

NORDLO

A photograph of three people standing outdoors against a light-colored wall. On the left, a woman with long reddish-brown hair, wearing a dark olive-green button-down shirt and light-colored trousers, is smiling and gesturing with her hands. In the middle, a woman with dark hair and glasses, wearing a dark blue sweater over a white collared shirt and light-colored trousers, is looking towards the man on the right. On the right, a man with dark hair and a beard, wearing a light grey textured sweater over a white collared shirt and dark trousers, is pointing his right hand towards the right side of the frame. The scene is brightly lit, suggesting a sunny day. A dark green semi-transparent banner is overlaid at the bottom of the image, containing the text 'Get closer to sustainability' in white.

Get closer to sustainability

Sustainability Report 2023



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**We strengthen our
customers' competitiveness
with sustainable and
efficient IT.**

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The continuing political and financial uncertainty in the world are a challenge to us all, not least in terms of sustainability. Cybersecurity needs are growing all the time.

Nordlo is maintaining its growth in Norway and Sweden by responding to market demand for secure IT solutions. At the same time, we are developing our sustainability work to contribute to responsible technology, a better society and a greener world. We know that the chance to make a

positive impact can start with a sustainable IT environment, which is why we want to help our customers make sustainable choices.

In this sustainability report, we describe our sustainability work based on the goals that we define and measure. We also tell you how we help organisations with sustainable IT solutions and how we work to attract the most committed employees and customers who are our ambassadors.



“We need curiosity and security”

Recession, AI boom and a tense security situation. 2023 presented challenges and opportunities. It was also a year in which we clarified our sustainability goals, refined our measurement method for customer and employee satisfaction.

The turbulence in the world around us has naturally affected us at Nordlo. The number of cyber attacks has continued to increase significantly. We are seeing a record level of interest in security matters. Despite the economic situation, Nordlo has coped very well and we are proud to have helped many customers with new security solutions. Among other things, we have built up a joint SOC (Security Operations Center) service, broadened our expertise and ensured that knowledge is shared throughout the organisation so we can assist with security matters both inside and outside the business.

2023 was also the year when AI was seriously introduced to a wider audience. We are seeing a lot of interest in AI – something I really encourage both internally and with our customers. This curiosity is needed as an engine for innovation. During the year, we held presentations and training sessions to help our customers to start using the technology in their organisations. Of course, work is also underway to determine how we at Nordlo can apply the technology in the best possible way. In our security work, for example, we can use AI for monitoring, with AI-based solutions in place to detect and manage security alarms in our customers’ systems.

In terms of sustainability, we have clarified our goals and how we follow up on them, particularly in the area of climate change, by defining both short-term and long-term emission reduction targets in line with the SBTi. This is an ongoing process which will continue in 2024, when we will also carry out a double materiality assessment. We see this as a good basis

for our continued strategy and sustainability work. It also helps to prepare us for the new EU Directive on corporate sustainability reporting (CSRD), which Nordlo will be subject to in the future.

“We ensure that knowledge is shared across the organisation.”

During the year, we also changed the platform for our customer and employee surveys, giving us additional metrics and a whole new toolbox to work on the results. This year’s results are therefore not completely comparable with 2022, but we have very satisfied customers overall. Employee satisfaction has dropped slightly, but given that Nordlo is constantly growing by way of acquisitions, we know that the figures can vary. The important thing is how we respond to the results of the surveys. In 2023, we welcomed new employees from Netsense, iSky and SSC Networks in Norway. As always in our acquisitions, we are selective – culture and values are key. That is why our onboarding processes are a natural part of our decentralised business model where we continuously improve and change, in close consultation with each other and with our stakeholders – in line with the Nordlo model.

Fredrik Almén, MD, Nordlo

The year in brief

78/100

Customer satisfaction (CSI)

78/100

Engagement index (ESI)

6 new

follow-up areas for climate measurement



Rapid expansion in Norway

During the year, Nordlo acquired three Norwegian companies, and we are now present in seven locations in Norway. First up is Netsense, which is strong in the public sector and the fast-growing green energy sector. Nordlo then took over the Oslo-based iSky, which contributes cutting-edge expertise in cloud and infrastructure services. The final acquisition during the year was SSC Networks, which has extensive experience of end-to-end solutions in cloud systems, security, operations and support for its many repeat customers.

Safety first

We are seeing a growing awareness of cyber threats and IT risks among Nordlo's customers, with the demand for security services coming up in more and more customer interactions. In 2023, we developed our Security Operations Center (SOC) service to respond to market demand. New security procedures have also been established internally, and our employees are constantly developing their skills in this area.

Complete climate measurement

During the year, Nordlo's climate monitoring was expanded to include new areas within scope 3, in line with the Greenhouse Gas Protocol (GHG Protocol) and Science Based Targets initiative (SBTi) criteria. We also signed a letter of commitment to the SBTi to set group-wide targets for reducing our climate footprint in the short and long term (science-based net-zero targets).



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Through close cooperation and responsible choices, we help our customers to drive digitalisation forward.

Nordic presence, local roots

Nordlo is one of the leading providers of cloud and infrastructure services in the Nordic region. We offer scalable solutions for IT operations, managed services and full outsourcing of IT and digitalisation services to businesses and public sector organisations.

Through close cooperation and responsible adoption of innovative technologies, we help our customers to develop and drive digitalisation forward. Our proximity to our customers enables us to take responsibility for the whole process, to satisfy our cus-

tomers' goals as well as our own purpose – to strengthen the competitiveness of Nordic organisations with sustainable and efficient IT.

Whether the customer is in Sweden or Norway or further afield, we strive to be close at hand. We are constantly working to place our solutions in a human context, to reduce the distance between technology and users. Our ambition and desire is never to be satisfied, but to constantly improve, challenge and change.

900
employees

Our digital craftsmanship is driven by the daily commitment of our 900 employees across Sweden and Norway.

2.1
billion

Today, Nordlo has a turnover of SEK 2.1 billion (full year 2023) and our aim is to be the leading IT player in the Nordic countries.

Our services

Nordlo offers scalable IT solutions. We customise our services for different needs – from outsourcing for large companies and the public sector to specific IT services for smaller businesses. Thanks to a wide range of services, we can offer an end-to-end approach to our customers' IT environment.

Cloud & Infrastructure

Nordlo offers complete solutions for infrastructure, cloud services and operations, ranging from public cloud services to hybrid solutions and traditional server operations in Swedish and Norwegian data centres, with high levels of security. For example, Nordlo offers cloud migration as well as management and security solutions for customers' public and hybrid cloud environments, providing them with a scalable, secure and worry-free complete solution for their infrastructure.

Security

Nordlo assists its customers with both operational and technical security work. This area includes a wide range of services such as a round-the-clock Security Operations Center, SIEM and microsegmentation, as well as penetration testing, monitoring and incident management as well as technical security services. The range of services also includes guidance and training to maintain a high level of security awareness in the organisation – all designed to safeguard what is important to the customer's business.

Digital Business Development

The Digital Business Development area offers services that help Nordlo's customers to streamline, automate and digitalise their working methods, reducing manual work and improving quality. Digital tools and

visualisation of data provide decision support which simplifies companies' processes and working methods, freeing up valuable time to develop their own business.

Modern Workplace

The Modern Workplace area includes solutions to provide a complete workplace service covering e.g. client management, service desk and IT solutions for the modern workplace. Nordlo supports customers with complete management of the workplace service, adapting the workplace to support the needs of the business, providing a high level of security, and managing the whole of the hardware lifecycle. This allows our customers to focus on their business. Nordlo's service desk services are delivered by proactive employees with good technical skills and understanding of the customer's business and IT environment.

