

We create solutions to unlock energy **safely and sustainably** for future generations.



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**Vision.** Building on almost 200 years of technological and engineering excellence Aker Solutions is at the forefront in forging a sustainable future for the energy industry and the world it serves. A spirit of collaboration and openness is at the heart of this effort as we set new standards and solve new challenges.



## **CEO Introduction**

Corporate responsibility is at the heart of everything we do.

It underpins our values, operations and investment decisions, as well as our relationships with our employees, stakeholders and the communities where we operate.

It is an integral component of our license to operate and drives our efforts to be more sustainable as a business and as an industry.

We have been a signatory to the UN Global Compact since 2008 and remain committed to its principles and to responsible and sustainable business practices. We strive for good corporate governance as well as protecting and promoting health and safety, human and labor rights, fair treatment, and equal opportunity. We have zero tolerance for corruption.

Last year, we further strengthened our anti-corruption compliance framework. We will continue to do this as business opportunities evolve, potentially taking us into higher-risk markets.

Aker Solutions is an international company. Some of the markets we operate in have socio-economic challenges such as poverty and corruption.

We believe that we build trust in all our markets by conducting our business openly and transparently and we want the communities where we work to benefit from our operations through the jobs, skills, training, sponsorships and donations that we bring.

In Angola last year we completed the installation of new equipment and the refurbishment of four technical laboratories that will give petroleum engineering students more practical experience. In India we sponsored vocational training for students in Mumbai. In Brazil, Malaysia and elsewhere our employees organized charitable activities including donations and support for some of the countries' most vulnerable young people.

Our commitment to our values also extends to our suppliers. We use a rigorous qualification, monitoring and performance system to ensure they also conform to our business ethics and standards on integrity and corruption, health and safety, human and labor rights and environment management.

We made major progress in 2017 driving value creation across the company. We did this through improvement efforts to streamline the business with an organizational structure and strategy that reflects our business workflow from early engagement to project execution and services.

And we intensified our pursuit of solutions that minimize the environmental footprint and promote the shift to a low-carbon future.

We bolstered our capabilities in natural gas, where we see great potential. Gas emits less carbon dioxide than oil and is widely regarded as a transition fuel. Our capabilities can help make offshore gas developments more efficient and cheaper.

We bulked up our work on carbon capture, an essential tool to help meet global emissions targets. Last year, we launched a standardized modular unit that will help lower costs and increase deployment of this important technology.

And, we took our first step into offshore wind with an investment in a floating wind technology company that brings our oil and gas engineering expertise into a fast-growing renewable energy market. Offshore wind demand is increasing and our skills and technology will help spur even further growth.

We also strive to reduce our own environmental footprint. Last year, we decreased our energy intensity and carbon dioxide emission intensity and we aim for continued annual reductions.

Throughout, the safety and health of our workforce remains our first priority.

Last year, Aker Solutions had 313 days without a recordable injury, illness, spill or incident, compared with 296 days in the previous year. We had nine serious incidents compared with 34 in 2016. These numbers indicate that our training and vigilance is making a difference, and we will continue to target a positive trend for zero incident days in 2018.

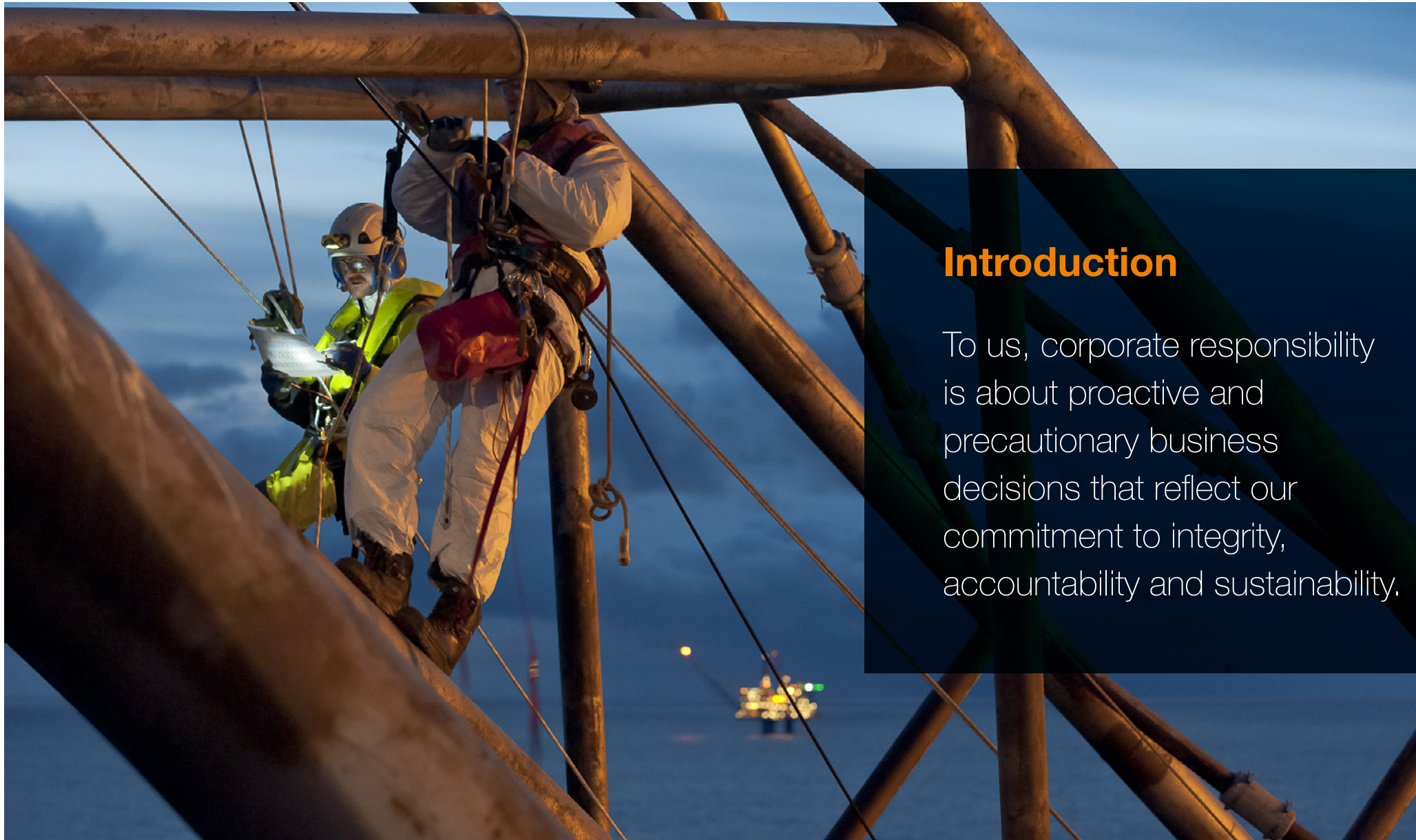
While we are now emerging from one of the longest slowdowns in the global oil and gas industry, market conditions remained challenging last year.

