



ESG report 2020

 Fred. Olsen Renewables

Environmental, social, governance (ESG) report 2020

Table of contents

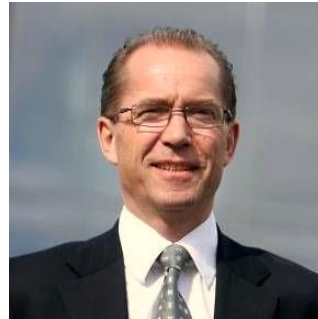
1	INTRODUCTION	3
1.1	CEO LETTER	3
1.2	SUSTAINABILITY PERFORMANCE AT A GLANCE	4
1.3	ABOUT THE REPORT	4
1.4	ABOUT FRED. OLSEN RENEWABLES	5
2	GOVERNANCE, PLANET, PEOPLE AND PROSPERITY	5
2.1	GOVERNANCE	5
2.2	PLANET	7
2.3	PEOPLE	11
2.4	PROSPERITY	12
3	THE WAY FORWARD	14
4	KEY PERFORMANCE INDICATORS	15
4.1	CLEAN ENERGY PRODUCTION KPIS	15
4.2	ENVIRONMENTAL KPIS	15
4.3	SOCIAL KPIS	16
4.4	GOVERNANCE KPIS	16

1 Introduction

1.1 CEO letter



Anders Bade
CEO Development, New Markets & Technologies



Ivar Brandvold
CEO Construction & Operations

In Fred. Olsen Renewables we have a strong commitment to develop renewable energy sources both as a sound business model as well as a genuine support of the shift to a decarbonised society. The company has over the last 25 years established itself as a renewables company of significance covering the whole value chain from developing to constructing and operating onshore windfarms. We are developing our business footprint further by moving into offshore wind and floating solar projects, as well as other new technologies.

It is embedded in our company culture to maintain a sustainable business model and to minimise the environmental footprint in all our activities. Our objective when designing wind parks is to harmonise the layout and infrastructure with the terrain and topography. When constructing and operating the wind farms we have a risk-based approach to eliminate hazards and risks to protect the environment and personnel. We take pride in making effective use of the wind resources and thereby reducing the CO2 emissions in our power generation activities and thus contributing to battling the climate change.

Social awareness and strong engagement with the local stakeholders and communities are essential prerequisites for a successful development project. We have a responsibility to engage with the local businesses, suppliers, and service providers to ascertain that our activities also benefit those. It is part of our operating philosophy that we train and employ technicians from the local communities. Further, we are committed to ensuring good working conditions, honouring labour rights and promoting diversity.

The company governance is described and documented in our Safety Management System and Fred. Olsen Renewables Management System, available to all employees on the company intranet and SharePoint site. We are a company with high integrity and ethical standards, and with a commitment to comply with all applicable laws, rules, and regulations. This is described in our Code of Conduct, and it is expected that all employees and suppliers, at all times, behave and conduct their business in accordance with the principles of this code. We believe that active corporate governance is essential to the development of our company and to the benefit for shareholders, employees, and society.

Oslo, January 2021

A handwritten signature in blue ink that reads "Anders Bade".

Anders Bade
CEO Development, New Markets &
Technologies

A handwritten signature in blue ink that reads "Ivar Brandvold".

Ivar Brandvold
CEO Construction & Operations

1.2 Sustainability performance at a glance

Fred. Olsen Renewables' sustainability performance summary for 2020:

- We own and operate 11 wind farms with over 300 turbines in UK, Norway, and Sweden. One additional wind farm is under construction, to be put into operations in 2021
- We produced 1 862 000 MWh in 2020, covering the electricity needs of 435 000 households in the countries that we operate
- The wind power production in 2020 corresponds to a Green House Gas (GHG) reduction of estimated 800 000 tonnes CO₂ equivalents
- Our own CO₂ footprint is limited, consisting of fuel emissions from site vehicles, air travel, use of electrical energy at site buildings, and CO₂ footprint related to construction activities
- Business development focuses on further expansion of the onshore wind portfolio, offshore wind, and implementing new technologies for floating solar power
- Work related incidents: Two lost time incidents and one medical treatment case at our sites in 2020. Environmental incidents: Two minor oil spills to ground, contaminated soil removed
- Our sickness absence rate (days per employee per year) was 2.9%. Female/male employee rate for 2020 was 29%
- Contribution to the society is part of our sustainability efforts. We paid 215 million NOK in taxes to UK, Norway, and Sweden in 2020. And we distributed 5.7 million NOK to various local activities through community benefit funds