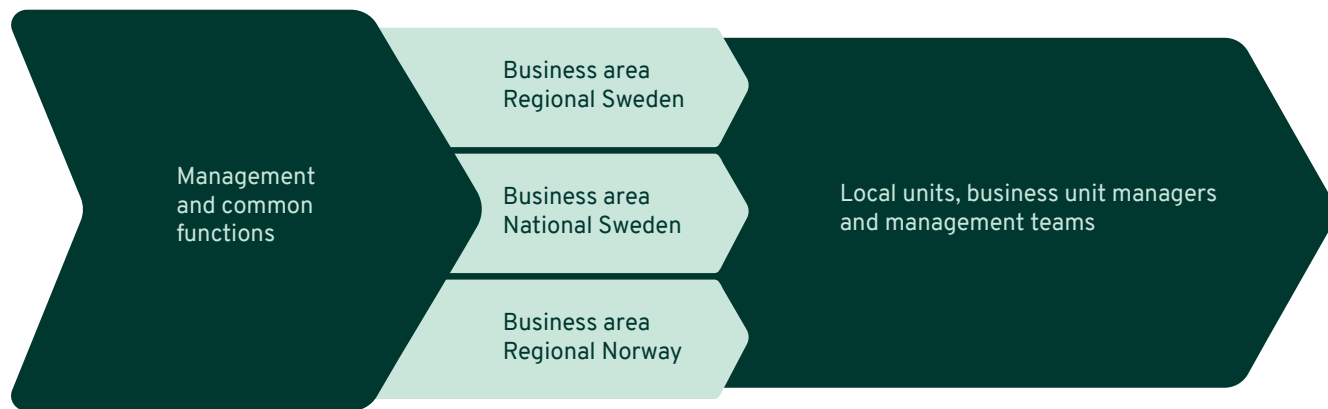
Application & Development

Nordlo ensures that data and information are provided in a secure and timely manner, and that the systems communicate with each other. Application management, systems development and system integration services are provided to support customers in developing business-critical applications. Nordlo also assists its customers in choosing applications and operating models.



Our governance model

Nordlo is a decentralised organisation which can best be described as an entrepreneurial network. Instead of a classic organisation chart, we generally compare Nordlo’s governance model with an arrow which illustrates the roles of the business units and the Group in the organisation.



The quill of the arrow govern the long-term direction, with the help of a small staff unit which is responsible for the Group-wide strategy and selected key processes.

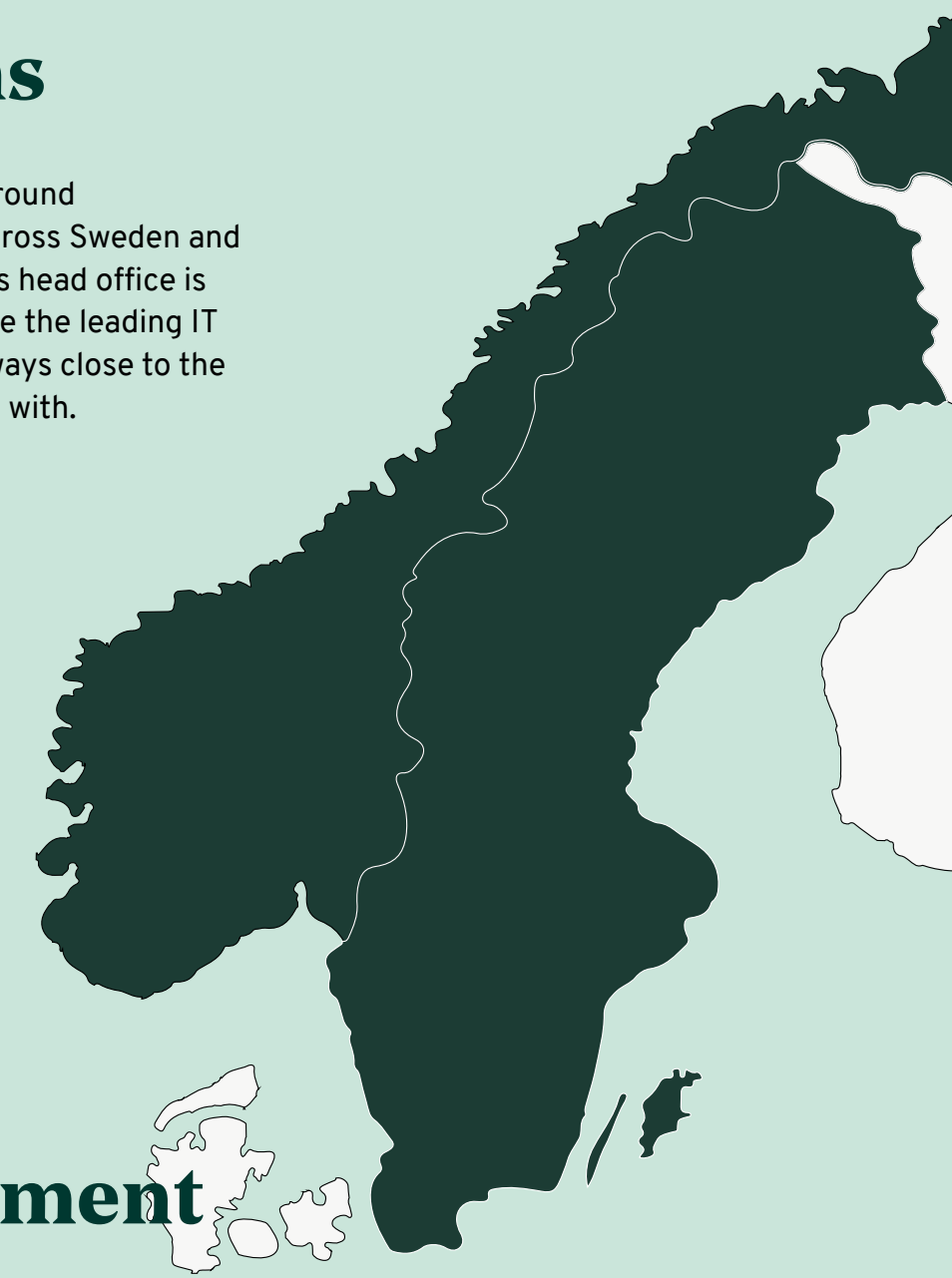
The business is driven by our business areas, which are divided by customer segment, with each business area’s customer group having similar needs and challenges. Each business unit belongs to a business area and each unit manager reports to the business area manager.

At the tip of the arrow are the operational units, which run the business and make decisions close to customers and employees.

Our governance model favours a high degree of entrepreneurship to ensure that we capture the customer’s needs in the local market. It also contributes to greater involvement, where our employees are more engaged in our collective work and have a say in the areas they are passionate about. In line with our core values, we work together, we act from the heart and we create business value for our customers.

Our locations

Nordlo is a Nordic IT group with around 900 employees and operations across Sweden and large parts of Norway. The Group’s head office is in Stockholm. Our ambition is to be the leading IT partner in the Nordic market – always close to the people and organisations we work with.



Our management systems

For Nordlo, the continuous improvement work is fundamental, both in our deliveries to customers and internally. One way we support this work is by following international standards. This helps us to prioritise improvement measures while also providing a basis for compliance.

Nordlo’s business units have management systems and work according to ISO 9001:2015 for quality, 14001:2015 for the

environment and ISO 45001:2018 for occupational health and safety, with over 70 per cent of all employees working in business units that are externally certified in these areas. Several business units are externally certified according to IEC/ISO 27001:2013 (SE 2017). The business units in Norway are certified under the Eco-Lighthouse scheme, and we plan to certify the more recent acquisitions in 2024.