We had to make some tough decisions and let go of valued colleagues in some locations where we had overcapacity. We worked with the trade unions to ensure this process was as fair and transparent as possible. We continue to monitor and do what is necessary to safeguard our company and future jobs.

Longer term we are positive about the outlook. The world needs energy, in many forms. Our industry is increasingly focused on moving beyond oil and gas and has made sizeable investments in renewables. This provides us with new opportunities to deliver sustainable solutions.



Luis Araujo  
Chief Executive Officer



## Introduction

To us, corporate responsibility is about proactive and precautionary business decisions that reflect our commitment to integrity, accountability and sustainability.

Every day across our operations we make decisions which have an impact across our value chain: they affect our people, our customers and our suppliers as well as the environment and the communities in which we operate. Some of our decisions have a short-term impact, while others have a long-term effect on our stakeholders and the environment. We believe that the impacts are positive overall, but we are aware of the difficult trade-offs and dilemmas that characterize our industry. We know that how we conduct ourselves as an employer and as a business has a profound impact on our ability to create long-term value for society and for our shareholders.

Our [code of conduct](#) is our key governing document and the foundation of our drive to uphold the highest levels of integrity and avoid becoming complicit in unethical or illegal behavior. We strive to minimize harm to the environment by providing environmentally sound technology for our own and our customers' activities. We recognize our responsibility to positively impact societies and strive to ensure that they benefit from our operations.

## Governance

The responsibility for corporate responsibility (CR) is defined in Aker Solutions' business integrity policy. The board of directors is responsible for overseeing and safeguarding management of the company's CR work. In 2017, the company's business integrity and compliance team had responsibility to assess, maintain and report on CR. Due to practical reasons and a new organizational setup, this responsibility will be transferred to the communications team going forward. The company's delivery centers are responsible for implementing, monitoring and reporting on the company's CR work. Each of our locations is responsible for ensuring compliance with local legal requirements in addition to our corporate requirements.

## Strategy

Aker Solutions' global CR strategy sets our vision and goals for ensuring responsible conduct toward people, the environment and broader society. It was developed based on an assessment of sustainability risks and communication with internal and external stakeholders. The strategy provides a detailed framework with clear objectives for the direction and ambition of our CR activities. The strategy will be reviewed and updated in 2018.

## Charters and Memberships

Aker Solutions is a signatory to the UN Global Compact, the world's largest corporate sustainability initiative, and is committed to its 10 principles. This report is our annual

Communication on Progress. The company is also a member of Trace International, an international organization promoting transparency and compliance with anti-corruption rules and participates in informal compliance forums with other Norwegian companies.

Aker Solutions reports and communicates on corporate responsibility based on the Global Reporting Initiative (GRI) framework. The report has been prepared in accordance with the GRI G4 core level guidelines.

Aker Solutions' global CR strategy sets our vision and goals for **ensuring responsible conduct** toward people, the environment and broader society.

## Stakeholders

Aker Solutions is committed to ongoing engagement with a range of stakeholders to listen and better understand their expectations of our company. We interact with investors, customers, suppliers, governments and national authorities, banks, non-governmental organizations and industry groups, owners, employees, collaborative partners and the like through a variety of channels. These channels include management meetings, seminars and workshops, dialogue with customers and suppliers, meetings with investors and employees, quarterly presentations, articles and interactive blogs on the company's intranet and feedback from training courses.

In 2015, we conducted a materiality assessment where we met and interviewed customer and supplier representatives, investors, government officials, and representatives from non-governmental and industry organizations. Within the company, representatives from our corporate office, business operations and global offices took part in an internal workshop. We also collected input from an employee survey. The feedback from the meetings helped us to better understand our stakeholders' information needs, interest in and influence on our business and corporate responsibility work. We still consider the feedback from the 2015 process to be relevant and have therefore used it as a basis to determine the scope and content of this year's report. For 2018, we will review this again in light of the new company strategy and as part of the revision of the CR strategy.





## People Are Key to Our Success

Attracting, developing, motivating and retaining highly competent employees globally are key to Aker Solutions' success.



The company has a diverse workforce, which it seeks to develop and motivate through world-class competency management, career development and leadership excellence. Our focus on people builds on a strong culture characterized by adaptability, competency and cooperation.

### Diversity and Equal Opportunity

Aker Solutions is strongly committed to the principles of non-discrimination and equal opportunity, regardless of gender, nationality or other factors. About 17 percent of our employees are women, due to historical reasons and the type of industry we are in. Men hold about 77 percent of our management positions and women hold 23 percent. Aker Solutions seeks to promote diversity in its workforce through clear requirements for diversity in recruitment, development of individuals and programs supporting equal opportunity, in accordance with its [people policy](#) and recruitment policy. On International Women's Day March 8, we will be recognizing the contribution of women to our company. In particular, Aker Solutions will focus on the achievements of women in leadership positions in the company.