1.3 About the report

The report is based on the World Economic Forum (WEF) framework. It provides general description of the company, and the business context, activities, and performance in 2020 for the areas 'Governance', 'Planet', 'People' and 'Prosperity'. Detailed results are listed in paragraph 4 'Key Performance Indicators'

The report covers our total activities, including calculation of the effect of our clean energy production. For 2020, we have limited the ESG reporting with the following boundaries:

- WEF Theme: "Climate Change": The emissions for air travel is included, however emissions from construction activities and GHG footprint from the sites and offices have been left out due to lack of robust data
- WEF Theme: "Nature Loss": We recognise that our wind farms have an impact on local society with 'visual pollution' due to rotating wind farms and navigation lights. In addition, noise is a factor. The aspects are covered in the report, however we have no reliable data to indicate the effect
- WEF Theme: "Nature Loss": Draining peatland result in release of CO₂. This ESG report identifies the aspect, however we have not yet calculated the GHG emissions related to this
- WEF Theme: "Solid waste": Reporting routines for waste from all sites and offices are being established, however for 2020 the figures are incomplete

1.4 About Fred. Olsen Renewables

Fred Olsen Renewables is an energy producer delivering clean and sustainable electricity to the European grid. Current installed capacity is approximately 700 MW.

We are now operating 11 wind farms with more than 300 turbines in Scotland, Norway, and Sweden. One additional wind farm is currently under construction in Sweden and will be fully operational in 2021.

We have offices in Norway, England, Scotland, Sweden, and Italy. The organisation currently consists of 56 employees. Technical services for the UK wind farms are outsourced to subcontractors.

Business development is focused on expansion of the onshore wind portfolio in all markets, developing offshore wind (Ireland), and developing new renewables technologies, e.g. floating solar.



2 Governance, Planet, People and Prosperity

2.1 Governance

2.1.1 Board composition

(World Economic Forum (WEF) Theme: "Quality of governing body")

The board consists of the following members:

- Anette Sofie Olsen (Chairman of the Board)
- Nicholas Andrew Emery
- Thomas Fredrik Olsen
- Richard Olav Aa

Board activities are conducted in compliance with applicable Norwegian laws and regulations.

2.1.2 Company structure

(WEF Theme: "Governing purpose")

Our vision: To be a class leading renewables company

Our objective: Growth and performance

Fred. Olsen Renewables AS, Norway is a fully owned subsidiary of Bonheur ASA, which is listed on Oslo Stock Exchange. Due to national laws and regulations, and for other legal purposes, a number of subsidiaries have been established in the countries we operate, e.g.:

- Fred. Olsen Renewables Limited (UK)
- Fred. Olsen Renewables AB (SE)
- Fred. Olsen Renewables Italy S.R.I. (IT)
- One owning company for each wind farm (UK, NO, and SE)

Joint venture companies have been established where assets are co-owned with partners:

- Fred. Olsen Wind Limited (UK) – 51% ownership, partner Aviva
- Fred. Olsen CBH Limited (UK) – 51% ownership, partner TRIG
- Codling Holdings Limited (IR) – 50% ownership, partner EDF

2.1.3 Stakeholders

(WEF Theme: “Stakeholder engagement”)

A stakeholder is a person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity. The following general stakeholders have been identified:

- Principal stakeholders:
 - The Board
 - TRIG (co-owner for UK windfarms)
 - Aviva (co-owner for UK windfarms)
 - EDF (co-owner for Codling Bank)
- External stakeholders:
 - Shareholders
 - Authorities (e.g. police, fire service, HSE UK, government bodies, etc.)
 - Sub-contractors (e.g., Natural Power, Vestas, SGRE, Senvion, etc.)
 - Turbine suppliers
 - Grid operators
 - Insurers
 - Landowners
 - NGOs/environmental organisations
 - News media
 - Social media
 - The public
- Internal stakeholders:
 - FOR employees (including on-site personnel)
 - The employees’ next-of-kin
 - Sub-contractor personnel
 - Fred. Olsen & Co
 - Fred. Olsen sister companies

The stakeholder list is primarily used when identifying risks and for communication and consultation. Each stakeholder is evaluated regarding their interests, concerns, involvement, interdependencies, influence, and potential impact on our activities.