Strategic choices

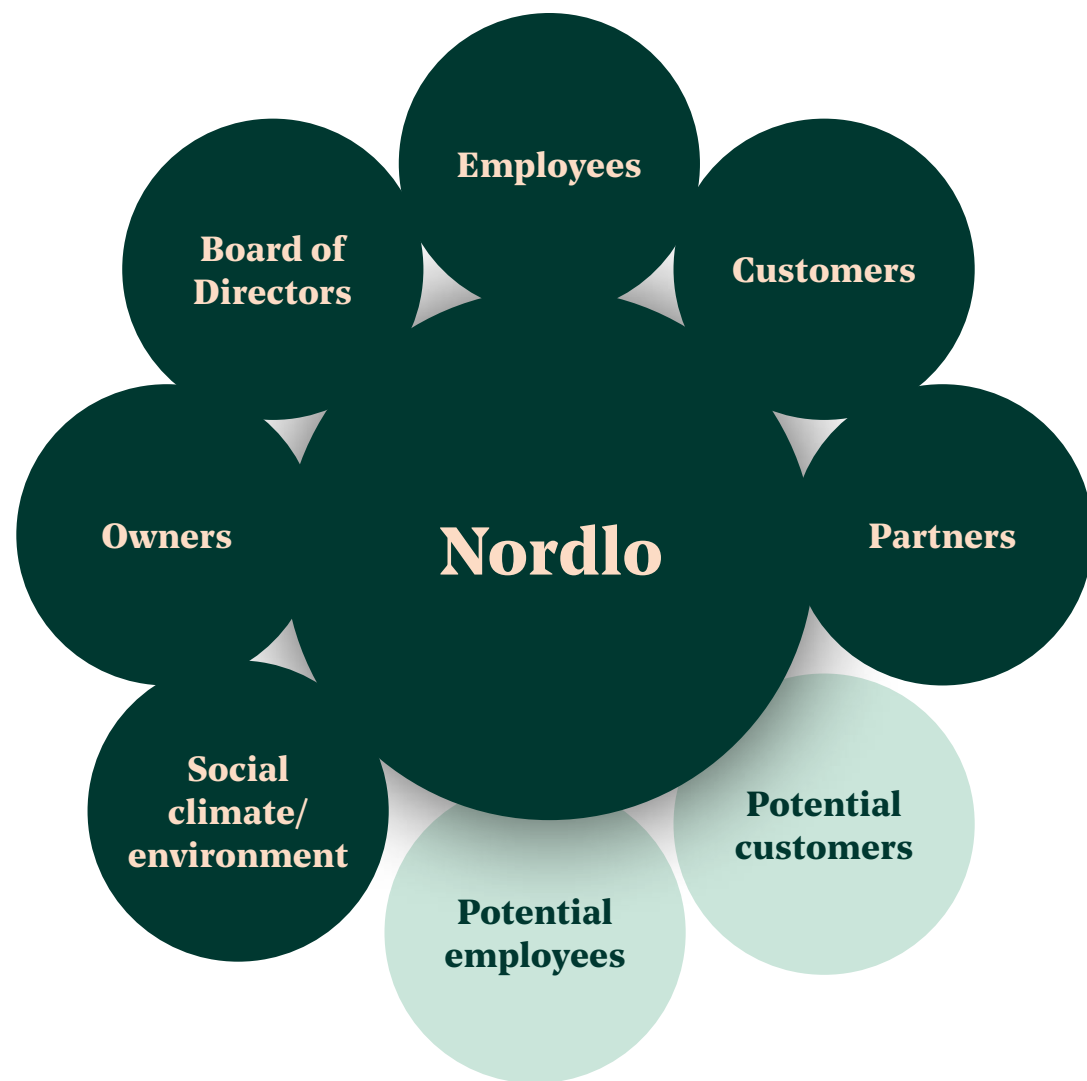
Sustainability is integrated into Nordlo's overall strategies, which are reviewed annually. Before 2023, a major effort was made to formulate sustainability-related goals based on internal and external factors, sustainability aspects of the value chain, and stakeholder dialogues. The new goals, which are long-term and are intended to remain in place, clarify the sustainability work both internally and for our external stakeholders. The results can be seen in Nordlo's three sustainability areas and their short and long-term goals, which are presented in more detail on pages 22-25.

In 2024, we will carry out an even more detailed double materiality assessment. We see this as a good basis for our continued strategy and sustainability work, and it helps to prepare us for the new EU Directive on corporate sustainability reporting (CSRD), which Nordlo will be subject to in the future.

Stakeholders

Nordlo’s most important stakeholders are those who affect or are affected by our operations. Identifying our key stakeholders facilitates different types of dialogue, allowing us to gather information on the sustainability areas our stakeholders consider most important.

Regular stakeholder dialogues are conducted with customers, suppliers, employees and the Board of Directors. The dialogue can take different forms such as customer and employee surveys, discussions in forums, requirements in procurement procedures and business intelligence.



STAKEHOLDERS	AREAS	METHOD
Customers and market	<ul style="list-style-type: none"> – Production and resource efficiency – Social conditions in the value chain – Renewable electricity in service delivery – Circular initiatives – Secure information management and privacy protection – Combating corruption 	<ul style="list-style-type: none"> – Customer dialogues and strategic, operational and tactical meetings with customers in the private and public sectors. – Customer survey (CSI) – Environmental monitoring of sustainability requirements in public procurement – Industry monitoring
Employees	<ul style="list-style-type: none"> – Inclusion and transparency – Competence development and networking – Healthy workplace and good working conditions – A workplace that cares about sustainability at all levels 	<ul style="list-style-type: none"> – Employee dialogues – Employee survey
Board of Directors and owners	<ul style="list-style-type: none"> – Sustainable growth – Reduced environmental impact from Nordlo’s operations as well as those of its customers. – Positive contribution to the community in which Nordlo operates – both as an employer and as a member of that community – Inclusion, diversity and equality – Combating all forms of harassment – Combating fraud and corruption 	<ul style="list-style-type: none"> – Ownership framework – Dialogue in strategy forums – Board meetings

Sustainability aspects in the value chain

Environmental Social Governance

Nordlo's potential sustainability impact (ESG) based on industry, activity and legal jurisdictions. Areas with a greater impact in bold.



Provision of facilities and equipment

Greenhouse gas (GHG) emissions from hardware production.

Local emissions from mineral extraction in hardware production.

Electronic and hazardous waste.

Impacts on biodiversity in the hardware supply chain and at data centre sites.

Greenhouse gas (GHG) emissions and energy consumption from leased data centre (DC) services.

Water and cooling in data centres.

Working conditions and human rights in hardware production.

Employee health and safety.

Socio-economic impacts of conflict minerals.

Corruption and bribery.



Own operations

E-recycling and life cycle management of IT equipment and data centres.

Employee business travel and commuting.

Greenhouse gas (GHG) emissions and energy consumption from own data centre services.

Water and cooling in own data centres.

Impact on biodiversity and noise pollution at data centre sites.

Competence and development of employees.

Inclusion and diversity.

Information security and personal data privacy.

Professional integrity and honest advice.



Marketing and management

Greenhouse gas (GHG) emissions from employee business travel and commuting.

Office recycling/waste.

Energy consumption in own offices.

Employee training and development. Inclusion and diversity.

Work-life balance.

Employee pensions.

Anti-corruption and bribery. Anti-competitive behaviour.

Data security and personal data privacy.



Customers and end-users

Energy consumption of products and services.

Impact on the customer's production and resource efficiency.

Digital competence.

Contribute to more effective work management.

Customer work-life balance (home office).

System reliability (e.g. lag, downtime). Contract terms (B2B customers).






External factors that affect Nordlo legally as well as based on industry and activity.

- Demand for digital transformation services that contribute to a low emission economy.
- Demand for low-impact and circular products and services.
- Review of emissions from data centres and e-waste.
- Industry characterised by a lack of diversity for technical jobs.
- Increased risks of cyber attacks globally, putting pressure on data privacy and security measures.
- Increased customer awareness of sustainability and ethical aspects in marketing and purchasing.
- Increased employee awareness of sustainability and purpose.

Nordlo's three sustainability areas

Nordlo's sustainability work rests on three pillars. Each of our three prioritised sustainability areas is based on the company's desire to contribute to a sustainable society and sustainable climate development, which is also expressed in the overall purpose of the company: "We strengthen our customers' competitiveness with sustainable and efficient IT."

Based on our three sustainability areas, we have defined a number of specific goals and areas for improvement in the short and long term. We have also identified how the areas and goals in turn contribute to the UN's Sustainable Development Goals. On the next page we describe the areas in more detail.

-  Sustainable offering
-  Sustainable organisation
-  Sustainable supply chain





Sustainable offering

Long-term goals

- Services that support our customers’ sustainability goals¹

KPIs

- GHG emissions from Nordlo’s services

Goals 2024

- Define and implement a method for calculating our customers’ GHG footprint from using Nordlo’s Private Cloud services.
- Define a plan to reduce the GHG footprint of consultancy and hardware-as-a-service.



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- Net zero climate footprint

- Greenhouse gas emissions (scope 1, 2 and 3)

- Set science-based targets consistent with limiting warming to 1.5 degrees and create emission reduction plan
- Offset 100% of measured emissions in scope 1 and 2.