We have around 80 nationalities in our workforce, giving us a wide range of competencies and insights, which benefit our customers and business and make us stronger in an increasingly competitive global environment.

Aker Solutions is committed to equal opportunity and enabling local staff to move into management positions. This is mandatory in some countries under rules for local content and job creation for nationals. Local management teams actively seek to promote, build and retain local talent, ensuring legal compliance and securing long-term operations.

Examples: In 2015, the company's offices in Brazil participated in the Great Place to Work Institute's annual survey. The survey measures corporate culture and employee satisfaction against the global standard of a great workplace. For the first time, Aker Solutions was named in 2017 as one of the best companies to work for in the Brazilian state of Rio de Janeiro, where it is present in Rio de Janeiro and Rio das Ostras. At the same time, the company moved up in the ranking in Rio de Janeiro and the state of Parana.

In the UK we started reporting publicly and to the government on the gender pay gap, which is the difference in the average pay of all male and female employees. The report, which was published in March 2018, showed a mean pay gap of 24.1% and a median pay gap of 34.6% last year between male and female employees of Aker Solutions in the UK. The

gap reflects the traditionally male-dominated nature of the oil and gas sector, with women making up less than a quarter of the company's UK employees in 2017. We welcome this transparency measure as an opportunity to engage with employees on equality, diversity and inclusiveness and to discuss these issues in the UK Employee Consultative Forum. The company is taking several measures to address the pay gap in the UK, including setting up a diversity and inclusion committee. It is also working with schools and universities to promote the energy sector as an attractive career choice and to encourage more women to enter the industry. We are also looking into conducting gender pay gap analyses for other countries where we operate and using the data gained to strengthen our internal efforts to ensure equality and diversity in the workforce. [Click here](#) for more information on the UK gender pay gap report.

### Respecting Human and Labor Rights

Aker Solutions respects and supports internationally accepted human and labor rights principles. The company also understands that a global organization like ours can risk being drawn into human or labor rights violations. We consider the risk of direct involvement in such infringements to be low. However, indirect involvement in violations could be a risk due to the size of our supply chain.

Our code of conduct, business integrity policy and UN Global Compact membership underpin our respect of and support for international standards, such as the UN's Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work and the UK Modern Slavery Act. We also adhere to the Voluntary Principles on Security and Human Rights.

Our commitment to these fundamental rights is also addressed in the Global Framework Agreement between Aker ASA and the Norwegian and international trade unions Fellesforbundet, IndustriALL Global Union, ITO and Tekna dating from 2008. In 2012, this agreement was renewed and focuses on standards for general employment terms, employee relations, non-discrimination, health and safety practices, the prohibition of child and forced labor, and the right to freedom of association and collective bargaining. This agreement demands similar standards in our supply chain.

We continuously work to ensure that human and labor rights violations, including slavery and human trafficking, do not take place in our supply chain or in any other parts of our business. In 2017, we continued to use qualification requirements and background screening to check our suppliers for human rights infringements, and we regularly report on risks related to such infringements in our supply chain. We expect an increased focus on these issues following the adoption of the Modern Slavery Act 2015 in the UK and a general increase in customer and investor focus on the subject.

No human rights grievances against the company were filed through formal channels in 2017.

### **Leadership, Talent and Performance**

The value of our business is built on our employees: they are the people who understand our strategic direction, have in-depth knowledge of our technology and processes and are able to help drive Aker Solutions forward.

In 2017, we strengthened our efforts and processes around developing a high-performance workplace with engaged employees and capable leaders who are able to implement our strategic objectives on a sustained basis.

We rolled out a global leadership program, known as Enabling Agile Leadership, which began with the executive management team and their direct reports. The program aims to strengthen leadership skills and support a culture focused on continuous improvement.

Aker Solutions held the 2017 program in the UK, Norway, Brazil and Malaysia. Twenty-nine female leaders and 128 male leaders attended the sessions.

Aker Solutions adjusted its performance management processes to align with the new organizational setup that was introduced in 2016. The processes clarified the responsibilities

for leaders and managers in aligning employees around common goals and their role in enabling people to grow, develop and contribute to their fullest potential. The company conducted around 30 information and training sessions globally to train leaders on the new processes. The company also conducted a number of sessions for employees and managers on a local basis.

Our **people** focus builds on a strong culture characterized by adaptability, competency and cooperation.

### **Rewarding Performance**

Aker Solutions offers professional development, worldwide career opportunities, competitive pay and benefits, and a healthy work-life balance.

Talent is our greatest asset and we want everyone on our team to feel both challenged and fulfilled. The company seeks to build 'win-win' relationships. We believe that nurturing the skills and careers of our employees strengthens us as a company. We also want our employees to reap professional and economic benefits for meeting business targets and performance goals, as reflected in our total rewards system.

### **Protecting Personal Data**

As a Binding Corporate Rules approved corporation, Aker Solutions takes data protection seriously. We have an organization dedicated to protecting personal data, with a team of data protection officers

supervising and supporting this effort. In 2017, Aker Solutions commenced General Data Protection Regulation (GDPR) compliance by setting up a GDPR project. The GDPR project runs until May 25, 2018 when the GDPR comes into effect. It focuses on closing the gap between current and new legislation and establishing satisfactory technical and organizational measures to achieve the necessary levels of security.

### Employee Turnover

The global voluntary workforce turnover averaged 7 percent in 2017 compared with 6.2 percent in 2016.

General uncertainty in the market was cited in exit interviews as one of the main reasons for the higher turnover. Many people who left the company took positions in other industries. Norway had the highest increase in turnover, especially in locations like Fornebu, which has not been as affected by the downturn and has many other industries in the region. The company will work with employees on career development plans to increase employee retention.