When developing new wind farms, we create a close dialogue with local interests, especially the persons living close to the project and the local politicians. For projects in the north of Sweden the Sami and reindeer interest is of extra concern. In close dialogue we explain the importance of renewable energy, we also very much listen to different opinions and together try to find solutions to minimise negative impact. Local cooperation, dialogue, and acceptance are keys for a successful project.

2.1.4 Ethical behaviour

(WEF Theme: “Ethical behaviour”)

Anti-corruption and anti-bribery

The ‘Code of Conduct’ (see 2.3.2) outlines our policies for ethical behaviour and is posted in the management system, available for all employees. The Code of Conduct is subject to periodic management reviews and updates.

Three mandatory compliance e-learning courses were developed and introduced in October 2018: 'Code of Conduct', 'Corporate social responsibility'; and 'Anti-corruption and Anti-bribery'. All employees took the courses. Understanding of the material is determined by means of a test at the end of the course with a pass rate set at 80%. The latter course was delivered as a package and included determining that the company's anti-bribery policy had been read and understood.

An updated course package for ethical behaviour and GDPR is planned for 2021.

Protected ethics advice and reporting mechanism

Reporting routines for 'whistle-blowing' have been implemented, covering the national regulations, what can be reported, who to report to, how to do it, and how the organisation should handle the reports. E-learning courses have been implemented to ensure employees are aware of the whistle-blower procedures.

2.1.5 Risk management

(WEF Theme: "Risk and opportunity oversight")

Based on an overall risk assessment, a list of unwanted events has been identified. Action checklists have been developed for each of the corporate level risks as part of the emergency response system.

- Personnel risks:
 - Death of personnel - on duty
 - Death of personnel - off duty
 - Missing personnel
 - Personnel accident
- Environmental risks:
 - Environmental spill – onshore
- Other risks:
 - Civil unrest
 - Natural disasters
 - Pandemic diseases
 - Loss of reputation

Emergency response exercises are undertaken periodically on sites and at corporate levels.

Detailed risk registers, risk assessments, and Safe Job Analyses are developed for all sites and are continuously updated. Risk management is an integrated part of our work.

Opportunities are managed in the development process.

2.2 Planet

2.2.1 Business context

Fred. Olsen Renewables is dedicated to the energy transition by producing clean renewable energy. We started the first onshore wind farm more than 20 years ago and have constantly increased our portfolio. We continue to expand the production capacity.

Together with renowned partners we are engaged in offshore wind farm projects and by developing new floating solar technologies.

All projects undergo comprehensive Environmental Impact Analysis in line with the regulators' requirements, evaluating all environmental aspects influencing construction and operations of the wind farm.

2.2.2 Our activities

Development

Development is responsible for the whole process from identification of new prospects until final consent has been given. To ensure sustainability and to minimise the impacts of the projects, Development is working with mitigations measures focusing on reducing the carbon footprint and re-establish the natural vegetation, in addition to the mandatory Environmental Impact Assessments.


Today, development is involved in several technologies and markets (both onshore and offshore wind, and onshore and floating solar). We are also seeking opportunities in new markets and countries, and new sustainable technologies.

Construction

When the national authority has given consent for a new wind farm, Construction Department takes over the responsibility for detailed planning and execution the project, subject to board approval.












All construction projects are managed by in-house resources and all project team members have extensive experience from large scale construction projects.

Currently, one project is under construction, planned for completion and to be put into full operations in 2021:

Country	Wind farm	Capacity (MW)	Turbines	Turbine type
	Högaliden	50.6	29	Vestas 3.3 MW

Operations:

We currently operate 11 wind farms in UK, Norway, and Sweden with the following capacities:

Country	Wind farm	Capacity (MW)	Turbines	Turbine type
	Rothes	50.6	22	Siemens 2.3 MW
	Rothes II	41.4	18	Siemens 2.3 MW
	Paul's Hill	64.4	28	Siemens 2.3 MW
	Mid Hill	75.9	33	Siemens 2.3 MW
	Crystal Rig	62.5	25	Nordex 2.5 MW
	Crystal Rig II	138	60	Siemens 2.3 MW
	Crystal Rig III	13.8	6	Siemens 2.3 MW
	Brockloch Rig I	21.6	36	Nordtank 0.6 MW
	Brockloch Rig Wind Farm	61.5	30	Senvion 2.05 MW
	Lista	71.3	31	Siemens 2.3 MW
	Fäbodliden	79.2	24	Vestas 3.3 MW
Total capacity:		680.2 MW	313	

2.2.3 Performance

Clean energy production

(WEF Theme: "Climate Change")

Fred. Olsen Renewables' total power production in 2020 was 1 862 000 MWh.