- Attractive employer with industry-leading employee satisfaction – eNPS score of 33 by 2026

- eNPS

- Continue to build on Nordlo’s strong culture, to reach an eNPS score of 26

- Inclusive employer with diversity and representation above the industry average

- % female and non-binary among managers and operational staff²

- Increase the proportion of female and non-binary among managers and operational staff.
- Continue Nordlo More work for inclusion and diversity internally.
- One female or non-binary final candidate for all management roles in recruitment.



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- Reliable partner with secure IT solutions and >85% security awareness score among employees³

- Security awareness score

- Continue interactive micro-training sessions and simulations on IT security and GDPR for all employees, to achieve a security awareness score of >85%.

- Effective and responsible supply chain management

- % of purchase volume from suppliers that have undergone risk analysis and/or due diligence.

- Enhance supplier screening and implement due diligence and external communication in line with new legal requirements.
- Carry out a full CSRD-compliant double materiality assessment

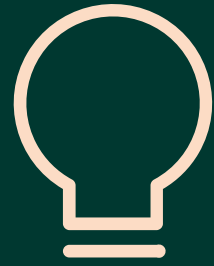


READ MORE ON PAGE 49

1) Including social, economic and environmental sustainability.
 2) Including technical, project management and sales staff.
 3) Over 85% is defined as high security awareness by Nordlo’s training partner



Sustainable supply chain



Sustainable offering

Nordlo's services are constantly evolving and we strive for greater circularity in all of our offering. To meet market demand, we expanded our security offering during the year with a new SOC service. The customer survey is a fine endorsement that we are on the right track.

Progress in 2023

- ✓ Nordlo comes out on top for the eleventh year in a row when customers can choose their supplier
- ✓ New customer survey model supports Nordlo's improvement work
- ✓ Development of IT security services including 24/7 SOC
- ✓ Continued development of climate footprint monitoring linked to services



Sustainable services

Nordlo naturally wishes to contribute to sustainable solutions for its customers. In developing Nordlo's services, we aim to increase the opportunities for innovation offered by IT while reducing its negative climate footprint.

It is now well known that IT accounts for a large part of the world's raw material, energy consumption and hazardous waste, as well as deficiencies in social conditions in the production chain. Nordlo strives to be a responsible actor that takes advantage of every opportunity to make a positive impact in its own operations, with our customers and with our suppliers

Digitalisation and automation in themselves lead to higher productivity and resource efficiency. At Nordlo, we also recognise that we have a responsibility to guide our customers in making sustainable choices in large and small ways.

In developing Nordlo's services through the year, we have continued to develop services within Cloud & Infrastructure, Security (where we implemented the new SOC service), and Digital Business Development.

In **Cloud & Infrastructure** we work on environmental aspects of data storage.

For example, we reduce the negative footprint by using 100 per cent renewable electricity in our Swedish and Norwegian data centres, energy-efficient equipment, virtualisation and circular lifecycle management.

Security and risk management promote sustainability and are crucial for companies' sustainable development. Social factors such as privacy issues are very important to consider in security work.

In the **Digital Business Development** service area, we help our customers reduce their climate impact and use of resources by streamlining processes and reducing paper consumption. By automating manual processes, we can also create a better working environment.

The **Modern Workplace** service area offers secure and efficient solutions for teleworking and digital meetings, reducing travel and hence climate impact. Workplace services include hardware, and therefore account for a relatively large share of the climate impact. Circular solutions help to reduce this climate impact.

The **Application & Development** service area has a positive impact in terms of increased efficiency. The amount of data can also be reduced by the way in which we program, which in turn leads to a reduced need for data storage.

More secure customers with SOC



In her role as Service Delivery Manager, Linnea Skärden is responsible for ensuring that Nordlo delivers what customers need when it comes to security. 2023 was largely taken up with the development of the new SOC service.

"It is sad that we have so much to do, as it shows that cyber attacks are a major problem. At the same time, it's fun to work on something important," she says.

How is an increased demand for security making itself felt?

"It comes up in every customer meeting I have. There is a very high level of awareness among customers and a broader understanding that it can happen to anyone. That allows people to understand the implications for their own organisation. Previously, the only internal security drills were to do with fire alarms; now they are run for the whole IT environment."

What is Nordlo's SOC service?

"Most customers have security tools that trigger various alarms. This could be anything from entering a harmless website for the first time, to clicking on a link and accidentally installing a piece of malicious

code. The SOC service is the team of security analysts who specialise in reading and managing all the different types of alarm, to determine which do or do not need to be acted on."

How have you developed your security service offering in 2023?

"We have prioritised the development of our SOC service and are ensuring that it evolves in step with the industry.

We have also established a tighter security mindset, not just in terms of specific products or services, but throughout the organisation from the inside out. There are so many layers related to security and we are constantly working to improve it, both in our own and our customers' environments."

Focus on the customer

Nordlo strives for the highest level of customer satisfaction and we work to constantly improve our services, our implementation and our internal work, which is a prerequisite for everything we do. In order to continuously develop and achieve its goals, Nordlo carries out customer surveys to monitor customer satisfaction and likelihood of recommending us.

Each business unit and business area follows up on its customer survey results and provides feedback to customers on areas for improvement. Account managers maintain an ongoing dialogue with customers on customer satisfaction. For customers who use the service desk, surveys are conducted with end users. These are followed up together with delivery and support teams to drive continuous improvement.



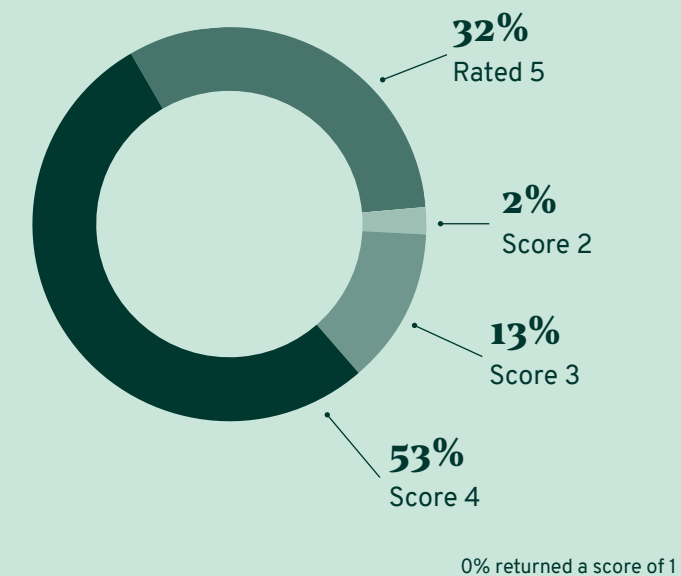
Nordlo is a leader in creating operational, tactical and strategic value for its customers in 2023 according to Radar's large-scale supplier quality review.



78 / 100

for customer satisfaction in 2023.

A completely new customer survey was launched in 2023, so there are no comparative figures from previous years. Areas measured in the survey are general satisfaction, simplicity, proactiveness, products and services, cooperation and accessibility. For overall satisfaction - "How satisfied are you overall with Nordlo?" - Nordlo scored 78. The response options range from 1 (the worst rating) to 5 (the best).



NPS measures the customers' willingness to recommend the company by asking:

"How likely are you to recommend Nordlo to a friend or colleague?"



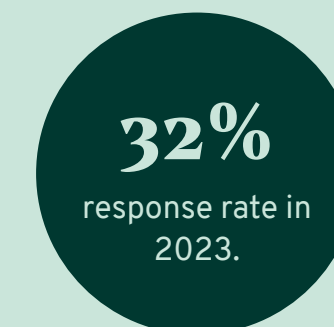
21 for NPS

NPS overall for Nordlo.

- 2023: 21
- 2022: 27
- 2021: 29

In the 2023 survey, 392 respondents answered with an NPS of 21 (response rate 32%).

- 41 per cent answered 9-10
- 40 per cent answered 7-8
- 19 per cent answered 0-6



i About NPS: NPS can assume a value between -100 and 100, counting the proportion of responses that scored 9-10 and subtracting the proportion that scored 0-6. All responses between 7 and 8 are therefore excluded.