### Employee Representation and Engagement

Good industrial relations are an important part of Aker Solutions' history and culture. We encourage employee representation in our business units worldwide. This is part of our commitment to human and labor rights. Employees worldwide have the right to be heard, represented and to form and join trade unions of their own choice. Employee representatives provide employees with influence and lines of communication through their participation in working committees, on the board of directors, and in operational improvement and organizational change projects. In 2017, union representatives in Norway had regular meetings with management on a local and regional level, in addition to more regulatory discussions in accordance with union agreements entered into by the company. Once a year, the unions hold a conference with a formal election process for all union representatives in Norway.

Twice a year employee representatives from Norway, the UK, Germany, Brazil, Malaysia and India meet with management from the Aker group companies as part of the Global Works Council, a forum that aims to develop communication and consultation between management and employees on issues such as operations and strategy. The October meeting included an update on Aker ASA, a session on digitalization and how to improve the Global Works Council.

Aker Solutions in 2017 conducted a global survey to gauge employee engagement. Based on the findings, the company identified three main areas for strengthening engagement. These are focused on goals and priorities, employee empowerment and opportunities for learning and professional growth. The company is taking actions to address these areas. The survey will be held annually.

### Key Staff Figures

Since 2014, Aker Solutions has reduced the number of employees at the company. The numbers in 2017 show that trend flattening out. In 2018, we expect the number of employees to increase by around 200 to 400 employees, depending on project awards. We expect to use more external contractors in 2018.

Aker Solutions implemented the biggest reductions in office and non-office personnel in Norway, the U.S. and Malaysia. In the U.S., the number of employees declined due to the reorganization, which included the relocation of some employees to Mobile in Alabama from Houston in Texas. Toward the end of 2017, new project awards enabled us to recruit new employees, mainly in Norway and the UK. Aker Solutions expects the number of office and non-office personnel to grow in 2018. While the number of women in leadership roles fell to 124 in 2017 from 137 in the previous year, the percentage of women leaders in the company was slightly up from 2016.

# Key Staff Figures

Percentages rounded

	2017	2016	2015	2014 <sup>1</sup>
<b>Total Staff</b>	<b>16,175</b>	<b>16,177</b>	<b>17,673</b>	<b>20,974</b>
Own employees office <sup>2</sup>	8,165	8,726	10,898	12,218
Own employees non office <sup>2</sup>	5,631	5,659	4,497	4,476
Contract staff	2,379	1,792	2,278	4,280
Own employees (percent)	85.3	88.9	87.1	79.6
External contracts (percent)	14.7	11.1	12.9	20.4
Own office employees (percent)	59.2	60.7	70.8	73.2
Non-office employees (percent)	40.8	39.3	29.2	26.8
Total own employees Norway (percent)	40.4	40.6	48.8	49.1
<b>Own Employees<sup>2</sup></b>	<b>13,796</b>	<b>14,385</b>	<b>15,395</b>	<b>16,694</b>
North America	511	534	868	923
Brazil (including C.S.E Mecânica e Instrumentação Ltda)	3,345	3,313	1,378	1,485
Africa	225	216	187	157
Asia Pacific	2,085	2,623	2,994	3,595
Europe (excl. Norway and UK)	3	2	112	127
UK	2,049	1,858	2,348	2,216
Norway	5,578	5,839	7,508	8,191
<b>Age Groups Own Employees (percent)<sup>2</sup></b>				
<30	12.4	15.5	19.5	22.6
30-50	63.3	61.3	59.6	57.8
>50	24.3	23.2	20.9	19.6
<b>Part-time Own Employees (percent)</b>				
Part-time own employees Norway	1.2	0.9	0.8	0.9
Part-time own employees UK	2.0	2.2	1.8	1.4

Key staff figures continues on next page

## Key Staff Figures (continued)

	2017	2016	2015	2014 <sup>1</sup>
<b>Recruited<sup>2</sup></b>				
Own employees office	527	360	689	1,464
Own employees non-office	1,654	590	847	517
<b>Age Groups Recruited (percent)<sup>2</sup></b>				
<30	22.0	27.5	37.6	41.5
30-50	58.6	49.4	49.7	52.4
>50	19.3	23.2	12.8	6.1
<b>Staff Turnover (percent)<sup>3</sup></b>	7.0	6.2	5.2	6.2
<b>Gender Distribution female</b>				
Own employees office (percent) <sup>2</sup>	26.6	26.4	26.5	26.6
Own employees non-office (percent) <sup>2</sup>	2.5	3.5	3.6	3.2
Total own female employees (percent)	16.8	19.6	19.9	20.9
Own female leaders (percent) <sup>2</sup>	22.5	22.4	22.3	21.8
Total female leaders	124	137	275	257

1) The 2014 figures in this table are estimated to reflect Aker Solutions and exclude numbers from Akastor

2) Regular and temporary employees on our payroll

3) Regular employees

# Parental Leave Own Regular Employees

Percentages rounded

	Employees taking parental leave in 2016/2017*			Employees taking parental leave in 2015/2016*			Employees taking parental leave in 2014/2015		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
<b>Norway</b>									
Employees taking parental leave	77	224	301	119	141	260	144	233	377
Employed at Aker Solutions 12 months after parental leave ended (percent)	70.1	72.3	71.8	60.5	76.5	69.2	88.2	89.3	88.9
<b>UK</b>									
Employees taking parental leave	24	63	87	28	34	62	25	52	77
Employed at Aker Solutions 12 months after parental leave ended (percent)	62.5	74.6	71.3	67.9	85.3	77.4	84.0	94.2	90.9
<b>Malaysia</b>									
Employees taking parental leave	21	68	89	48	167	215	46	138	184
Employed at Aker Solutions 12 months after parental leave ended (percent)	81.0	89.7	87.6	83.3	92.2	90.2	76.1	83.3	81.5
<b>India</b>									
Employees taking parental leave	22	73	95	29**	87**	116**	21	75	96
Employed at Aker Solutions 12 months after parental leave ended (percent)	59.1	71.2	68.4	96.6	93.1	94.0	90.5	86.7	87.5

\* These figures may have been affected by redundancies.

