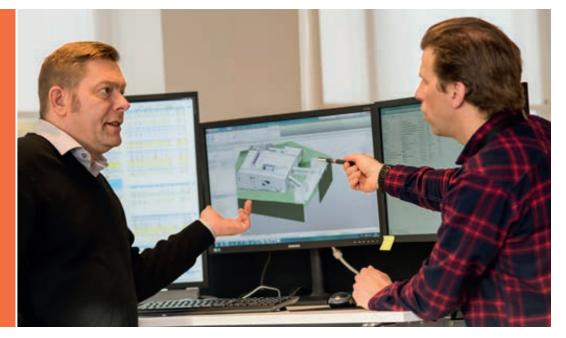
#### Social procurement

Many forces in society are acting to make production of products and services more sustainable through aware purchasing choices. Municipalities and other government agencies are taking a growing interest in procurements that promote a more sustainable society. Social considerations in public purchasing can lead to procurement criteria that contribute to jobs, greater equality, integration etc. The criteria can also include demands like systematic follow-up of the supply chain and that the supplier, in this case Peab, adds to local employment during the project.

This provides Peab with yet another chance to affect societal development in a positive direction.

#### Partnering

Partnering is a structured form of collaboration built on close cooperation and trust between all the stakeholders in a project. This method creates the platform for a more profound collaboration than in traditional contracts since the general contractor and the customer, together with subcontractors, architects, consultants and other key players organize the construction process based on a common goal. Shared processes, plans and activities form the foundation for better dialogue and greater trust.



# SUSTAINABLE CONSTRUCTION PROCESS

Peab works with the entire construction process through its four business areas. However, construction processes are complex and involve both internal and external parties and the company has to use subcontractors for certain areas. This underlines the importance of a work method that promotes quality and sustainability throughout the process.

#### **Controlling construction sites**

In 2015 a new regulation called general contractor responsibility came into force for the entire construction industry. The general contractor is responsible for ensuring that everyone, including subcontractors, follow the rules at construction sites. The purpose is to weed out rogue players from the labor market, promote healthy competition and avoid workers being taking advantage of. It is also intended to, as far as possible, eliminate work environment problems and safety breaches.

During the year UE2015 took effect and compared with the previous version UE2004, it focuses more on the entire subcontractor chain on a construction site. This means that every subcontractor is now obliged to provide information upstream in the chain and, among other things, guarantee that they have collective bargaining agreements, hold an F- tax certificate and that there are no wage or other compensation disputes with employees.

Peab uses attendance records that are usually linked to the so-called ID06 system. Attendance records significantly increase the chances of discovering rogue subcontractors. In addition to following the legislation concerning electronic attendance records requirements, Peab participates actively together with the Swedish Construction Federation and its suppliers in the work to develop ID06's technical solutions in order to make it more user friendly, effective and create more added value for ID06.

#### Preventing robberies and break-ins at construction sites

Through the initiative of Peab's security department and supported by the Swedish Construction Federation South and the Development Fund of the Swedish Construction Industry, in the autumn of 2014 Malmö University and the Department of Criminology began a study to chart robberies and break-ins at construction

### People from the community get job opportunities

Peab is erecting four buildings containing 121 apartments, a daycare center, offices and gym in the housing project Lindängen in Malmö for Trianon Fastighet AB. When Malmö City distributed the land it required recipients to take a social responsibility. Ten fulltime positions had to be recruited from the city's longtime unemployed.

"Naturally this was a challenge," says Linus Svensson, assistant construction manager at Peab. For some of the recruits the transition of working at a construction site was more than they could handle and some of them quit. Nonetheless so far the project has generated three jobs with subcontractors which is a good result. Peab feels that landowner Malmö City is doing a good thing by discounting the land rental fee in return for land renters taking social responsibility. This gives contractors an opportunity to contribute to improving a neighborhood, in both its physical and social environments.

"We get a chance to learn more about the area and can change prejudices regarding the older housing projects," Linus continues. The fact that people living there get job opportunities creates added value in the form of a feeling of responsibility for the area and a higher tolerance for new construction from those living close to it.







# 40,000 suppliers

Peab had around 40,000 suppliers in 2015. A supplier is defined as a business partner Peab has received at least one invoice from with a unique company ID number during the year. Reliable data is lacking for the number of new suppliers for 2015. This data will be available as of 2016.

sites. The report Systematic risk analysis of robberies and break-ins at Swedish construction sites which was presented during the year has, among other things, contributed to more in-depth knowledge about the structure of acquisitive crime and thereby improved the construction trade's ability to spread prevention knowledge throughout the industry. This knowledge helps to make construction sites safer and reduces costs for Peab and customers alike.

#### SUSTAINABLE PURCHASING

Peab expects their suppliers to live up to the same demands the company makes on itself. In addition to existing legislation and valid regulations as well as traditional requirements concerning quality and total costs Peab demands suppliers live up to our Code of Conduct.

Peab has established a process and tool through the in-house developed purchasing and supplier portal for structured supplier assessments, evaluations and purchasing and support measures for better statistics and follow-up. The portal makes it easier to identify suppliers that do not live up to the company's demands and at the same time facilitates internal steering.

In 2015 Peab changed the supplier of customer and supplier data which made it easier to discover potential improprieties.

Peab works closely with The Swedish Tax Agency in order to improve controls of subcontractors and fight economic crime. This cooperation facilitates the identification of rogue companies and increases the possibility of eliminating criminal elements.

Suppliers are barred through Peab's system because of criminal behavior,

suspicion of dishonest activities, insolvency/ bankruptcy or the like.

poliers

of the supplier base is divided into 415 categories where each category represents a suppliers market. Peab has suppliers in everything from conference facilities to industrial concrete and the nature of these categories is wildly different with unique

challenges and opportunities.

The three major categories are

electricity contractors, contractor

machine services and construc-

tion vehicles.

An evaluation is performed at the end of a project of the suppliers deemed to have had an essential influence on it and their commitment to the customer with an emphasis on quality and the environment. The purpose of the evaluations is to ensure that knowledge and experience are exchanged and to contribute to the supplier's development.

Supplier evaluations as well as measuring and following up purchasing is essential for a big company in the construction and civil engineering industries, in order to run a sustainable business and have control over finances. It is a challenge for all big companies to get those involved to follow procedures and use existing tools. Peab has the instruments in place and works actively to further develop the right conditions through work teams charged with developing user friendliness and functionality in procedures and tools. In 2016 the key ratios concerning sustainability aspects in purchasing will be developed.

#### ETHICS FOR GOOD RELATIONS

Peab's work with ethics and against corruption is aimed at building confidence, averting brand risks and creating secure and profitable deals for everyone involved. By preventing, monitoring and managing risks they can be turned into opportunities that generate long-term values for customers, the company and society in general. Systematic work on ethics which is focused on preventative education, and clear-cut consequences when transgres-



In 2015 Peab barred 15 companies due to impropriety risks and 3 because of commercial risks.

# 50 billion Swedish krona

The Group's total purchase volume (i.e. all external costs where internal transactions are eliminated) amounted to some SEK 30 billion. This means 68 percent of theturnover is external purchase volume.

sions occur are the foundation of a strong brand and healthy competition.