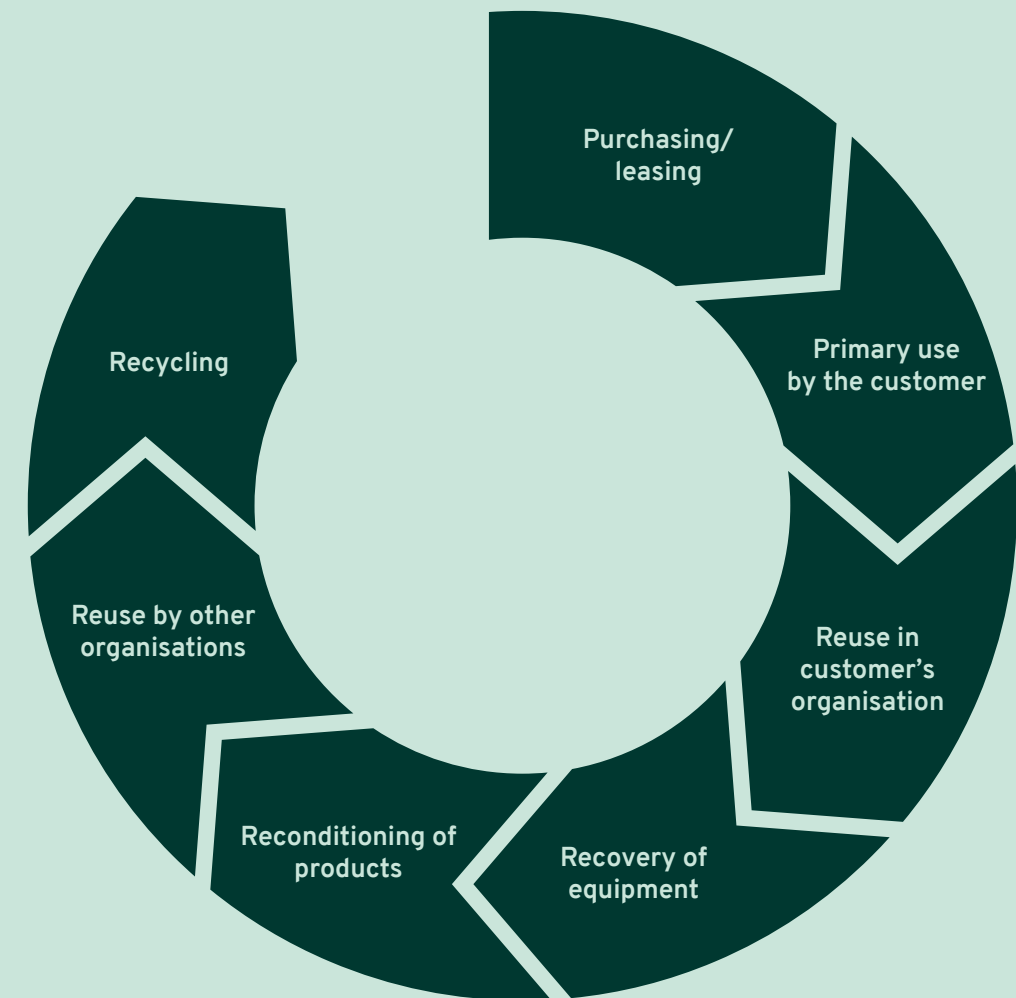


Increased circularity

Life cycle management is a recurring concept in the Nordlo value chain, where extended service life and end-of-life recycling are very important sustainability factors.

With a high degree of flexibility, close cooperation and scalability, Nordlo adapts as our customers' needs change and as opportunities emerge within the technology. Scalability and efficient use of resources are important in reducing the need for new hardware and energy consumption in private and public cloud services. Renewable electricity is an essential prerequisite in

Nordlo's data centres. Based on Nordlo's service areas, we have chosen to prioritise the work on increased circularity, where we can make the biggest impact. We find this in the services that have the largest climate footprint, which are those that handle the most hardware – Cloud & Infrastructure and Modern Workplace. For workplace hardware purchases, 95 per cent of prod-



ucts purchased are for customers and less than 5 per cent for internal use. The GHG-based measurement includes both products rented out for a limited period as part of a service and products sold directly. For workplace equipment, production accounts for a large part of the climate footprint, while the lifetime of products and scope for reuse have a bearing on the amount of new production that may be needed.

For workplace equipment, the service life can be extended at several stages in the life cycle. Depending on the customer's situation and needs, equipment may be reused within the customer's organisation or in another organisation. Recycling allows us

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We focus our efforts where we can have the greatest impact.

to purchase products that have either been reconditioned and/or contain recycled materials. Transport is another sustainability factor affected by our circularity planning. Information security, i.e. secure processing and deletion of data, are very important steps towards reuse and recycling.



Sustainable organisation

Measuring and following up help us to improve in all areas. A new platform for measuring employee satisfaction was launched during the year to provide more tools for improvement. Climate measurement was also expanded by adding more areas to be monitored.

Progress in 2023

- ✓ Commitment to short-term and long-term climate footprint targets (net zero), with 2023 as base year
- ✓ Carbon offsetting in a certified project (equivalent to the measured footprint for scope 1 and 2 and business travel, waste, and fuel and energy-related activities in 2022)
- ✓ New platform for measuring employee satisfaction, with more parameters and an enhanced process for analysis, follow-up and feedback
- ✓ Continued successful health project where employees are offered personal coaching and health tests, joined by other companies in the Nordlo Group
- ✓ Monthly interactive micro-training sessions and simulations on IT security, AI and GDPR for all staff. Security awareness score 78% (target > 85% over time)



Working for the climate

Work on climate monitoring has been ongoing within Nordlo since the Nordlo Group was formed. In 2023, the scope 3 monitoring areas were expanded and Group-wide targets for reducing our climate footprint were set.

The latest climate data from the IPCC is described by the UN as “code red for humanity”. It is still possible to limit global warming to 1.5°C, but we are dangerously close to that threshold. Rapid and deep emission reductions are therefore essential if we are to halve global emissions by 2030 and reach net zero by 2050.

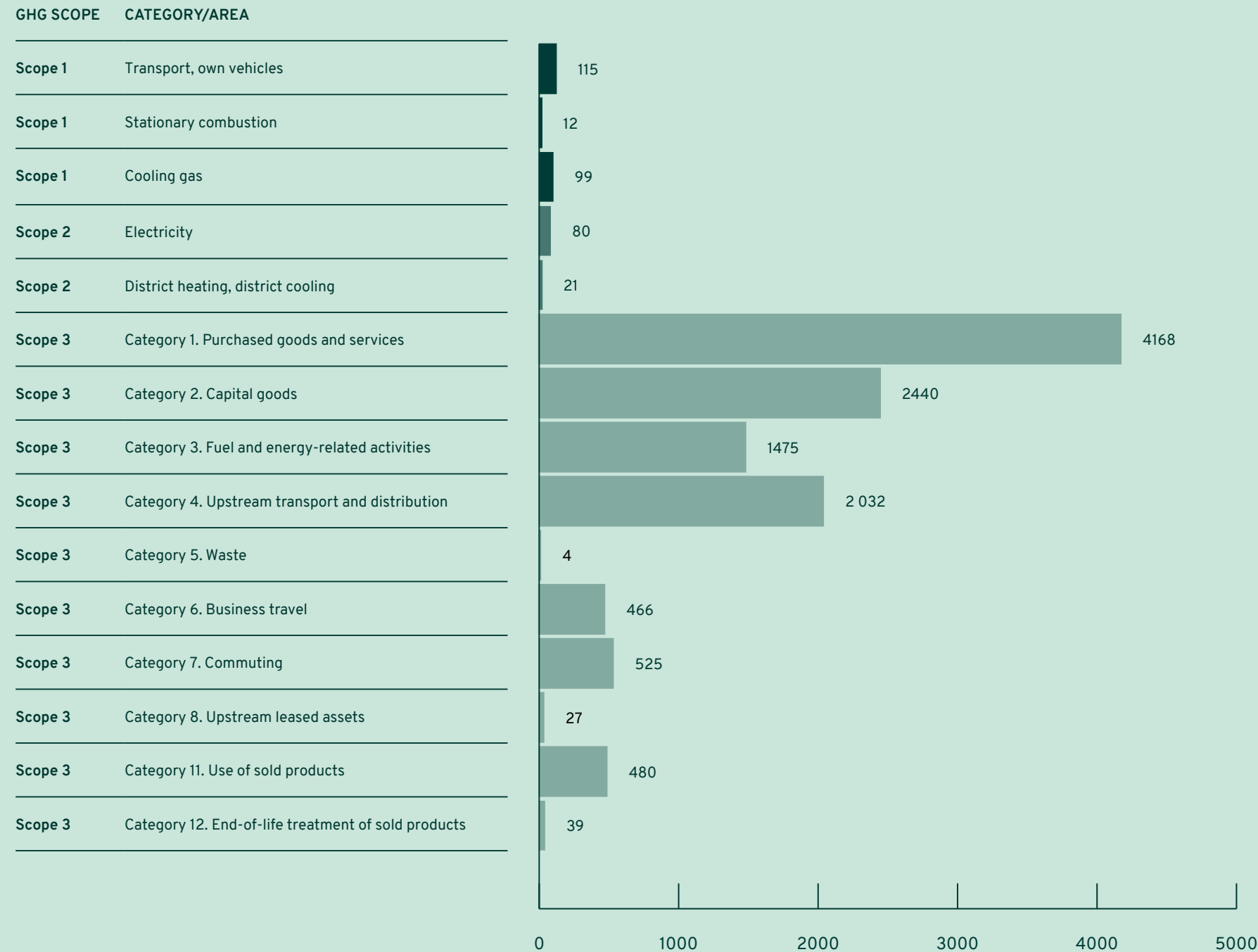
A lot of work was done by Nordlo during the year to expand and develop the follow-up areas within scope 3 to align with the criteria for all scopes according to the Greenhouse Gas Protocol (GHG Protocol) and the Science Based Targets initiative (SBTi).