The table below shows the number households that were covered and the comparative reduction in CO₂ emissions:

Country:	Energy production*:	Covered electricity needs for number of households: **	GHG reductions (estimated): ***
United Kingdom	1 366 000 MWh	369 081 households	585 842 t CO ₂ eq.
Norway	235 000 MWh	13 806 households	100 686 t CO ₂ eq.
Sweden	262 000 MWh	52 340 households	112 269 t CO ₂ eq.
Total for 2020:	1 862 000 MWh	~ 435 000 households	~ 800 000 t CO₂ eq.

* For comparison, the total production in 2019 was 1 730 000 MWh, and in 2018 it was 1 728 000 MWh.

** The figures are broad estimates and based on the average household consumption of electrical power per year (UK: 3 700 kWh; Norway 17 000 kWh; Sweden 5 000 kWh).

*** Wind power replaces non-renewables power (gas, coal, and other fossil sources), leading to a direct reduction in GHG emissions. In our calculation, a factor of 0.429 for our energy production has been used. The gain is expressed in 'tonnes CO₂ equivalents' (t CO₂ eq.). It should be noted that the figures are broad estimates.

Green House Gas emissions

(WEF Theme: "Climate Change")

While we are clearly a significant net contributor to reducing GHG emissions, we are also conscious of the impacts of our activities to the climate. The most important are emissions from vehicles used in operations, air travel, construction activities, and energy needed to run our offices:

GHG emission source	CO ₂ equivalents	Remarks
Site vehicles	38.5 t CO ₂ eq. (only Scandinavian sites)	A total of 7 site vehicles are in use in operations of Scandinavian represents a GHG footprint of 38.5 t CO ₂ (litres of auto diesel used x 2.66). In addition, snow clearing vehicles and sub-contractors represent emissions. Sufficient robust data does not yet exist for construction, offices, and UK sites for 2020, to be further detailed in 2021.
Air travel	26.2 t CO ₂ eq.	The figures are based on equivalents generated from the Amadeus airline booking system.
Construction activities	(No data for 2020)	In 2020, construction activities were taking place at Högaliden in Sweden. Sufficient GHG emission figures are not available from our construction subcontractors.
Offices	(No data for 2020)	The category covers GHG emissions from offices. Sufficient GHG emission figures for our office buildings are not available for 2020, will be provided for 2021.

Area usage

(WEF Theme: "Nature Loss")

The wind farms occupy land areas as approved by regulators in the consent for the wind farm.

When decommissioning a wind farm, the turbines, site buildings, and electrical infrastructure will be removed. Site roads may be covered and concealed, however full restoration of the area back to how it was before construction started will not be possible.

Area usage also means 'visual pollution' from rotating turbines and from air navigation obstruction lighting systems. This factor is always subject to discussions during the consenting process and great efforts are taken to minimise the impact, i.e. through positioning the turbines in the terrain.

Livestock ignore wind turbines and continue to graze as they did before wind turbines were installed.

We perform environmental impact studies to evaluate the effect on animals, plants, and waterways when determining if a site is suitable. We select and design wind farms to minimise potential impacts and aim to ensure that our wind energy is environmentally friendly.

Our sites in Scotland are typical of the environments that are suited to wind energy production across Europe. Many of our wind farms are located on upland moorland or forestry areas and the ecologists visit site on a regular basis to undertake detailed measurements of the water quality in the many burns (streams) that have been restored as part of the wind farm development.

Prior to the existence of the wind farms, many of the water courses had become blocked or silted up over many years. The environmental work carried out by our team has meant many types of plant and animal life have returned to the moorlands. The work is carefully planned with The Upland Moorland Committee locally in Scotland and working with the Royal Society for the Protection of Birds, regular bird surveys are carried out.