#### **Peab's ethical guidelines**

Peab stands for good business ethics and transparency. All employees are expected to take personal responsibility for their behavior. The company's ethical guidelines are attached to every employment contract and describe how employees in their professional roles represent Peab by following and communicating our fundamental values, within the company and out in the community. In addition to these guidelines there are supplementary instructions and guidelines on how Peab personnel should behave in specific situations. If employees are unsure how to act in a situation they can turn to their closest supervisor, Peab's Group functions or the Ethical Council

#### **The Ethical Council**

Peab's Ethical Council answers among other things questions pertaining to ethics concerning our business or from employees, communicates Peab's stance in ethical issues internally and externally, as well as prepares different matters and decides in cases of transgressions. Together with Peab's security department the Council prepares the documents needed to make a decision and proposes what steps should be taken in the case of a transgression. This might be anything from a reprimand to a written warning, termination, dismissal or reporting to the police. The Ethical Council ensures that incidents in the Group are handled equally, regardless of which operations or position they concern. In 2015 the Ethical Council's function and work has

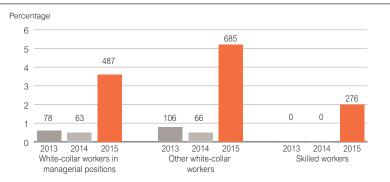
been evaluated and the function will be developed in 2016.

Preventative education in ethics An extensive educational program for white-collar workers, the Ethics Round, was launched in 2009 to bolster our efforts to thwart corruption and breaches of Peab's ethical guidelines. The education includes discussions about ethical dilemmas that can occur in day-to-day work. The point is to give employees the opportunity to test their own ethical compass against the norms and rules Peab has set up and provide them with a method of identifying solutions of various ethical dilemmas. Ethics are also included in other Peab internal courses such as the group-wide introduction day, position preparation programs and leadership training.

The number of incidents reported to Peab's security department concerning economic crime has dropped considerably in the past few years. This is almost certainly due to preventative ethics work, improved internal controls and a higher level of knowledge and awareness.

New system for whistle-blowing Peab strives for an open business and working climate. Employees have an important role to play in noting possibly illegal dealings and serious breaches of Peab's core values, ethical guidelines and Code of Conduct. They therefore need a way to bring up situations that might damage individuals, the company or the environment. There are several ways to report suspicions of wrongdoing at Peab, openly and anonymously. Peab prefers open reporting but if

# Number and percentage of employees trained in ethics and anti-corruption



The statistics on ethical training include the number of people who completed the Ethics Round Introduction course, Leading Peab along with the course Local measures 1 and 2. Compared to the statistics from previous years this year's figures encompass employees from Norway and Finland and several other courses that include ethics.

someone does not wish to give their name a system is needed that will guarantee anonymity. The new whistle-blower system, which was introduced into all Peab's operations in 2015, permits someone reporting a transgression to be anonymous. Reporting goes through an external web-based system that allows the investigators of the report to ask supplementary questions to the reporter and then communicate the results of the investigation via the system with guaranteed anonymity for the reporter.

#### Events during the year

During the year, no incidents of anticompetitive activities, breaches of the competition law or monopolistic behavior leading to legal action have occurred.

Peab has received four internal reports

of suspected corruption/financial irregularities in 2015. All the reports were handled by the responsible manager with the support of members of the Ethical Council. In three of the cases employment law measures have been taken. The fourth case had not been concluded by the end of 2015.

In one case from 2014 the District Court acquitted a supplier but it was excluded as a Peab supplier anyway. In 2015 the supplier was found guilty of bribery by the Court of Appeals.



### Industry agreement against bribes – easier to do the right thing

Peab takes an active role against corruption since it leads to unhealthy competition, inefficiency and in a longer perspective it is a threat to democracy.

In December 2015 several leading players in Swedish construction signed an agreement to fight bribes and corruption within the publicly financed construction and real estate sector. In addition to Peab and other nationwide construction companies the Swedish Construction Federation, the Swedish Construction Clients and The Swedish Association of Local Authorities and Regions are parties to this agreement. It has been designed to meet external demands of greater transparency and moderation and it gives practical help through examples and ethical guidance regarding, for example, representation and sponsoring. New parties are welcome to join and the hope is that it can contribute to establishing a common perspective between procurers and suppliers.

"Almost everyone wants to do the right thing and so it should be simple to do the right thing. An industry agreement with clear-cut examples provides common grounds, makes it easier to do the right thing and can also contribute to a positive dialogue about how parties can avoid getting into difficult situations," says Jesper Göransson, CEO and President of Peab. The responsibility for slowing down the negative development that is expected in the wake of climate change will only weigh heavier on major players like Peab as time passes. Global agreements such as the one from the UN Climate Change Conference in Paris, COP21, and the UN Sustainable Development Goals are examples that point out the road ahead. Peab focuses on climate and environmental issues and works systematically to reduce the environmental impact of its entire business.

#### SYSTEMATIC ENVIRONMENTAL WORK

Peab's climate and environmental work is performed on every level of the organization and is an integral part of the business. Coordinating climate and environmental issues takes place on Group level since many of the matters are shared by, and touch, all the business areas. The business areas are responsible for developing and running climate and environmental work in their own operations. The business areas have resources at business area, company and regional level to support the work in day-to-day operations.

Environmental studies at relevant levels in the Group identify significant environmental aspects that are the basis of the goals formulated and priorities made. The

Non-fossil Diesel

focus areas Peab has established concerning the climate and environment are climate impact, streamlining resource use and phasing out environmental and health hazardous substances. Well-functioning processes for follow-up are needed to streamline work on improvements. Measurement methods and the extent of the follow-up have to be continually developed as well. One way of achieving this is mapping energy flows and producing different types of climate and environmental reports.

Peab's environmental management system is an integral part of the business management system. The environment policy is integrated into Peab's company policy and is in harmony with the Code of Conduct, which is based on the principles of the UN Global Compact including the precautionary principle. The environment policy satisfies all of the requirements for ISO 14001:2004, and large parts of Peab's business are now certified in accordance with ISO 14001 or other certification systems.

In Norway Peab works according to Eco-Lighthouse, a Norwegian environmental business certification system.

#### **Certifying products**

250

200

150

100

50

HVO100\*\*

Diesel 30-40% FAME\*

Diesel 10-29%

Diesel 5-7%

FAMF\*

FAME

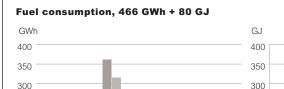
Peab works with environmental certification, both at customers' requests and in our own development projects. Peab is also

# Reducing climate impact

involved in developing certification systems together with other members of the industry. Environmental certification is mostly established on the market for buildings but there is a growing interest in sustainable certification of infrastructure. Peab has employees who are competent in CEEQUAL, BREEAM, LEED, the Swan and Miljöbyggnad. Certification is a tool that facilitates systematic work with environmental and sustainable issues from the planning stage to construction and operation.