During the year, we signed a commitment letter to the SBTi to set group-wide targets for reducing our climate footprint in the short and long term (science-based net-zero targets). In 2024, Nordlo will be formulating the targets using 2023 as the base year, aiming at getting them approved by the SBTi during the year. Along the way, Nordlo will offset scope 1 and 2 emissions.

For a more detailed description of Nordlo’s measurements, see the next page and the table on pages 58-59.

Climate footprint

Total
11 983
tCO_{2e}



N/A category 9. Downstream transport and distribution, category 10. Processing of sold projects, category 13. Downstream leased assets, category 14. Franchising

Nordlo's total climate footprint in 2023

As before, this year's climate measurement was carried out according to the Greenhouse Gas Protocol (GHG Protocol). More areas have been included in this year's analysis, as shown in the table on the left.

tCO _{2e}	2023 ¹	2022 ¹	2021
Scope 1	225.3	73.6	59.0
Scope 2²	100.9 (731.3)	155.6 (1,416.3)	177.6 (1,150.5)
Scope 3	11 656.9	8,386.5	303.1
Total	11 983	8,615.7	539.7

¹ New companies are added to the monitoring each year as Nordlo expands.

² Location-based calculation (market-based in brackets).

A location-based method reflects the average emission intensity of grids where energy consumption takes place. A market-based approach reflects emissions from electricity that companies have deliberately chosen and that can be verified with certificates.



Climate footprint is a calculation of greenhouse gas emissions for which a person or company is responsible. It is measured in carbon dioxide equivalents (CO_{2e}), which are a measure of how the amount of emissions contributes to the greenhouse effect and global warming. The Greenhouse Gas Protocol divides the areas into 'scopes'.

Engagement is the goal

A high level of employee satisfaction in the statistics is important, but more than anything, we strive for a tangible commitment that is visible in everyday life, where people enjoy working at Nordlo, are passionate about helping the customer and therefore develop themselves and the company.

During the year, we have changed the platform for measuring employee satisfaction, which means that we have added more parameters. In addition to Leadership and Working Environment, we now also measure and analyse Team Effectiveness, Management and Engagement. The results come in both through the annual employee survey and in regular rounds that measure commitment linked to goals, which we break down to the team level and follow up at Group level.

This year's employee satisfaction figures are therefore only partially comparable with the previous year. Leadership and Working Environment remain the same or have increased, while our new Engagement Index is higher than the industry average. The Management index, on the other hand, has greater potential for improvement, as does the eNPS score, which fell from 29 to 23 during the year. Our analysis suggests that the effects of the pandemic are still present in the statistics, along with the challenge of being a decentralised organisation which is constantly making acquisitions, so we are in a constant process of change with new organisational cultures to be integrated.

” During the year, we have changed the platform for measuring employee satisfaction, which means that we have added more parameters.

78 / 100

in the Engagement Index 2023.

ESI BY CATEGORY:	2021	2022	2023
Operational and social work environment	73	75	77
Leadership	80	81	81
Team effectiveness	-	-	77
Management	-	-	66

Anonymous employee survey carried out partly through an annual questionnaire and partly through regular rounds that measure e.g. commitment linked to goals.



In the survey, the scores mean:
 70-100 On the right track
 60-69 Potential for improvement
 0-59 Action needed

The results of the survey are followed up by organisation and business unit. For this, there are workshop materials and guides to provide feedback and prioritise improvement measures.

83%

response rate in 2023.

In addition to the Engagement index, we also measure the employee Net Promoter Score (eNPS).

eNPS of 23

The eNPS for Nordlo as a whole was 23, on a scale from -100 to 100.

2023: 23
 2022: 29
 2021: 29

The eNPS measures the employees' willingness to recommend us, by asking:

“How likely is it that you would recommend Nordlo as a workplace to a friend or acquaintance?”

We are proud that we attract applicants from other industries in our recruitment. Rather than relying on CVs and track records, we look mainly at personality, overall experience and attitude. We see it as a strength to hire new employees who bring new approaches and perspectives. From a gender equality perspective, we have worked during the year to achieve a better balance between our areas of expertise.

For example, we have significantly fewer female engineers than female administrators, which is something we aim to change through various initiatives. The goal is to be above the industry average. There are no relevant comparative figures, but an analysis is underway that seeks to highlight these issues for the whole industry.

Nordlo's pay reviews comply with laws and applicable collective agreements. Salary mapping is done in order to prevent, detect and remedy unreasonable salary differences; at present, this is done by the individual business units.

Training and technical certification procedures are ongoing in various technical areas. In 2023, we have developed our strategic People Plan, which maps out our employees' skills development to ensure that we are moving in the right direction. Our competence networks also contribute to increased excellence and skills transfer. A priority area during the year was security, with the aim of raising the security awareness of all employees.

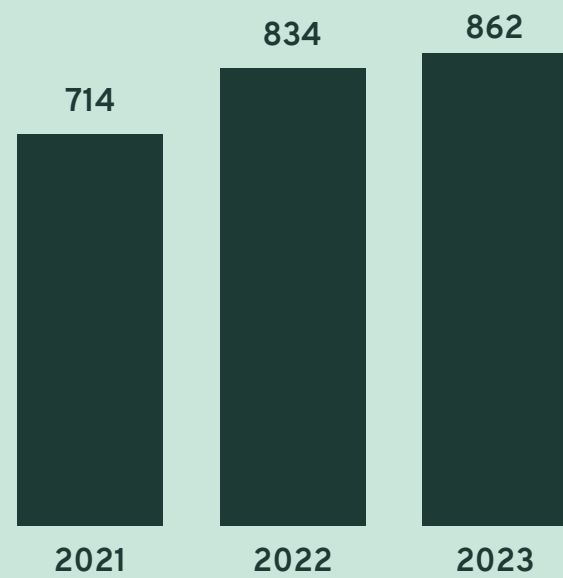


Total female and non-binary

2023: 14.5%
2022: 15.5%
2021: 15%

FEMALE AND NON-BINARY*

Managers	Operational staff
2023: 21%	2023: 8%
2022: 23%	2022: 8%
2021: 19%	2021: 4%



Average number of employees

* Based on the number of employees. Operational staff including technical, project management and sales staff; 2022 technical only. New companies have been added each year.