Peatland

(WEF Theme: "Nature Loss")

Researchers have lately raised the awareness on release of CO₂ from peatland that is drained and have developed calculation models for estimating the impact. A recognised standardised model has yet to be agreed upon.

For the UK sites, considerable efforts have been made to remove drainages and manage water flow to restore peatlands.

All future construction projects will take into consideration use of peatland, seeking to avoid building roads and other civil works that destroys peatland.

Waste

(WEF Theme: "Solid waste")

All waste is segregated in compliance with local municipality recycling regulations for the actual site and offices.

Waste from the operational activities are categorised in oil waste, electrical waste, plastics, oily rags, wooden pallets, and general mixed waste.

Detailed data from all sites in 2020 are incomplete for 2020, will be provided for 2021.

Environmental spills

(WEF Theme: "Spills")

Our wind turbines and transformers contain oil and lubricants for moving parts. Vehicles use fuel and oil. Chemicals are used in operating the sites, however the amounts are limited.

Substances are in closed systems and environmental spills to ground very seldom occur. However, we experienced two minor vehicle related oil spill incidents in 2020, reference is made to paragraph 4.2.

2.3 People

2.3.1 Business context


Fred. Olsen Renewables has business activities in UK, Norway, Sweden, Ireland, and Italy. We had 56 employees by the end of 2020. Human Resources is managed in compliance with the labour laws and regulations for each country.

The personnel management system (SIMPLOYER) contains a 'Personnel Handbook', work regulations, and 'HSE handbook' and provides the necessary rules and guidelines for the employees.

We are committed to comply with all national and local laws, rules, and regulations wherever we operate. We require our contractors to do the same.

2.3.2 Our activities

All our employees and subcontractors are required to follow the principles of our HSEQ Policy and our Code of Conduct:



HSEQ policy

We are committed to be recognised as a leading organisation for Health, Safety, Environment and Quality (HSEQ) management.

We are committed to the protection of personnel, the environment, and equipment. In fulfilling this, we will establish and maintain a safe and healthy work environment.

We are committed to conduct our work in compliance with regulatory laws, rules and regulations, and industry standards.

We are committed to eliminate hazards and reduce risks through the use of systematic risk assessments as an integrated part of our work.

Our aim is always:


- Meeting or exceeding our stakeholders' requirements and expectations
- Zero injuries
- Zero environmental incidents
- Zero defects
- On time delivery
- Continuous improvement

We achieve these goals by conducting our work in compliance with our HSEQ Management and Safety Management Systems, and through consultation with and participation of our employees.

Oslo, 15.12.2021


Anders Bade
Chief Executive Officer
Fred. Olsen Renewables


Ivar Brandvold
Chief Executive Officer
Fred. Olsen Renewables





Code of conduct

We are a company with integrity and high ethical standards along with a common commitment to comply with all applicable laws, rules and regulations. We expect all employees in Fred. Olsen Renewables and all our suppliers to be, at all times, in compliance with the principles of this code.

- We are committed to operate and continuously improve our business in a sustainable manner according to the UN Global Compact's four thematic areas: Human rights, labour rights, environment, and anti-corruption
- We shall always have the interest of all our internal and external stakeholders in mind
- We respect fundamental employment rights
- We do not accept the use of child labour
- We shall not prevent employees from associating freely with any lawful workers' association or collective bargaining association of their choice
- Safety in the workplace is our priority and we shall continuously aim to improve working conditions and eliminate or reduce work related risks and hazards
- We do not accept any form of discrimination on the basis of gender, age, ethnic origin, disability, sexual orientation, religion, political opinion or otherwise
- We shall continuously strive to minimise impacts on the environment from air emissions, waste, and other hazardous substances under our control
- We shall respect local culture and tradition
- We do not accept any form of corruption and shall not offer or accept bribes or other inappropriate gifts or benefits in order to achieve business or personal advantages
- We expect all our employees and suppliers to exercise good judgment in ethical situations/dilemmas and to report any incidents, hazards, risks, opportunities or concerns they may have and/or become aware of
- Employees and suppliers are encouraged to report all incidents and will not be subjected to reprisals unless such incidents are found to be of a wilful or self-inflicted nature

Oslo, 15.12.2021


Anders Bade
Chief Executive Officer
Fred. Olsen Renewables


Ivar Brandvold
Chief Executive Officer
Fred. Olsen Renewables

2.3.3 Performance

Personnel policy

(*WEF Theme: "Dignity and Equality"*)

The personnel policy is defined in our Personnel Handbook and is reflected in the above Code of Conduct covering fundamental employment rights, non-acceptance of child labour, acceptance of labour union memberships, and non-tolerance for discrimination of any kind.