#### **CLIMATE IMPACT**

The community building sector has been identified as a key sector to succeeding in reaching national and international climate goals. The sector is very energy intensive and this means it has a high potential to affect greenhouse gas emissions. Peab strives to continually develop and implement energy efficient solutions that reduce energy consumption in production and in the projects turned over to clients. At the same time Peab promotes renewable energy sources for the energy used. In 2015 Peab began working on reviewing the energy used in the entire Group according to the Law on energy reviews in big businesses. This work will be intensified in the coming years by developing follow-up processes and measuring methods.

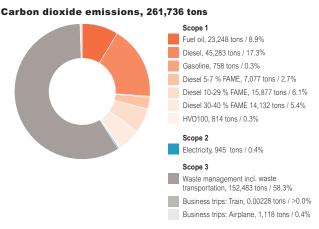


### Consumption and emissions

2013

2014

2015



\* As of 2015 the different types of diesel with non-fossil blends purchased by Peab are reported separately. The renewable level in these types of diesel is as much as 40 percent.

non-fossil blend

Gasoline Diese

\*\* During the year Peab purchased the fuel HVO100, a 100 percent renewable and fossil-free diesel that reduces CO<sub>2</sub> emissions by up to 88 percent.

The chart shows the fuel consumption in Sweden. The statistics are based on the number of litres purchased. The energy content (GWh/GJ) for 2015 has been calculated with the aid of conversion factors from the Swedish Petroleum and Biofuels Institute (SPBI) along with specifications from fuel suppliers. Conversion factors from GRI were used for 2013 and 2014.

The above chart shows Peab's carbon dioxide emissions (CO<sub>2</sub>) for the Swedish business. The emissions from fuel consumption were calculated with the aid of the GHG Protocol. The CO<sub>2</sub> calculations for electricity usage are based on Vattenfall's environmental declaration for hydro power electricity. The CO<sub>2</sub> emissions for waste management are calculated with a tool developed for the industry. The CO<sub>2</sub> emissions for business trips include the journeys booked through Peab's travel agent and constitute around 60 percent of the total number of train and plane trips booked in 2015. CO<sub>2</sub> emission information for train trips has been provided by SJ (state-owned railway company), based on information roia NTM (Network for transportation and the environment). CO<sub>2</sub> emission information concerning airplane trips is produced according to the STS Standard.

250

200

150

100

50

0

Fuel



Reducing the laying temperature of the asphalt by around 30 degrees cuts energy consumption by an estimated 20 percent and carbon dioxide emissions by 30 percent.

The percentage of bio-oil used in asphalt production increased in 2015 to slightly more than 25 (14) percent, which reduced carbon dioxide emissions by around 6,700 (3,100) tons compared to using traditional fuel-oil.

Peab contributes to the development of nearly zero-energy municipal service buildings through creative solutions as a step in achieving the EU 2020 energy efficiency targets.





In 2015 Peab invested in two new hybrid wheel loaders. The machines reduce fuel consumption since they generate energy which is then reused. The savings is thought to be at least 15 percent.

#### Energy efficiency

Peab continually works to cut energy consumption in areas such as transportation and running construction equipment, warming up and lighting workplaces and construction sites along with energy use in permanent facilities. Financial and environmental savings go hand-in-hand. Peab can make its production more sustainable by changing behavior and focusing more on energy matters.

Peab works to make worksites for civil engineering and construction projects more energy efficient through a number of different measures. Some examples are well-insulated trailers, control systems for regulating heating on evenings and weekends, presence-controlled lighting and LED lamps. Peab's Finnish operations estimate that LED-based lighting solutions in construction offices save energy by as much as 70 percent of previous lighting solutions. Lowering the indoor temperature in trailers by a single degree saves about five percent of the energy used. In addition to this, courses in economical driving for machinists and truck drivers has paid out by reducing diesel consumption. According to the measurements taken in projects the total energy savings amounted to 8-10 percent. Over the last ten-year period, Peab has been working intensively to develop an energy efficient manufacturing process for

asphalt aimed at conserving energy and lowering emissions. Reducing the laying temperature of the asphalt by around 30 degrees cuts energy consumption by an estimated 20 percent and carbon dioxide

emissions by 30 percent. In 2015 lower temperature asphalt represented 1.9 (3.9) percent of Peab's total asphalt laid in Sweden and Norway. The reduction is due to diminished demand from customers.

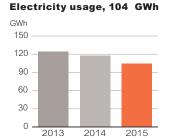
In Finland Peab is participating in the research project COMBI (Comprehensive development of nearly zero-energy municipal service buildings) together with several universities and municipalities. The purpose of the project is to contribute to the development of nearly zero-energy municipal service buildings through creative solutions as a

step in achieving the EU 2020 energy efficiency targets. This is just one of many examples of how Peab cooperates with different partners in developing methods to reduce climate impact.

#### Renewable energy sources

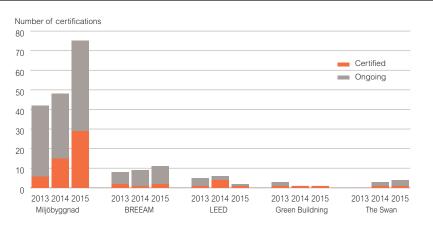
Peab is increasing the use of renewable fuels in several areas of production. Our goal is to continually reduce the percentage of fossil fuel used in operations. During the year Peab has begun to use 100 percent fossil free diesel. Now the company is reviewing the possibilities to replace fossil diesel with this alternative.

Substantial amounts of fuel go to transportation and running construction equipment. One solution is hybrid construction equipment, which Peab supports. In 2015



The statistics for electricity include the business in Sweden and Finland. Electricity usage in Sweden is limited to the electricity purchased via a central contract supplier. This electricity is environmentally declared, and corresponds to around 50 percent of the purchasing volume for electricity. The electricity usage in Finland is estimated on the basis of the finance system.

### Environmental certification of buildings



The chart shows the number of ongoing certifications and the number of certified projects under the given years. An ongoing certification is a project that has been registered during the current year or earlier with the certification organization and is expected to be certified. A project that is certified is one that has received certification, although not necessarily the final certification that is provided after a certain verification period. The chart includes both Peab's own projects where Peab is responsible for the certification and projects Peab is constructing for customers.

The number of projects were reported in 2013 and 2014, but for each one there may have been several certifications if there were several buildings in the project. The columns for 2015 show the number of certifications instead. The purpose is to make the statistics more consistent and facilitate a better correlation with statistics from each certification organization. Peab invested in two new hybrid wheel loaders. The machines reduce fuel consumption since they generate energy which is then reused. The savings is thought to be at least 15 percent. The machines are primarily used in gravel and rock operations.

Peab uses a bio-oil instead of traditional fuel-oil at four of its 21 asphalt plants in Sweden. This bio-oil is classified as carbon dioxide neutral by the Swedish Energy Agency. The percentage of bio-oil used in 2015 increased to slightly more than 25 (14) percent, which reduced carbon dioxide emissions by around 6,700 (3,100) tons compared to using traditional fuel-oil. Even in the energy demanding manufacture of special sand Peab only uses biofuel.