More diverse with More

At Nordlo, we know that diversity strengthens our entire organisation. Nordlo More is our Group-wide initiative to constantly improve our entire organisation.

More perspectives contribute to better decisions and strengthen our innovative power. Nordlo More is like an extra value base where we ensure that issues related to equality, diversity and inclusion are present at all levels of the business. Nordlo More must permeate everything we do and is included in the mandatory introduction for new employees. Using Nordlo More, we constantly remind ourselves and each other that we strive for dynamism and differences in all our teams and business units.

Equality and non-discrimination
Nordlo should offer equal rights and opportunities for men and women, but also equality in a broader sense. All employees should have the same rights and opportunities regardless of age, ethnicity, gender, sexuality, disability or religion.

Diversity
Diversity in terms of age, ethnicity, gender, sexuality and religion brings different mindsets into the organisation. By embracing our differences, we strengthen our position in the market, gain new perspectives and find more alternative ways forward.

Inclusion and integration
Nordlo takes responsibility for including individuals from all social groups; young and old and those with both local and migrant backgrounds. We aim to help young people and new arrivals to integrate. One of the ways we do this is by thinking outside the box in our recruitment.



Everything we do at Nordlo is based on our values.



We work together



We act from the heart



We create business value

Secure IT partner

For Nordlo, IT and information security in our operations are obviously of the utmost importance. External monitoring of threats, security testing and continuous improvement of safeguards are some aspects of the work. The tense security situation in the world and the rapid development in AI have been two important factors that shaped security work during the year, both with customers and internally.

The human factor is also crucial and can easily become the weak link. Through activities and training in IT security, data security and personal privacy, Nordlo raises awareness and competence. Examples include the IT security podcast, GDPR update training and regular micro-courses in IT and information security which are run during the year for all staff.

Nordlo's code of conduct is a cornerstone of our sustainability work and an integral part of our operations. The code of conduct applies to everyone at Nordlo – employees, management and Board members – and has to be read and signed by anyone joining the company.

The code of conduct, which includes human rights, working conditions, equality, diversity, anti-corruption and environ-

Policies and guidelines

- Nordlo's values
- Code of conduct
- Supplier code of conduct
- Whistleblowing policy
- Decision-making and authorisation procedure
- Internal control with heatmap
- Finance handbook
- HR policies and guides
- IT, AI and information security policy

mental responsibility, sets the overall framework for how we act and work. Nordlo advocates an open culture in which employees can speak openly and directly with their managers about any problems. In the event of actual or suspected serious misconduct or breaches of the law, there is a digital whistleblower function for internal and external use, which provides a channel for anonymous reporting.



Sustainable supply chain

Nordlo's suppliers and partners play an important role in all of the activities that make up Nordlo's operations. Sustainability permeates the whole value chain and the supply chain is continuously monitored.

Progress in 2023

- ✓ Improved standardised supplier screening process, in line with ISO criteria
- ✓ Ethical business training for sales and purchasing staff



Nordlo's supplier policy aims to ensure that suppliers comply with applicable laws and regulations and respect international conventions and guidelines, including the UN Global Compact, the ILO's core conventions and the Organisation for Economic Cooperation and Development (OECD).

The whistleblowing service, which complies with current legal requirements, provides a channel for reporting known or suspected serious misconduct, or anything that is not consistent with our values and ethical principles, and can be accessed internally as well as externally via the Nordlo website.

Nordlo has cooperation agreements with several of the major IT suppliers with Group-wide agreements. These suppliers work actively on sustainability issues and promote transparency in this area. Dialogue and collaboration, provide for an important exchange of knowledge with suppliers. Nordlo has the opportunity to highlight its top priority areas while learning from the work of other organisations, such as their climate footprint initiatives.

Nordlo conducts follow-ups of both Group-wide and local suppliers with whom we have agreements and/or where purchases are made in large volumes and in cases where we see an increased risk of flaws in the sustainability aspects. The follow-up involves questions about the supplier's systematic work on quality, environment, health and safety/social sustainability and information security. The follow-up has been developed at the Group level.

In 2023, we continued to work on the process and tools for screening Nordlo's suppliers and for supplier follow-up, as well as verifying how we can best develop the work in line with legal requirements (e.g. the Transparency Act), an effort that is continuing into 2024.

Clear rules on how gifts and benefits can be used are an important part of the work to combat corruption and create a sustainable business environment. Guidelines on this have been prepared during the year, with practical examples, and reviewed with sales and purchasing staff, as an extension of Nordlo's code of conduct.

New innovative capability



For Nordlo, it is important to promote interest in technology and innovation, especially among young people. To stimulate a love of engineering and development and contribute to IT security, we support several youth projects every year.

Securing the robot engineers of the future

For several years, Nordlo has played its part as an inspirer and sponsor of Jönköping secondary schools in their work around technology and sustainability. Among other things, we support the Erik Dahlberg Secondary School and its robotics club, ED Robotics, which qualified to represent Sweden in the RoboCup 2023 competition in Bordeaux. In spring 2024, they will participate in one of the world's largest robotics events, the First Robotics Competition (FRC2024) in New York.

“We are sponsoring the project to help these driven students to develop in various technical disciplines – 3D printing, CNC milling, microcontrollers, circuit board design, AI and much more. It's great to help to enable students to take part in real and complex projects that not only generate in-depth engineering knowledge, but also

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It's great that ED Robotics has done so well, and that they have come to us for support in their work.

Paula Ahlander, CEO Nordlo
Jönköping

broaden the participants' horizons both geographically and commercially. In the robot competition in Bordeaux, the mission for the robots was a 'Rescue Maze' – which meant that in a simulated disaster situation, the robot had to explore as much of the maze as possible, overcome the obstacles in its path and help as many victims as possible, and then get out before the time ran out.

Helping young people stop hackers

How do you actually prevent data breaches? This is what high school pupils have learnt in a partnership between Nordlo and Region Kronoberg in the Stop the Hacker project, which is about imparting knowledge of network technology in a playful way. The pupils in the region solve puzzles and acquire knowledge that they then use to stop a hacker who is about to shut down the internet. The challenge is part of the region's initiative 'Mot nya höjder' (Towards new heights), which is based on getting students, both girls and boys, interested in technology subjects from an early age.

“We are happy to support the region in teaching students about technology. It is an important task to inspire the next generation of IT experts and ensure a sustainable future for the technology industry,” says Björn Andersson, CEO of Nordlo Växjö/Ljungby.

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The gamification concept makes the content easy to absorb, and students who normally feel uncertain about the subject of technology have now felt ready to take up the challenge.

Caroline Schough, coordinator of
Towards new heights



Support for a brighter future

The path to sustainable living covers much more than secure and energy-efficient IT operations. That is why Nordlo supports non-profit projects and organisations that make the world a better place. Here are some of them.

House of Heroes

Nordlo built the IT environment for the 'House of Heroes', a temporary home for sick children and their families, at Norrland University Hospital in Umeå. Nordlo supports the House of Heroes by providing IT operations and equipment.

Situation Stockholm

For over ten years, Nordlo has supported Situation Stockholm, the newspaper sold by homeless people on the streets of Stockholm. The assignment covers all forms of IT operations. Nordlo has also donated used computers to Situation Stockholm.

Ågrenska Foundation

South of Gothenburg is Ågrenska, a non-profit organisation that provides a meeting place for children, young people and adults with disabilities and rare diseases. Nordlo is responsible for the Foundation's IT operations.

Risk management

Nordlo reviews and assesses risks and opportunities in its strategic sustainability work. Some of the key sustainability risks and how they are managed are described below.

RISK:	DESCRIPTION:	HANDLING:
Emissions to air	Greenhouse gas emissions from areas such as energy consumption, district heating, district cooling, transport, business travel and IT products.	Nordlo strives to minimise its impact on the environment by e.g. reducing the amount of waste and promoting the efficient use of energy. Monitoring of greenhouse gas emissions, target of 100 per cent renewable electricity, development and implementation of data centre strategy including energy efficiency improvements. Meeting and travel guidelines and a culture that favours digital meetings when travel is not essential for the purpose.
Use of chemicals	The use and discharge of chemicals can be harmful to human health and the environment.	Nordlo's code of conduct states that local environmental rules or international standards, where these are stricter, should be followed. Cooperation and requirements for suppliers regarding substitution. Supplier code of conduct.
Work-related ill-health, injuries and accidents	Employees may be exposed to the risk of work-related social ill health, workplace accidents and threatening situations.	Nordlo aims to be a professional and safe workplace in accordance with applicable legislation. Health and safety instructions must be kept up-to-date and accurate. The code of conduct enshrines the responsibility of each employee to closely follow instructions and regulations relating to health, safety and the environment in the workplace. Systematic health and safety work, HR and leadership guidelines, employee surveys and appraisals to prevent and manage situations that arise.