There were no reported cases of nonconformities related to the implementation of the personnel policy in 2020.

Health, Safety, Environment (HSE) management

(*WEF Theme: "Health and Well-Being"*)

The 'Fred. Olsen HSE Manual' is the governing document for all our activities and specifies the performance standards and requirements for safety within each hazard area.

A comprehensive Safety Management System has been implemented, consisting of procedures, risk assessments, emergency response, and incident reporting system.

In 2020, we had three Medical Treatment Case personnel incidents, and zero occupational illness cases. The sickness rate was 2.9% total for the company (UK 0%; Norway 4.5%; Sweden 1.6%).

Reference is made to paragraph 4.3.

Training

(*WEF Theme: "Skills for the Future"*)

All personnel shall be trained and competent for the work they do. Both the person conducting the work and his/her manager are responsible for ensuring that he/she has the necessary training and certifications to perform the work.

Detailed competence requirements are covered in the job descriptions, and mandatory safety training has been specified in the HSE Manual to ensure that all personnel have the necessary knowledge and skills to safely perform their work.

2.4 Prosperity

2.4.1 Business context

Prosperity is divided into wealth creation, continuous improvement, new technologies, tax payments, and community contributions.

2.4.2 Our activities

Profitability is a prerequisite for the wealth creation and for long term commitment to creating green energy. To be able to maintain our strong market position and enable future growth, we are focusing strongly on continuous improvement and development of new technologies.

Contributions to the local societies are an essential component in our sustainability efforts.

2.4.3 Performance

Wealth creation

(WEF Theme: "Employment and wealth generation")

2020 end of year, 56 persons were directly employed in Fred. Olsen Renewables.

Site operations in the UK is outsourced to subcontractors, working approximately 108 000 hours in 2020, which is equivalent to 53 man-years.

For financial results, reference is made to the quarterly and annual reports at www.bonheur.no.

Continuous improvement

(WEF Theme: "Innovation of Better Products and Services")

Operations Department is managing a pipeline of continuous improvement programmes to reduce cost and optimise energy production through technical innovations and improved operational processes. Notable projects in 2020 were:

- Roll-out of High Wind Ride Through (HWRT)
- Implementation of icing management solutions for cold-climate sites
- Modernisation/digitalisation of asset management and performance analytics
- Insourcing of turbine blade maintenance and protection programmes

Annual gain or savings from all improvement projects is estimated to approximately 5 000 000 NOK.

New technologies

(WEF Theme: "Innovation of Better Products and Services")

As part of developing floating solar as a clean energy source, Fred. Olsen Renewables has entered a bilateral agreement with the Solar Energy Institute of Singapore (SERIS) to develop unique competence in offshore and near-shore floating photovoltaic (FPV) systems in marine/salt-water conditions. The agreement will subsequently be expanded to include additional partners, typically FPV technology providers that want to test and qualify their technology for use in marine conditions.

Tax payments

(WEF Theme: "Community and Social Vitality")

Society contributions were made through tax payments to the governments, divided in social security tax, property tax and corporate tax. Note that the indirect society contribution through the employee's income tax and other taxes is not included in the calculation:

Tax	UK	Norway	Sweden
Social security tax	1 771 177 NOK	6 469 090 NOK	1 556 400 NOK
Property tax	70 262 177 NOK	3 416 266 NOK	1 823 291 NOK
Corporate tax	129 409 907 NOK		
Sum per country	201 443 262 NOK	9 885 356 NOK	3 379 691 NOK

Total tax payments to UK, Norway, and Sweden in 2020 was 214 708 309 NOK.

Community contributions

(WEF Theme: “Community and Social Vitality”)

We have established community benefit funds as part of the ongoing commitment to communities in the vicinity of the wind farms. The purpose of the funds is to enable the local society to carry out improvements to their area in any sphere, including the environment, local amenity, or tourism.