Peab can also drive sustainable development through attractive offers to customers, especially in the area of energy, where the company now has a comprehensive concept for constructing and running windpower projects as well as designing, installing and managing solar power plants. During the year Peab completed Ikea's new office building in Malmö, which produces its own energy, in part through rooftop solar panels. The building also has a geothermal energy facility which generates heat and air conditioning and the rest of the energy used to run the building comes from its two windpower stations. This example illustrates how Peab can also contribute to reducing climate impact through the products it turns over to customers.

# Planning logistics to reduce greenhouse gas emissions

Good planning is required to reduce the amount of transportation to and from construction sites. This planning is done together with suppliers and Peab works continually to minimize road wear and emissions by choosing the right vehicles. In our Nordic climate road wear creates significant health hazards. This road wear comes primarily from studded tires and generates high levels of coarse particles (PM10) that can cause heart and lung disease when inhaled. Commissioned by the Traffic Department of Stockholm City Peab has, among other things, applied dust control agents to reduce particle levels and thereby contribute to better air quality in central Stockholm.

#### STREAMLINING RESOURCE USE

Peab prioritizes using resources more efficiently. Reduced material consumption lowers costs as well as climate and environment impact. One challenge is to develop key ratios as a tool in the systematic work for improvements in every area of Peab's operations and projects. New research and more stringent laws contribute to developments but better use of resources can also be attained through new, smarter work methods and sharing knowledge.

#### Efficient waste management

Waste from construction and civil engineering represents a significant amount of the waste generated by society. Construction contractors are being spotlighted as communities focus on minimizing waste and conserving resources.

Peab has set its sights high when it comes to the amount of waste that gets sorted. The goal is that at least 87 percent is sorted before it leaves the worksite and only maximum eight percent goes to landfill. Drywall is a prioritized fraction in construction since recycling more of it minimizes the environmental impact, both because

# Sweden's first concrete mixer truck fueled by renewable energy

In 2015 business area Industry became the first in Sweden with a concrete mixer truck that is run solely on renewable fuel. Both the fact that the rotor makes half the noise and no hazardous emissions improves the work environment significantly. The new concrete mixer trucks are a big advantage in tunnels or industrial sheds as well as in big cities where environmental demands are strict. a synthetic fuel produced from rapeseed oil and slaughterhouse waste. The actual rotor is electric and can be charged via the mains or while driving when a generator charges the battery. The mixer can run for four hours solely on electricity when the truck is standing on a construction site. This technology contributes to the concrete mixer truck's ability to run on renewable fuel 100 percent. "We are proud to be the first company with the new concrete mixer truck model on the Swedish market. We see this is as just the start. If everything works out satisfactorily we will invest in more trucks," says Karl-Gunnar Karlsson, BA Manager Civil Engineering and BA Manager Industry.

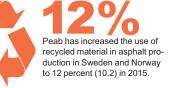




Peab's industrial operations manufacture concrete blocks from recycled concrete. These can be used, for instance, under temporary work and office trailers. The concrete block raise the modules from the ground level making it possible to lay down pipelines. During 2015 Peab transformed some 300 m<sup>3</sup> surplus concrete into a usable product.

**100%** Peab has reduced the use of finite natural resources by manufacturing concrete from

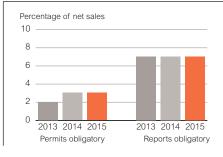
resources by manufacturing concrete from ballast based on 100 percent crushed rock at 15 of its 42 concrete factories.



In a project focused on recycling concrete and brick, in Målardalen alone Peab has recycled 47,300 tons of concrete and brick from tearing down Bahco, Enköping and Mässen 2, Strängnäs. Concrete and brick is crushed into material that can be reused after metal scrap is removed. This material is then used as landfill material in real estate and housing developments.



# Operations subject to permits and reports



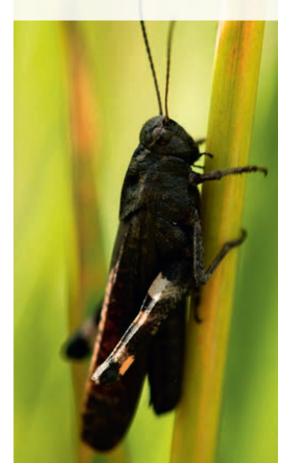
Peab runs operations subject to permits and reports in Sweden and Finland. These mainly comprise rock and gravel quarries, waste and hazardous waste transportation, asphalt plants, concrete production and ballast operations. This type of operations primarily impact the environment through excavation of a finite substance and future land use. For more information please see Peab's 2015 Annual Report, page 41.

### **Biodiversity**

During 2015 Peab has been engaged in several projects to safeguard biodiversity:

Business area Industry participated in the co-financed development project *Greater biodiversity in pits during production and after shutdown.* A manual has been created within the project framework aimed at illustrating possibilities for biodiversity in different kinds of pits. The project has been nominated as "The Innovation of the Year" by the Development Fund of the Swedish Construction Industry.

Business area Project Development collaborates with the County Administrative Board of Stockholm to preserve the very rare and endangered species the rattle grasshopper (Psophus stridulus) which is classed as critically endangered on the national red list. An action plan was drawn up in 2015 to aid the species. Restauration and improvement measures will be required for many years to come.

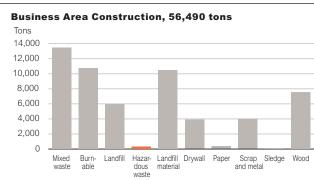


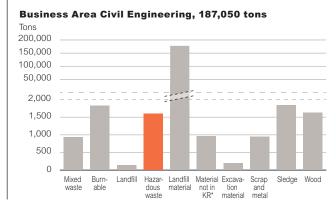


#### Interchange Spillepengen, Malmö

During the year the new bridge solution Peab built to improve capacity and safety at interchange Spillepengen was completed. The project is a good example of how Peab can minimize waste and conserve resources in production. By first categorizing the excavation material then testing, managing and intermediately storing it the level of carbon dioxide per ton of handled excavation material was radically reduced. Usable material was returned to the project minimizing the amount that went to landfill. This management led to greater safety and better control since all excavation material passed through Peab's own facility.







#### **Processing method per fraction**

Fraction	Landfill %	Incineration %	Recycling %
Mixed waste	14	76	10
Burnable		100	
Landfill	100		
Hazardous waste	50	50	
Landfill material	27		73
Drywall	50		50
Material not in KR*	50		50
Paper			100
Excavation material	50		50
Scrap and metal			100
Sledge	50		50
Wood		100	

\* KR: Material not included in Kretsloppsrådets nomenclature such as mineral material, asphalt and park and garden refuse.

The statistics cover Swedish operations and are limited to the waste handled by Peab's main waste management partners. The bar diagram shows the amount of waste, sorted into fractions, created by operations in business area Construction respectively from business area Civil Engineering. The table shows how the sorted fractions are then handled by Peab's main waste management partners.

landfilling is minimized and the recycled material can be used in the production of new drywall. But first and foremost our ambition is to stop producing any waste at all. Reducing waste is a challenge for the industry. Peab uses a series of models and tools to more precisely calculate the amount of material needed thus avoiding waste.