\*\* Restated to correct error previously reported in 2015/2016 India figures.

## Targets and Initiatives for 2018

The company's human resources (HR) function aims to attract, motivate, develop and retain the most respected workforce in the industry.

To achieve this ambition, the company has set the following targets for the next three years:

- Build career paths and training programs that fulfill employee development and serve business needs
- Reinforce a culture of accountable leaders who develop their people, embrace change and continuously improve
- Establish automated and digitalized processes and systems
- Ensure workforce planning that supports the Aker Solutions strategy with regards to competence, flexibility, cost profile and geography
- Establish and develop a dynamic and progressive HR team that is passionate about employee welfare, adding business value and continuous improvement

A key priority for 2018 is to continue operationalizing the company's restructure that took effect in November 2016. The two main targets related to this effort are:

- Establish a global competency and talent management system
- Leadership development and performance management





## Health, Safety and Security

Safe operations are at the core of our values and our value proposition to customers. Each and every accident can and should be prevented.



**We work hard to ensure that employees and others working on our behalf can return home safely. The company often engages in work under challenging conditions, making it imperative to maintain the safety of employees and customers, subcontractors, consultants and other parties. The CR strategy reinforces our goal to protect the health, safety and human rights of the workforce.**

### Entrenching a Safety Culture

Aker Solutions' health, safety and environment (HSE) policy states that the company must make every effort to reach a goal of zero incidents. The foundation for this continuous diligence is the company's health, safety, security and environment (HSSE) management system, based on our operating system. This ensures that executive management is focused on HSSE performance and that all delivery centers set HSSE initiatives and goals for the coming year.

While we have focused on security for many years, this change to HSSE from HSE reflects the company's acknowledgement of its responsibility to protect its employees from intentional harm, its awareness of the increased security risks that come with expansion in high-risk countries and the overall global security situation. In 2018, we will merge the existing HSE policy and security policy into one HSSE policy and we will update internal and external documents and websites to reflect this change.

The global Just Care program, launched in 2005, engages with employees through a simple message:

- Take personal responsibility for health, safety, security and the environment. All employees, including senior management, are expected to complete a personal improvement commitment to HSSE and quality

An HSSE mindset is one of our core values. We believe this mindset is an important contributor in reducing the number of serious incidents. In 2017, Aker Solutions launched a global HSSE mindset program at all production units. The goal is to create awareness of the main HSSE risks and/or opportunities and to ensure our employees are prepared to handle these situations correctly in their daily work. Each unit ran four workshops on topics based on reported incidents and risk. Participating groups agreed on common key areas to improve in their own area of responsibility.



## Zero Incident Mindset

Aker Solutions has a zero incident mindset and believes all incidents can be prevented.

Our lost time incident frequency (LTIF) and total recordable incident frequency (TRIF) were slightly higher in 2017 compared with 2016. On the positive side, the number of serious injuries and fatalities has declined and no employees were permanently injured while working for Aker Solutions in 2017. In 2018, we will continue the HSSE mindset program with new modules and develop a global behavior safety program framework that will focus on human factors.

In 2017, Aker Solutions had two red incidents, as classified in its risk matrix, involving personal injuries. In both cases, the person who was injured suffered leg injuries. In the first case, a scaffold tilted during a rigging operation striking the person and breaking his leg. In the second case, the person's foot was trapped between a railing kick plate and a piece of equipment that was being lifted by a crane. Due to the potential seriousness of the cases, they were both classified as red, even though the actual consequences were only medical treatment with lost time for both the injured persons. Neither of them will suffer permanent injuries.

Most of the other 15 lost time injuries (LTI) we had in 2017 included lighter squeezing of and smaller fractures in fingers, hands and feet, muscle strains, twisted ankles and falls from same or low levels. In addition to the incidents with personnel injuries, Aker Solutions also had seven red near misses in 2017. Six of these incidents involved dropped objects, some during lifting, and one involved an express kidnap and robbery of a small amount of money in Congo-Brazzaville.

	2017	2016	2015
Total recordable incident frequency (TRIF), per million worked hours including subcontractors	1.4	1.3	1.3
Lost time incident frequency (LTIF), per million worked hours including subcontractors	0.5	0.3	0.5
Fatalities, including subcontractors	0	4	1

Figures are rounded up to nearest decimal point.

When incidents occur, Aker Solutions initiates an investigation process according to our internal incident investigation standard. Depending on the risk classification of the incident, a team of investigators is tasked with finding out the details of the incident. The outcome of this process is a report describing the underlying causes of the incident and which changes and measures need to be implemented to avoid the incidents from reoccurring. All red or black incidents require the creation of a lessons learned presentation. These lessons are shared among Aker Solutions' various locations.

Typically, the most serious incidents occur due to a lack of or insufficient risk assessments before the operation and/or managing change during the operation. We are putting a lot of emphasis on this area, including through the HSSE mindset program, implementation of the lessons learned and in the day-to-day toolbox talks and operation planning meetings.

## New Safety Indicators

On January 1, 2017, Aker Solutions introduced a new key performance indicator (KPI), focusing on the number of zero incident days. This KPI counts days without a recordable injury, work-related illness, environmental spill or near miss across the company. In 2017, Aker Solutions had 313 zero incident days compared with 296 in 2016. This represents an increase of 17 days. We will continue to target a positive trend for zero incident days in 2018.