For 2020, the following expenditures to local communities were made:

Country	Expenditures made to local communities
UK	5 162 714 NOK
Norway	75 000 NOK
Sweden	464 188 NOK

Total contribution to local communities in 2020 was 5 701 902 NOK.

3 The way forward

Planned actions, short term (2021):

- Environmental:
 - CO2 emission from our activities
 - Waste amounts
- Social responsibility:
 - HSE programme for 2020, including safety campaigns
 - Digitalisation of chemicals management
- Governance:
 - Continue development and implementation of FOR Management System
 - Develop ESG objectives and sustainability policy
- ESG reporting:
 - Specify the CO2 footprint for our operational activities further
 - Specify CO2 footprint for construction activities further, including estimation of CO2 impacts from the use of peatlands

Planned actions, long term (2022 and onwards):

1. Develop onshore wind portfolio in existing markets (UK, Norway, Sweden)
2. Develop new onshore wind farms in new markets
3. Complete building offshore wind farm (Ireland)
4. Develop new clean energy technologies

4 Key Performance Indicators

The tables below describe the sustainability related key performance indicators (KPIs) and results for 2020.

4.1 Clean energy production KPIs

Topic	KPI	2020	Remarks
Clean energy production	Energy production	1 862 000 MWh	Totals for all wind farms in UK, NO and SE. See paragraph 2.2.3
	Households covered	435 households	Based on average electricity needs, country specific. See paragraph 2.2.3
	GHG reductions	~ 800 000 t CO2 eq.	See paragraph 2.2.3

4.2 Environmental KPIs

Topic	KPI	2020	Remarks
Climate risk and climate footprint	GHG emissions - vehicles	38 t CO2 eq. (only Scandinavian sites)	The numbers are estimates based on a total of 14 500 litres of diesel with conversion factor 2.66 to calculate CO2.
	GHG emissions - air travel	26 t CO2 eq.	Due to COVID-19 restrictions, there was a significant reduction in travel in 2020.
Environmental incidents	Accidental discharge (spills)	2	Two cases of minor oil spill to ground (total <20 litres) due to vehicle incidents. Contaminated soil was dug up and disposed of.
Biological impacts	Dead birds/animals	2	One dead bird incident recorded. A deer jumped in front of a site vehicle and was killed from the collision.

4.3 Social KPIs

Topic	KPI	2020	Remarks
Health and safety	Fatalities	0	
	Lost time incidents (LTI)	2	Both occurrences resulting in relatively moderate injuries, personnel back at work.
	Permanent disability cases	0	
	Medical Treatment cases (MTC)	1	Minor medical injury due to tools handling.
	Occupational illness cases	0	No cases reported of work related illnesses.
	Sickness absence rate	2.9%	See 2.3.3
Female/male rate	Female/male rate - All employees	29% (17 of 58)	
	Female/male rate - Managers	12% (2 of 17)	Level 2 and 3 managers
	Female/male rate - Executives	0% (0 of 2)	CEOs
	Female/male rate - Board	25% (1 of 4)	
Labour rights	Labour rights cases	0	All personnel are employed through individual contracts. Labour rights are maintained in compliance with local/national laws, rules and regulations.
Contributions to local communities	Tax payments	215 million NOK	Total for UK, NO, SE. See paragraph 2.4.3
	Community fund contributions	5.7 million NOK	Total for UK, NO, SE. See paragraph 2.4.3

4.4 Governance KPIs

Topic	KPI	2020	Remarks:
Business ethics	Corruption risks	0	Anti-bribery policy implemented. Corruption is also an integrated part of the Code of Conduct policy. Operations are in European countries only.
	Bribery risks	0	Number of incidents where bribes have been requested
	Fines	0	Number of legal cases related to business ethics
Whistle-blowing	Reporting hotline	0	Whistleblowing policy and procedure to handle anonymous reporting is part of the Personnel Handbook. Training conducted.

Topic	KPI	2020	Remarks:
ESG governance	Policies and targets	Implemented	'FOR Management System' has been established and implemented in 2020, covering all critical processes in the value chain. To be further developed and expanded in 2021. 'Safety Management System' has been implemented for the sites. Both systems are compliant with the principles of ISO 9001, ISO 14001, and ISO 45001.