The biggest challenges are identifying where waste occurs in the construction process and implementing changes in our systems in order to move towards circular economy. This can entail designing buildings that provide better opportunities to recycle and reuse material. This, in turn, requires choosing material that can be reused and meets Peab's function and quality demands as well as choosing technical solutions that facilitate dismantling.

Mass material is a prioritized area in Peab's civil engineering operations. A couple of the major challenges are mass material and logistics optimization of the vast amounts of material in varying quality and characteristics being moved around and in between projects. Excess material occurs in many projects which, depending on how it can be handled, can be classed either as waste or a resource. During the year Peab has established instructions for a way to handle mass material that occurs, is received or leaves a construction site. This way Peab can reduce the spread of undesired substances and increase the chances of recycling and reusing mass material. This work method is also aimed at achieving good profitability through streamlining resource use, withdrawing less untouched material, diminishing waste fees for mass material going to landfill and lower transportation costs. In 2015 Peab established eight new sites under the trademark Swerecycling that are focused on recycling mass material from civil engineering projects and this expansion will continue.

#### PHASING OUT ENVIRONMENTAL AND HEALTH HAZARDOUS SUBSTANCES

The work to remove environmental and health hazardous substances in construction and civil engineering has been ongoing for many years. Despite broad cooperation in the industry there are still dangerous substances on the market and new ones keep coming. Peab intends to intensify the work since we want to be able to offer healthy and sound indoor and outdoor environments. This is why Peab is also active in industry initiatives to phase out hazardous substances. Focus lies on choosing the right material and on traceability. If there are no good alternatives and the company needs to use less suitable substances they have to be traceable.

#### **Proactive phasing-out**

In order to drive the development of prod-

ucts that are healthier and better for the environment Peab has deepened its cooperation with several suppliers. This collaboration is aimed at making it easier for its own organization to choose the right products and its effects are already apparent, as several products containing hazardous substances have disappeared from the Swedish market.

Peab primarily uses two systems in Swedish construction operations to make material selections aimed at phasing out hazardous substances: BASTA and Byggvarubedömningen (Building Material Assessment System). The Norwegian equivalents are the electronic systems coBuilder and ProductXchange. In Finland TUKES (Finnish Safety and Chemicals Agency) safety sheets are used to ensure that products used in production comply with current legislation.

During the year Peab's Swedish industry and civil engineering businesses have inventoried chemical products and registered them in the chemical management system iChemistry, which, among other things, provides access to all information about the products electronically. Future work will be focused on risk assessment and phasing out hazardous chemical products.

# Social engagement for future growth

As a community builder Peab has both the responsibility and the opportunity to contribute to society. Peab adopted goals in the following three areas for social engagement in 2015: educating young people, local community building projects and mentoring. With a clearer focus and based on core operations our efforts can contribute to the company and the community – investing in our youth is investing in our future growth. The refugee situation characterized 2015 and Peab decided to work for greater integration.

#### EDUCATING YOUNG PEOPLE

Commitment to educating young people and the need for future skilled workers has been the foundation of Peab's independent upper secondary school, the Peab School, since the first one opened in 2006. The Peab School offers an upper secondary school construction and civil engineering program in five schools in five towns involving around 450 students and nearly 50 employees in total. Every year a number of spots are earmarked for students with incomplete compulsory school grades. In addition to the national program Peab schools also offer introduction programs such as the Vocational introduction.

The students' worksite placed learning (APL) takes place at Peab's (in certain

cases Peab partners') construction and civil engineering sites under the tutelage of craftsmen who are trained instructors. Peab's instructor training has been acknowledged by the Swedish Schools Inspectorate for its high level of quality and ambition. The instructors act as mentors while the students are in school and continue to be very important as the youths turn into adults and start their careers.

Work on developing the schools with the goal "Best school - Best journey", where every student has the chance to make their best journey in development, continues. One of the challenges is to engage more female students in the construction and civil engineering industry. The Peab School in Ängelholm was nominated to SIQ's quality award Better School 2015 for its genuine, systematic quality work. The former student and Peab School fellow Linda Löfvendahl was named Annual Road and Civil Engineering Apprentice 2015 by the Construction Industry Training Board (BYN). Peab schools are industry recommended by BYN.

#### Training and thesis work

Training is the first step to getting a job for many young people. Peab accepts trainees from industry-related educational programs as well as taking on skilled workers in training. In the summer of 2015 Peab accepted some 500 trainees. Every year a number of students from colleges and universities do their thesis at Peab. The students are given the opportunity to immerse themselves in an area of interest to themselves and Peab, and at the same time the two get to know each other. The result is that about half the students become employees at Peab after completing their theses. In 2015 14 theses were carried out in Sweden. Another 14 theses were carried out in Finland where Peab's guidance of students from Tampere Technical University and Metropolia University of Applied Sciences continues.

#### LOCAL COMMUNITY BUILDING PROJECTS

Peab is a big employer with strong local roots. Whatever Peab constructs affects the labor market and people's everyday lives in both big and small towns and this opens the door to broadening our engagement. Norwegian Utøya is a good illustration of how Peab wants to take our responsibility for the community, in this case by building up long-term partnerships that both the Peab School and the Norwegian Labor Party Youth League (AUF) learn from and where both parties are winners.

Since the autumn of 2011 Peab and the Peab School has been active in rebuilding Utøya. Together with AUF, students from the Peab School have built and renovated

### Sustainability on several levels in the Peab office building Lyckholms

Peab's newly constructed office building on the historic Lyckholms plot in southern Gothenburg was completed in the spring of 2015.

Here sustainability has truly been in focus. The building is not only now certified according to BREEAM but environmental impact under construction and on the surroundings in the longer perspective has been minimized. Energy conservation, a good indoor climate and sustainable material choices are some of the ways this is evident.

Before moving from the old offices there was a discussion about what to do with the old furniture. Could it be reused in some way? Via the company reCreate Design Co a number of aid organizations were identified. The furniture, which would have otherwise been thrown away, was donated to around 15 different aid organizations and is being used in places like Queen Silvia Children's Hospital, Ågrenska and families in Romania.



PEAB SUSTAINABILITY REPORT 2015 29

#### Social Engagement

buildings and improved other facilities at the summer camp. New training weeks were held in the spring and summer of 2015 and together with co-workers from Peab's Norwegian operations the students worked to make it possible for the island camp to open its doors again.

When Utøya was rededicated in August the Peab School's representative presented a cabin built by students to illustrate the long-term partnership formed at Utøya that will be continually developed. The support to Utøya gives a lot back: the students develop their craftsmen skills at the same time they receive an education in fundamental values on a present day historical site. Taking young people to such a dramatic environment is a serious responsibility and the training is safeguarded by counselor support, many teachers and time to talk about the experience. Students who have participated tell how they grew and learned lessons for life.

#### MENTORING

Peab has been collaborating with the Mentor Sweden Foundation for years. Mentor Sweden is a nonprofit organization that strives to provide young people with self-esteem and the strength to grow. The purpose is to support them in making positive decisions and resisting violence and drugs. This is achieved in part through mentoring. In addition the foundation arranges a number of other activities like cooperation between schools and courses for both youths and their parents.