In 2017, we also started to use the serious incident frequency (SIF) KPI to focus on the occurrence of high-risk incidents. These are incidents where the actual or potential consequence is high or extreme, as defined in our risk matrix. During the course of the year, Aker Solutions' SIF decreased to 0.2 in December 2017 versus 0.9 in January the same year. This decrease is a result of a constant focus on high-risk operations and personal safety behavior, both from a corporate level and locally at our sites.

## Knowledge Sharing and Monitoring

All employees have access to HSSE information and documents through a variety of online libraries, our HSSE eLearning courses and all of our incident registrations in the Synergi database. In addition, the online HSSE community enables professional discussions, information and document sharing, as well as internal networking and resource sharing, creating a complete learning package that is available throughout the company.

## HSSE Management of Suppliers and Subcontractors

Maintaining a high standard of HSSE management is a challenge for some of Aker Solutions' suppliers. In previous years, different parts of Aker Solutions initiated HSSE measures mostly on an ad-hoc basis. This made it difficult to follow up efforts. We addressed this challenge in early 2017 by employing a full-time supplier HSSE specialist in the supply chain function. The supplier HSSE specialist will coordinate and follow up Aker Solutions' efforts with its suppliers and also ensure that the activities it initiates are based on the individual supplier's risk profile. Our 'eyes on the ground' will be staff working in supplier quality surveillance so we can identify risks, potential problems and opportunities for improvement. These insights will help develop a risk-based approach to HSSE improvements through supplier accreditation and development.

## Security

Aker Solutions is increasingly exploring international opportunities making it a major priority to ensure robust and resilient systems are in place to maintain the safety and security of personnel, assets and information. The company has streamlined security measures and implemented a global approach. In 2017, we continued to strengthen the global security operations center (GSOC), which we established in 2016. We improved the process for travel safety through implementation of a new travel risk assessment tool. This ensures a better overview of employees who are traveling and drives compliance with our rules for traveling to high and extreme risk destinations. It also ensures that the company maintains its duty of care. In 2017, the company increased the number of sites connected to the preferred corporate technical security and monitoring system. This enables cost savings through company-wide agreements and decreased use of manual security measures, such as the use of security personnel and call-out services. The security department continues to cooperate closely with the International Association of Oil & Gas Producers to harmonize requirements and align with customer expectations.

The most serious security incidents of 2017 included the express kidnap attempt noted above and personnel tampering with machinery with intent to cause harm. Several other international incidents triggered responses and preventive measures.

In 2017, Aker Solutions focused on **restructuring the emergency preparedness** setup to align with the reorganization in the company.

## Emergency Preparedness and Response

In 2017, Aker Solutions focused on restructuring the emergency preparedness setup to align with the reorganization in the company. The reorganization presented an opportunity to centralize and streamline the approach to emergency response. As a result, the company is rolling out global requirements for emergency response across the business. Previously, processes could differ between business units.

## Continued Focus on Employee Health and Sick Leave Follow-up

Following the company's reorganization in the fourth quarter of 2016, Aker Solutions strengthened the global health discipline and clarified accountabilities. We aim to protect and promote the health and well-being of our global work force through the development of a more unified and standardized global health system.

In 2017, the company's global sick leave rate was 2.8 percent, unchanged from the previous two years. As Aker Solutions has operations around the world, much of the work to reduce sick leave is managed at local levels. This allows us to target issues based on local needs. For example, the company has run several stress management courses for local staff working on the Johan Sverdrup project and provided malaria prevention training for employees traveling to Congo-Brazzaville and Angola.

As part of its commitment to the health, safety and well-being of its employees, Aker Solutions also promotes a number of preventive measures to help employees enjoy a healthy work environment and personal life through its lifestyle, nutrition and exercise program Aker Active and its healthcare service Aker Care.

	2017	2016	2015
Sick leave rate (percent)	2.8	2.8	2.8

### Adjustments to Aker Care

Aker Solutions' Norwegian healthcare service Aker Care is now much leaner than the original version the company set up when it had more employees. However, this new version of Aker Care still provides more than the minimum requirement for occupational health and retains the basic service elements of the original setup. The new Aker Care focuses on personal health, occupational health and health promotion. The personal health service is delivered at each Aker Care hub, but with a contribution from each user.

Occupational health services remain the same and are available at all work sites according to annual plans and special requests. Health promotion is now integrated in the occupational health service plan for each site. Aker Care personnel run educational courses and workshops on stress awareness and management for regular employees and managers.

### Increased Focus on Health and Work Environment Globally

The reorganization centralized and strengthened the global leadership team in the new HSSE function, enabling an increased focus on health and working environment. The company employed a working environment specialist for the global health team mid-year. This broadens our expertise and brings it in line with our main objectives and responsibilities.

Some of our achievements in 2017:

- We performed a thorough mapping of health services delivered to us at all our international hubs to assess quality and quantity of services purchased from local health providers.
- Aker Solutions joined the International Oil & Gas Producers' health committee to learn from the expertise and experience of the group's members. We have already benefited from their work on health performance indicators, substance misuse, fitness-to-work, and vector-borne disease management, enabling the company to develop procedures for these topics.
- In Norway, we established a procedure for a fit-to-travel medical examination and certification for all travelers to high-risk countries. The procedure is now ready to be implemented globally.
- The global health team assisted and supported local operations with several malaria cases among expatriates in Congo-Brazzaville and Angola. The company developed and implemented a malaria prevention program with International SOS.
- The global health team introduced a new internal auditing tool developed by the Federation of Norwegian Industries to assess control measures on potential health hazards in the workplace. We performed a gap analysis on four of our different production sites in Norway. The company identified and addressed some gaps at each location, but detected no major deviations from industry standards and requirements. This audit tool will be rolled out at our production sites outside Norway in 2018.

## Targets and Initiatives for 2018

The most important target is always zero fatalities. For the other KPIs, Aker Solutions has set long-term goals starting in 2017 and going forward through 2021.