RISK:	DESCRIPTION:	HANDLING:
Discrimination or other abusive treatment	Employees risk being subjected to discriminatory or abusive treatment.	The code of conduct states that Nordlo shall show consideration to all individuals and take active measures to ensure a good and inclusive working environment characterised by equality and diversity. HR and leadership guidelines, employee surveys and appraisals are in place to prevent and manage situations that arise. Group-wide initiatives in this area, so-called Nordlo More.
Human rights violations	Risk of individuals facing abusive treatment in connection with the activities of suppliers and subcontractors.	Nordlo's suppliers must agree to follow Nordlo's supplier code of conduct or present their own equivalent code of conduct. The code also requires them to pass on Nordlo's requirements on labour law and decent working conditions to their own suppliers. Annual follow-up with self-assessment and a supplier risk assessment, with a special focus on social and working conditions.
Information security incidents	Our customers and ourselves rely on us to manage information security with a high level of professionalism. Risk of information being leaked, tampered with or destroyed. Risk of information not being available when needed. Negative impact on customers, employees and society.	Nordlo's code of conduct includes maintaining the confidentiality of proprietary or protected information. Policies and guidelines for the business units involved in IT and information security. Competence development and dissemination in the area. Continuous improvement work based on ISO 27001 and other standards.
Financial irregularities, bribery and corruption	Risk of individuals being exposed to undue influence and risk of negative impact on society.	Nordlo's code of conduct for employees and business partners provides guidance on business ethics. Group-wide decision-making and authorisation procedure and internal control with heatmap.
Climate-related risks	Climate-related risks in the long and short term: physical, regulatory, technological and market-related.	Climate risks and opportunities are integrated into the company's overall business risk and opportunity management and Nordlo's overall strategic planning. Risk and opportunity assessment related to climate-related factors is carried out using a working model influenced by the Task Force for Climate-related Financial Disclosures (TCFD).



Sustainable division of responsibility

Nordlo's **CEO** bears the overall responsibility for sustainability and ensuring that the work complies with the majority shareholder's defined framework and applicable laws and regulations. Nordlo's **management team** makes decisions on Group-wide policies and guidelines.

The **ESG Steering Group** is responsible for further progressing the integration of sustainability into the business strategy and operations and ensuring progress on prioritised ESG initiatives overall and within each business area.

The **sustainability manager/ESG manager** (Environmental, Social, Governance) is responsible for coordinating the strategic sustainability work, supporting Nordlo-wide functions and business units in the areas of sustainability, and reporting on sustainability to the Board of Directors, owners and third parties.

The **CFO** is responsible for financial strategies and the proactive work on business ethics and anti-corruption.

The **HR manager** is responsible for the company's work on health and safety and labour law, in consultation with the **CFO/finance function** and the **sustainability manager**. The HR manager coordinates the Group-wide initiative Nordlo More to pursue

issues relating equality, non-discrimination, diversity and integration within the Nordlo Group.

Quality officers, information security officers and data protection officers are located within the business units.

The **CIO** is responsible for information security within shared internal IT, as well as overseeing information security issues and reporting to the Swedish Data Protection Authority.

The development of the service offering is driven within the business areas based on the overall strategy, with the support of **business developer and sustainability manager**.

Partner cooperation, requirements and follow-up of suppliers are the responsibility of the **partner function manager** with the support of the **sustainability manager**. **Purchasers** in the business units are responsible for and manage suppliers and partnerships that are business unit-specific, where joint agreements/partnerships are not relevant.

The **CEO of each business unit** is responsible for running and developing the local business unit and ensuring that it complies with agreed Group-wide policies/guidelines and works towards common goals.



Background to the report

This is Nordlo Group AB's sustainability report for the financial year 2023. In this report, Nordlo Group AB and its subsidiaries are referred to as Nordlo or the Nordlo Group. For a summary of Nordlo's sustainability work in 2023 as part of FSN Capital's ESG report, see: fsn-capital.com/en/responsibility.

The Group was formed in 2018, and the name Nordlo Group AB was adopted in 2019, with Nordlo as the brand-name.

Acon, Dicom, Insignis, Interlan, Netcomp, Office IT-Partner, Zetup in Sweden, and Appex Operations, Fana Data, iSky, IT total, Lerøen Datapartner, Netsense, Nisec

and SSC Networks in Norway, have joined the Group over the years.

All reported tasks and activities occurred between 1 January and 31 December 2023, unless otherwise stated. Data about our staff and organisation are mainly collected through our financial and payroll systems. Environmental data is calculated based on data from the GHG Protocol with the support of the system tool CEMAsys. All business units are included in our climate monitoring for 2023.

If you have any questions about the accounting, feel free to contact us at info@nordlo.com.

Measuring our climate footprint



The business unit’s climate measurement has been calculated using the CEMAsys system tool whose database includes global emission factors and is based on the Greenhouse Gas Protocol (GHG Protocol).

GHG SCOPE	CATEGORY/AREA	ACTIVITY	DATA COLLECTION
Scope 1	Transport, own vehicles	Nordlo pool cars and vans	Fuel consumed or distance travelled, receipt or odometer reading
Scope 1	Stationary combustion	Backup fuel for data centres defined as scope 1 and 2.	Measured or calculated amount of fuel based on the use of back-up power.
Scope 1	Cooling gas	Cooling gas for data centres defined as scope 1 and 2	Quantity of cooling gas consumed

GHG SCOPE	CATEGORY/AREA	ACTIVITY	DATA COLLECTION
Scope 2	Electricity	Electricity for offices and data centres defined as scope 1 and 2	Consumption in kWh via electricity meters, invoices; some smaller locations use a flat rate.
Scope 2	District heating, district cooling	Electricity for offices and data centres defined as scope 1 and 2	Consumption in kWh via electricity meters, invoices
Scope 3	Category 1. Purchased goods and services	HW purchases; desktops, laptops, monitors, iPhones, iPads and printers	Volume of purchases from suppliers
Scope 3	Category 2. Capital goods	Purchase of furniture and data centre equipment	Volume of purchases, money spent
Scope 3	Category 3. Fuel and energy-related activities	Reported fuel, electricity, district heating	Corresponds to the amount of fuel, electricity, district heating reported.
Scope 3	Category 4. Upstream transport and distribution	Transport of purchased HW as well as transport from Nordlo to the customer with external suppliers	Calculated from purchased quantity in category 1 and suppliers' reported climate footprint for transport in their life cycle assessment for the products. Transports from Nordlo to the customer are calculated from the businesses' transport patterns (estimate)
Scope 3	Category 5. Waste	Electronics recycling and office-related waste/recycling	Amount of electronics recycled in kg or m ³ by recycling providers. Flat rate per employee, data from some offices
Scope 3	Category 6. Business travel	Business trips (car, flight, hotel)	Financial systems; payroll/time reporting, invoices/receipts (car km, flight/hotel number)
Scope 3	Category 7. Commuting	Employee commuting to and from work (car, bus, train, metro)	Flat rate based on employee survey on commuting modes and fuel.
Scope 3	Category 8. Upstream leased assets	Electricity consumption of rented data centres	Consumption in kWh via electricity meters, invoices; some smaller locations use a flat rate.
Scope 3	Category 11. Use of sold products	Use of sold HW	Calculated from purchased quantity (quantity in category 1 reduced by 5% internally) and suppliers' reported GHG footprint for transport in their life cycle assessment of the products.
Scope 3	Category 12. End-of-life treatment of sold products	Estimated emissions from end-of-life equipment	Calculated by weight for HW from purchase quantity of sold products (category 1 reduced by 5% internally).

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