In 2015 Mentor Sweden held eight parental seminars and four popular workshops on the theme Everyone equal – Everyone different with students in their first year at the Peab School. Several Peab employees have become mentors to young people between the ages of 13-17. Some of them have even chosen to get involved as a Job Mentor. Through engagement in Job Mentoring Peab has contributed to inspiring 1,250 youths in their choice of education and future career.

#### **NEW SPONSORING POLICY**

Peab's sponsoring policy was reviewed during the year which resulted in the adoption of a new policy in December 2015. The purpose was to even more tightly tie sponsoring to taking responsibility for the community and young people. The policy establishes that the focus of sponsoring should be on meaningful free time for youths which comprises both sports and cultural pursuits. Activities that promote integration, equality and diversity are prioritized. Peab's sponsoring should support Peab's vision and business goals and have a local connection. New in the policy is the requirement that the sponsored associations sign a partner profile that emphasizes the value foundation of social and ethical responsibility Peab expects. The sponsoring policy can be summarized into four areas presented in the facts box below.

#### **MIGRATION AND INTEGRATION**

From a global perspective the growing international migration is a challenge, not just because of the extent of it but the way in which it is taking place. At the same time it creates new opportunities for communities. Peab has chosen to work for greater integration and positive societal development. I have been lucky and the best luck I've had was getting into the Peab School. Previous student at the Peab School

In order to more rapidly and better make use of immigrants' skills and experience Peab has signed a letter of intent with the Swedish Employment Service stating our ambition to during a three-year period give at least 100 newly arrived refugees employment, a trainee spot or make an assessment of their skills. The letter of intent is aimed at creating a far-reaching and strategic link between the immigrants coming to live in Sweden and Peab's skills supply. There is a shortage of skilled workers in many areas of construction and since the need to recruit is growing there is a risk that this will dampen growth. By utilizing the skills of immigrants this investment can aid integration in society as well as diversity and growth in the construction industry.

In the autumn of 2015 the decision was made to start the new course Language introduction for 100 newly arrived youths at the Peab School in Gothenburg. Language introduction is a two year course consisting of classes in the Swedish language, Swedish society orientation and several other grade school subjects. Peab School's previous experience of unaccompanied refugee youths and expertise in areas like special pedagogics match this mission well. The objective is for the students to be approved to enter the education system. Hopefully some of them will choose a future in construction or civil engineering.



#### Tying sponsoring to taking responsibility for our youth

- We at Peab engage locally as community builders
- We at Peab engage long-term in young people's education
- We at Peab engage in providing youths with active free time and good leadership
- We at Peab engage in young entrepreneurship

### Peab School gave Abbe and Ali hope for the future

Abbe Abduallahi Wahelye and Ali Yusefi were both unaccompanied refugee youths. Abbe came to Sweden in 2009 after fleeing for more than a year from civil war in Somalia through Ethiopia, Sudan and Libya to a hardly seaworthy rubber boat across the Mediterranean to Europe. At 15 years of age Abbe came to Malmö where he applied for asylum. It was tough in the beginning. He was alone, didn't understand the language and unsure if he was going to be permitted to stay in Sweden. In time Abbe found his way to the Peab School.

"I have been lucky and the best luck I've had was getting into the Peab School," says Abbe.

Now he has graduated, gotten a job as an apprentice in Peab's civil engineering operations and feels more and more at home in Swedish society.

Ali was 13 when he came from Afghanistan to Sweden in 2011 after having fled the Taliban. In 2014 he applied to the Peab School even though he didn't have a diploma from grade school.

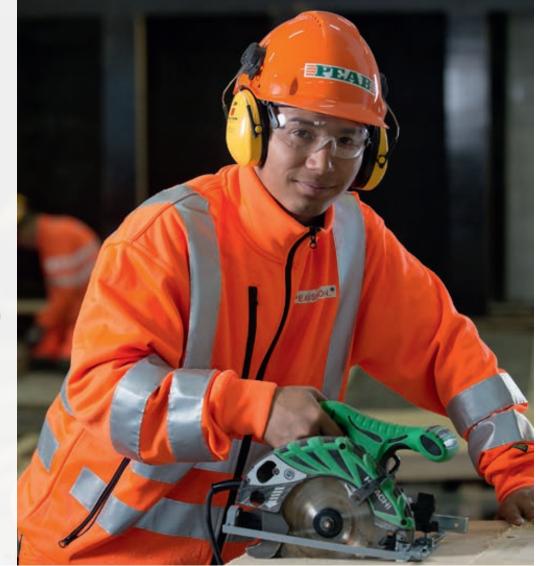
"I liked construction so I explained that I thought I could manage both school and Swedish."

Ali is now 17 years old, goes to the Peab School and is really happy. His ambition is to become a construction engineer.

"You can have a much better future if you study," says Ali. Learning Swedish has been essential,

Abbe and Ali agree.

"The language is the key into Swedish society!" exclaims Abbe.







### **About The Peab School**

- A total of 619 students have graduated from The Peab School system since it started in 2006.
- In 2015 129 students graduated.
- In 2015 84 percent of the students received a complete degree. The figure also includes the students that had not graduated from grade school when they came to a Peab School.
- There are 401 applicants to The Peab School system for the 144 places available in the fall term of 2016.

# **Active memberships**

#### ASIS INTERNATIONAL

ASIS is a non-profit-making organisation for safety managers and other managers in the field of safety. ASIS makes sure that safety management is acknowledged as a profession by the industry, media authorities and the general public. Peab is a member.

#### BASTA

BASTA is an industry-wide system that aims to phase out hazardous substances. Peab participates in BASTA's science council.

#### BEAST

BEAst is a Swedish acronym for the Construction and Property Industry's Electronic Business Standard, and at present there are just over 90 members. It is a meeting place for anything to do with e-commerce B2B, web solutions and e-communication in the industry. A representative from Peab is Chair of the Board at BEAst.

#### **BIM ALLIANCE**

BIM Alliance is a non-profit-making organisation that works for improved community building through BIM (Building Information Modeling) – digital structured information management – by creating networks and disseminating information, as well as developing tools and support. The members consist of a number of different players within the community building sector, including Peab.

#### **BRAINS & BRICKS**

Brains & Bricks – B2 – is a centre of excellence that focuses on flows of materials and information, as well as support for decision-making and planning, to create the conditions for a costefficient construction industry. It is a joint initiative set up by Peab, Linköping University and Katrineholm Municipality.

#### **BYGGVARUBEDÖMNINGEN (BVB)**

BVB performs assessments of building products from a life cycle perspective. Peab is responsible for the system's criteria group.

#### CENTRE FOR MANAGEMENT OF BUILT ENVIRONMENT (CMB)

CMB was formed as a collaboration between Chalmers University of Technology and the Swedish community building sector, and it is now Sweden's biggest forum for managementrelated issues in the field of community building. Peab is a member of many of the CMB's committees. One representative from Peab is a member of the BIM Management Group.