For the serious incidents KPI, we are targeting a 10 percent reduction per year, giving a 2018 target of <0.83. We are targeting the same long-term goal for the LTIF, giving a target of <0.27 for 2018. For total recordable incidents (TRI) we are targeting a reduction of 5 percent per year from 2017 through 2021, giving a TRI frequency of <1.17 for 2018. For sick leave we are targeting a 0.1 percent reduction per year from 2017 through 2021, giving a sick leave rate of <2.5 percent for 2018.

Aker Solutions aims to increase the number of zero incident days by 3 percent per year. For 2018, this target equates to more than 314 days without any recordable injury, work related illness, environmental spills or near misses companywide. The 2018 target is a 3 percent increase on the 2017 target of 305 zero incident days.

Our targets are outlined in our HSSE plan, where we set long-term goals for health, safety, security and emergency response and environment, and a strategy for 2017 through 2021 on how to reach these goals. In the fourth quarter of 2017, we also initiated a process to analyze upcoming HSSE risks and challenges for 2018 and set up internal projects to mitigate the risks and improve areas with the most important challenges. These activities cover a broad range, including a new and aligned HSSE management system, a more robust emergency preparedness and response organization, continuous focus on supply chain HSSE management, and revitalization of HSSE competence and training requirements and toolbox. This year, we are focusing on process safety. Aker Solutions has assigned a taskforce to help embed process safety across the business. The company is aligning its measures with IOGP guidelines and recommended practices.





## Integrity

Doing business with integrity is important at Aker Solutions. We are committed to continuously ensuring that our business reflects the highest integrity, everywhere and always.

## Internal Organization

The business integrity and compliance (BIC) function has the main responsibility for continuously developing Aker Solutions' anti-corruption compliance program. BIC was reorganized in 2017 in line with the new organizational setup. BIC now has a centralized corporate team, dedicated compliance officers in each delivery center and full-time and part-time resources at several of our locations. The new setup enables the company to work more proactively with the operations.

## Anti-Corruption Compliance Program

Aker Solutions' code of conduct is the company's main governing document. It addresses important principles and sets clear rules and expectations for behavior and ethical standards. The code of conduct is supported by the business integrity policy, which defines responsibilities for ensuring and implementing our integrity principles and procedures across the company.

Our anti-corruption compliance program is our main tool for ensuring that our business is conducted in a transparent and ethical manner. The company has implemented the program at all its global locations. The program includes components that aim to reduce the risk of becoming involved in unethical or illegal behavior.

In 2017, DNV GL completed a gap analysis of Aker Solutions' anti-corruption compliance program to comply with the ISO 37001 standard for an anti-bribery management system. The assessment of the program and its results indicated that Aker Solutions is ready to proceed with a certification process based on the requirements in the standard.

Aker Solutions further strengthened its anti-corruption compliance framework in 2017. As the business evolves, the compliance framework needs to be continuously updated and developed. The company has established a group-wide compliance plan, which is updated annually. In addition, each delivery center has established annual risk-based compliance plans, which include key focus areas and annual targets. The plans aim to support implementation of the anti-corruption compliance program while also increasing awareness and reducing integrity risks. Progress on the anti-corruption compliance work is reported monthly to the chief executive officer and the board of directors. Progress on the compliance plans and results are reported quarterly to the company's audit committee.

The company conducted more integrity due diligence processes of potential business partners in 2017 than previously as it pursued more opportunities in high-risk markets. The

company updated, launched and implemented several supporting documents to its anti-corruption compliance policy framework, in areas such as gifts and hospitality, business partner qualification processes, whistleblowing and country risk assessments. The company conducted compliance audits at our locations in India and Angola to verify the status and level of implementation. The company also updated the business integrity self-assessment for all our locations in 2017.

In 2017, neither Aker Solutions nor any employee faced legal action related to corruption. No contracts with partners were terminated or allowed to lapse due to violations related to corruption. No legal actions were brought against us for anti-competitive, anti-trust behavior or monopoly violations.

## Project Screening

Aker Solutions' presence in many countries, combined with global tender activities, requires a proactive approach and assessment of potential prospects in markets associated with high integrity risks. The assessments are performed at regular intervals throughout the year before making any commitments. Based on the results of the assessments, the company may decide not to bid for potential prospects if the risks are deemed too high. The process aims to avoid participation in activities considered unethical or illegal. As part of the process, the company assesses risks of corruption, human or labor rights infringements, negative publicity or environmental damage. The company performed 135 project assessments in 2017 compared with 97 in 2016, 57 in 2015 and 30 in 2014. A separate corporate risk committee evaluates any project seen as having an extraordinary risk.

## Reporting Concerns

Aker Solutions' [whistleblowing channel](#) is open to anyone who wants to report a concern or breaches of the code of conduct, other internal policies, or laws and regulations. Reports can be made openly or anonymously and are handled by BIC. The

company implemented a web-based whistleblowing tool in 2016. The tool is operated by a third party and is set up to ensure that information is treated confidentially as well as protecting the identity of the whistleblower if the person wants to report anonymously.

The number of reported cases has increased since the channel opened in 2010. We see this as a healthy sign that the channel is working and the number of cases are in line with the benchmark for companies our size. There were 116 reports in 2017, up from 101 reports in 2016 and unchanged from 116 in 2015. More than half the reports concern employee relations and human resources issues. When a report is substantiated, responses can range from internal communication and policy updates to warnings and dismissals. The company maintains a lessons learned database to share experience within the organization.

The company also has an ethics helpline for questions or concerns. The helpline is open to all employees at [ethics@akersolutions.com](mailto:ethics@akersolutions.com).

### Training and Awareness

Continuous focus on and awareness of compliance and business integrity is important to ensure that our employees know what to do if they find themselves in a difficult situation. Although our anti-corruption compliance program, policies and procedures are applicable globally, we place importance on interacting with employees on the ground to ensure that the local context is considered in our communication and training material. This is to ensure that expectations of business conduct are understood in the context where the training is conducted.