#### **CLEAN SOIL NETWORK**

The Clean Soil Network is a non-profit-making organisation that aims to promote development in the remediation of contamination in soil and water. The aim is to create greater contact between different groups in society that are affected by the issue, to promote current issues and to collaborate with Nordic and European networks. Peab is a corporate member.

#### COMPREHENSIVE DEVELOPMENT OF NEARLY ZERO-ENERGY MUNICI-PAL SERVICE BUILDINGS (COMBI) In Finland Peab is participating in research

project COMBI for the purpose of contrib-

uting to the development of nearly zeroenergy municipal service buildings. The project is led by Tampere University of Technology. Several universities and municipalities participate in the work as a step in achieving EU 2020 energy efficiency targets.

#### CONFEDERATION OF SWEDISH ENTERPRISE'S SAFETY DELEGATION

A network for profitable risk management. The office is at the Confederation of Swedish Enterprise. Peab is a member and has also made presentations and member meetings.

#### DEVELOPMENT FUND OF THE SWEDISH CONSTRUCTION INDUSTRY (SBUF)

SBUF is the construction industry's own organisation for research and development, with almost 5,000 affiliated companies in Sweden. SBUF strives to develop the construction process in order to create better commercial conditions for contractors and fitters to make use of research and to drive development work. Peab is represented on the Board and a couple of the committees, and holds the position of Chair.

#### GALAXEN BYGG

Galaxen Bygg is the construction sector's own company for preventive work on the working environment and rehabilitation. Peab is represented on the Board of Galaxen, Galaxen Council East, as well as in Galaxen's school group.

#### LIFT OPERATOR TRAINING COUNCIL (LUR)

Peab is a member of LUR, which is an independent body responsible for the content and development of LLP (Lift Operator Curriculum). LUR authorises lift operator training companies that commit to observe LLP and LUR's terms and conditions.

#### SVEBY

Sveby is a Swedish acronym for Standardise and verify energy performance in buildings, and is an industry-wide programme that develops tools for agreements on energy utilisation. Peab is involved as a financier and is in the steering group.

#### SWEDISH ASSOCIATION FOR SUSTAINABLE BUSINESS (NMC)

NMC is a non-profit-making organisation for companies and organisations that wish to improve and stimulate work on sustainable development. The association offers a cross-industry platform and strives to share knowledge, contacts and experiences between companies and organisations. Peab is a member.

#### SWEDISH CENTRE FOR INNOVATION AND QUALITY IN THE BUILT ENVIRONMENT

The Swedish Centre for Innovation and Quality in the Built Environment is a node and a catalyst for research, innovation and quality development in the building of communities. Peab is represented on the Board.

# SWEDISH CONSTRUCTION FEDERATION (BI)

The Swedish Construction Federation (BI) is the industry and employers' organisation for the construction industry, with around 3,200 member companies. BI's purpose is to promote the common interests of its member companies as employers and traders in the construction industry. Peab holds the position of Chair at BI and has representatives on many of BI's councils/committees, including the Energy and Environment Council and the working environment reference group.

# SWEDISH PRECAST CONCRETE FEDERATION

The Swedish Precast Concrete Federation is a meeting place for those who manufacture concrete and those who build with it. The Swedish Precast Concrete Federation is a provider of knowledge that lobbies for the benefits of concrete from a life cycle perspective. Peab is represented on the Board and in all committees.

#### SWEDEN GREEN BUILDING COUNCIL (SGBC)

SGBC is a non-profit-making association owned by its members, open to all companies and organisations in the Swedish construction and property sector. The association strives to achieve green construction and to develop and influence work on the environment and sustainability in the industry. Peab is involved in most of the SGBC's committees. Peab is also a member of the Norwegian (NGBC) and Finnish (FIGBC) Green Building Councils.

#### UN GLOBAL COMPACT

Peab signed the UN Global Compact in 2012, and is working strategically with the ten principles of sustainable business in the areas of human rights, labour, the environment and anti-corruption.



# Glossary

#### AFS 2001:1

The Swedish Work Environment Authority's Code of Statutes on systematic work on the working environment.

#### BASTA

See explanation under active memberships.

#### BREEAM

The Building Research Establishment Environmental Assessment Method is an environmental certification system for buildings.

#### BVB

See explanation under active memberships.

#### **BYGGNADS**

The Swedish Construction Workers' Union is a trade union for employees in the construction business.

#### CDP

CDP, previously known as the Carbon Disclosure Project, is an international non-profit organization that provides a global system for climate and environmental reporting. CDP works together with among others market players to motivate companies to present their impact on the environment and natural resources, and then act to reduce it.

#### CEEQUAL

A tool used to classify the sustainability of civil engineering projects.

#### **CO**<sub>2</sub>

Chemical name for greenhouse gas carbon dioxide.

#### **COBUILDER/PRODUCTXCHANGE** An electronic system for choosing chemicals in the

construction industry based on authority requirements in Norway.

# in Norway.

See explanation under active memberships.

#### COP

Communication on Progress, an annual follow-up that the UN Global Compact requires of its members in which they report on the work they have carried out in the areas of human rights, Labour, the environment and anti-corruption.

#### COP

The UN Climate Change Conference in Paris in 2015 (COP21) took place between November 30 and December 12 in Paris. It was the 21st yearly session of the Conference of the Parties (COP) to the 1992 UN Framework Convention on Climate Change (UNFCCC).

#### **GREEN BUILDING**

EU-controlled environmental programme for buildings.

#### GRI

The Global Reporting Initiative is an international framework for sustainability reporting.

#### HAMARE

Case officer in issues relating to the working environment, trade union position.

#### HVO100

HVO100 is a fuel type made up by 100 percent renewable and fossil-fre diesel that reduces carbon dioxide emissions by up to 88 percent.

#### ISO

ISO stands for International Organization for Standardization.

**ISO 9001** A quality management system.

#### ISO 14001

An environmental management system.

#### ISO 26000

An international standard with guidelines for social responsibility.

#### LED LAMPS

LED stands for Light-Emitting Diode, an energyefficient light source.

#### LEED

Leadership in Energy and Environmental Design is a system for the environmental certification of buildings.

#### **MILJÖBYGGNAD**

Certification system based on Swedish construction and authority rules as well as Swedish construction practice regarding energy, indoor environment and materials.

#### **OHSAS 18001**

An international standard that defines requirements relating to working environment management systems.

#### SCI

Satisfied Customer Index.

#### SIQ

Abbreviation for the Swedish Institute for Quality.

#### THE SWAN

A Nordic ecolabel for products and services, including buildings.

#### TUKES

The Finnish Safety and Chemicals Agency.

#### **UN GLOBAL COMPACT**

See explanation under active memberships.

### Global Compact principles and page references

Area	Principles	Page
Human rights	1. Businesses should support and respect the protection of internationally proclaimed human rights; and	20-23
	2. make sure that they are not complicit in human rights abuses.	16-23
Labour	<ol> <li>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</li> </ol>	16-23
	4. the elimination of all forms of forced and compulsory labour;	20-23
	5. the effective abolition of child labour; and	20-23
	6. the elimination of discrimination in respect of employment and occupation.	16-23
Environment	7. Businesses should support a precautionary approach to environmental challenges;	24-28
	8. undertake initiatives to promote greater environmental responsibility; and	24-28
	9. encourage the development and diffusion of environmentally friendly technologies.	24-28
Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery.	22-23





# **GRI Index**

# General standard disclosures

Indicator Description	Page	Full or partial	Omissio
STRATEGY AND ANALYSIS			
S4-1 Statement from the CEO about the relevance of sustainable development.	4-5	•	
G4-3 The name of the organisation.	6	•	
G4-4 The most important brands, products and services.	6-8	•	
G4-5 Location of the organisation's head office.	2	•	
G4-6 The number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to sustainable development.	2	•	
64-7 Ownership structure and legal form.	2, 10	•	
64-8 Markets in which the organisation operates.	2, 6-9	•	
54-9 The scale of the organisation.	2, 6-9, 17	•	
<ul> <li>G4-10 Total workforce, broken down by type of employment, gender and region.</li> <li>■ Omission: As subcontractors are engaged for individual projects, i.e. not on a regular basis, we have chosen not to include subcontractors in the workforce statistics.</li> </ul>	17	•	•
G4-11 Percentage of total employees covered by collective bargaining agreements.	16	•	
G4-12 Describe the organisation's supply chain.	20-22	•	
34-13 Significant changes regarding the organisation's size, structure, ownership or supply chain.	2, 4-9, 20-22	•	
64-14 Whether and how the precautionary principle is applied in the organisation.	24	•	
34-15 External economic, environmental and social principles, and standards to which the organisation subscribes or which it endorses.	4-5, 14, 32	•	
G4-16 List of active memberships of organisations.	32	•	
IATERIAL ASPECTS AND BOUNDARIES			
G4-17 List all entities included in the financial statements.	8	•	
S4-18 Processes for defining the content of the report.	12-14	•	
54-19 List all material aspects identified.	12-14	•	
G4-20 Describe any internal boundaries in the area of sustainability.	12-14	•	
64-21 Report whether the sustainability aspects are material and their external boundaries.	12-14	•	
34-22 Report the effect of any restatements of information provided in previous reports, and the reasons for such restatement.	2-31	•	
S4-23 Significant changes from previous reporting periods in the scope and aspect boundaries.	2, 12-14	•	
STAKEHOLDER ENGAGEMENT			
G4-24 List the stakeholder groups with which the organisation has contact.	6-7, 12-14	•	
64-25 Principle for identification and selection of stakeholders.	12-14	•	
G4-26 Method of stakeholder dialogue, broken down by type of dialogue, stakeholder group and frequency.	12-14	•	
G4-27         Report key topics that have been raised through stakeholder engagement.	12-14	•	
nformation about the report			
64-28 Reporting period for the information provided.	2	•	
G4-29 Date of publication of the most recent report.	2	•	
64-30 Reporting cycle (annual/biannual, etc.).	2	•	
64-31 Contact persons for questions regarding the report and its content.	2	•	
64-32 GRI Index.	34-35	•	
64-33 Policy and current application in respect of having the report attested externally.	2		
		-	
GOVERNANCE	10.44		
G4-34 Report the governance structure of the organisation, including committees of the highest governance body that are responsible for economic, environmental and social issues.	10-11	•	
ETHICS AND INTEGRITY			
G4-56 Describe the organisation's values and principles, e.g. a code of conduct or similar.	6-9, 22-23	•	
	Ful	= ●	Partial =

# Specific standard disclosures

Material aspects – GRI definition	Indicator	Description	Page	Full or partial	Omission
SOCIAL INDICATORS					
Occupational health and safety	G4-DMA	Disclosure on Management Approach.	14, 16-19		
	G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	16	•	
	G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absen- teeism, and total number of work-related fatalities, by region and by gender.	16-17		
	G4-LA7	Workers with high incidence or risk of diseases related to their occupation.	17		
Training and education	G4-DMA	Disclosure on Management Approach.	14, 18-19		
	G4-LA9	Average hours of training per year per employee by gender, and by employee category.	19	•	
	G4-LA11	Percentage of employees receiving regular performance and career develop- ment reviews, by gender and by employee category.	18	•	
Diversity and equal opp- ortunity	G4-DMA	Disclosure on Management Approach.	14, 19		
	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	10-11	•	•
		■ Omission: Minority groups are not reported in accordance with Swedish law.			
Equal remuneration for women and men	G4-DMA	Disclosure on Management Approach.	14, 19		
	G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	19		
Anti-corruption	G4-DMA	Disclosure on Management Approach.	14, 22-23		
	G4-SO4	Communication and training on anti-corruption policies and procedures.	22-23		
	G4-SO5	Confirmed incidents of corruption and actions taken.	23	•	
Anti-competitive behavior	G4-DMA	Disclosure on Management Approach.	14, 23		
	G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and mono- poly practices and their outcomes.	23	•	
Product and service labeling	G4-DMA	Disclosure on Management Approach.	14, 20		
	G4-PR5	Results of surveys measuring customer satisfaction.	20	•	
ENVIRONMENTAL INC	DICATORS				
Materials	G4-DMA	Disclosure on Management Approach.	14, 26-28		
	G4-EN2	Percentage of materials used that are recycled input materials.	28	•	
		Omission: Data is provided for part of our operations.			
Energy	G4-DMA	Disclosure on Management Approach.	14, 24-26		
	G4-EN3	Energy consumption.	24-25	•	
		Omission: The statistics cover fuel consumption and electricity usage in Sweden and to some extent Finland.			
	G4-EN6	Reduction of energy consumption.	24-26		
Biodiversity	G4-DMA	Disclosure on Management Approach.	14, 26		
	G4-EN13	Habitats protected or restored.	26		
Emissions	G4-DMA	Disclosure on Management Approach.	14, 24-26		
	G4-EN15	Direct greenhouse gas emissions, scope 1.	24	•	
	G4-EN16	Energy indirect greenhouse gas emissions, scope 2.	24	•	
	G4-EN17	Other indirect greenhouse gas emissions, scope 3.	24	•	
	G4-EN19	Reduction of greenhouse gas emissions.	24-26		
Effluents and waste	G4-DMA	Disclosure on Management Approach.	14, 26-28		
	G4-EN23	Total weight of waste by type and disposal method. ■ Omission: Data is provided for part of our operations.	28	•	
Products and services	G4-DMA	Disclosure on Management Approach.	14, 24-28		
	G4-EN27	Extent of impact mitigation of environmental impacts of products and services.	24-28		
SECTOR SPECIFIC IN					
Product and service	G4-DMA	Disclosure on Management Approach.	14, 24-25		
labeling	CRE8	Type and number of sustainability certification, rating and labeling schemes for	24-25	•	
	UINEU	new construction, management, occupation and redevelopment.	24-23	-	



Peab is the Nordic Community Builder with more than 13,000 employees and net sales in excess of SEK 44 billion. The Group's subsidiaries have strategically located offices in Sweden, Norway and Finland. The head office is in Förslöv, on the Bjäre Peninsula in Skåne, Sweden. The share is listed on Nasdaq Stockholm, Large Cap.

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