In 2017, several ongoing activities helped ensure continuous awareness. The executive management team issued integrity statements and published internal blogs with clear expectations of business integrity. A compliance moment concept was established together with an internal compliance moment library that is available to all employees. Regular compliance updates were presented in management meetings, and blogs and articles were published on the intranet and in the company's online business integrity community.

The company strengthened its focus on business ethics training in 2017. It introduced a new mandatory eLearning course for all employees and has committed to provide annual code of conduct training to all employees. The annual course will replace previous eLearning courses. The company's business ethics training program now includes a classroom course,





two eLearning courses and targeted training tailored specifically at employee groups exposed to increased integrity risks. The company updated all training material in 2017 to reflect updates in the anti-corruption policy framework, new trends and risks.

### Business Ethics Training Overview<sup>1</sup>

Course Type	Duration	Total number of employees trained end 2017 (incl. contract staff) <sup>2</sup>	Total number of employees trained end 2016 (incl. contract staff) <sup>2</sup>	Total number of employees trained end 2015 (incl. contract staff) <sup>2</sup>
eLearning: Aker ASA's zero tolerance to corruption	15 minutes	8,100	8,600	11,000
Classroom course in business ethics <sup>3</sup>	2 hours	10,600	7,700	10,700
eLearning: Annual code of conduct training <sup>4</sup>	7 minutes	11,000	N/A	N/A
Targeted training for supply chain personnel	2 hours	400	N/A	N/A
Targeted training for customer-facing personnel	2 hours	200	18	N/A

1) The table shows only current employees who have completed business ethics training.

2) Numbers have been rounded to the nearest 100.

3) Values and policies, anti-corruption, conflict of interest, confidential information, human and labor rights, gifts and hospitality, country risk and reporting concerns (whistleblowing)

4) Anti-corruption, conflict of interest, human and labor rights, gifts and hospitality and reporting concerns (whistleblowing)

### Targets and Initiatives for 2018

We met our 2017 targets for the integrity and compliance work as set out in last year's CR report. In 2018, our main target is to further strengthen and continuously develop the anti-corruption compliance program.

Our 2018 targets are outlined below:

- Develop and implement a new business ethics training program and provide training to all employees
- Strengthen follow-up process of business partners
- Continuously identify, monitor and manage business integrity risks at company level and delivery center level



## Environmental Impact

The oil and gas industry – particularly the deepwater sector – is exposed to significant environmental risks, including oil spills and carbon dioxide emissions.

**Managing environmental risks is critical to Aker Solutions and our customers and key to ensuring the industry has a sustainable future.**

The company strives to minimize the environmental impact of its own and its customers' activities by providing leading technology and environmentally sound products and services and we aim to reduce the environmental footprint of our own operations.

### Managing Our Footprint

Aker Solutions' commitment to continuously reducing its environmental impact is detailed in its health, safety and environment (HSE) policy:

- The company designs products and services to have no undue environmental impact and to be safe and efficient in consuming energy and natural resources
- Our operations are conducted with efficient use of materials and energy with a minimum of both waste and environmental damage
- We seek to ensure that our products can be recycled or disposed of safely

The HSE policy is implemented through the management system, eLearning and various leadership development initiatives. Programs are in place to monitor and improve energy use and to reduce carbon dioxide emissions and waste. Identifying and managing potential environmental risks are integral aspects of the company's project tendering and execution, ensuring that appropriate measures are taken for each project and location. These activities contribute to increased environmental awareness at Aker Solutions and its customers.

In 2017, the company introduced a new evaluation method for environmental aspects and impacts. All sites prepare their own aspect and impact register to ensure that local as well as global environmental impacts are controlled. Local content ensures local commitment and engagement.

In the third quarter of 2017, Aker Solutions joined the United Nations' World Environment Day campaign. The topic was 'Connecting People to Nature – in the city and on the land, from the poles to the equator.' Our sites arranged a variety of local activities that our employees and their friends and families could participate in, including beach cleaning, tree planting, nature hikes and environmental lessons, in addition to a global photography contest. The initiative was highly appreciated and will be continued in 2018.

Aker Solutions was not subject to any significant fines or sanctions for non-compliance with environmental laws and regulations, and no grievances about environmental impact were filed through formal channels in 2017. We continuously monitor governmental guidelines, directives and regulations regarding the environment to ensure that we are informed and prepared for changes.

### Reducing Energy Consumption and Emissions

As a global provider of products, systems and services to the oil and gas industry, Aker Solutions' activities and related impacts depend almost entirely on its customers' needs and activities. This means that results measured at the corporate level mostly depend on the type of projects the company is working on. This does not exempt us from our responsibilities, but it helps explain the fluctuation in our environmental performance despite our continued pursuit of energy-efficient and resource-efficient products and services.

As seen in the table below, our total energy consumption and energy intensity declined in 2017 compared with 2016. We aim to continuously improve so we can reach our production goals using less time, energy and material. Work slowed during the market downturn, but we expect it to rise again. This will probably lead to higher total energy consumption, but we will strive to keep our energy intensity down, as described in the targets and initiatives section below.

In 2017, the company consumed less fossil fuels compared with 2016. Fossil fuel consumption is mainly connected to the use of mobile equipment and some heating (natural gas), and fluctuates depending on our project portfolio.

The company's carbon dioxide reduction target is stated in the targets and initiatives section below.

## Handling Waste and Spills

The company continues to focus on waste reduction. Total waste varies from year to year, depending on the project portfolio. For example, a decommissioning project will naturally produce more waste than other kinds of projects. In recent years, total waste quantities have significantly declined, partly due to a reduction in activity, but also because of waste reduction programs and operational excellence. In 2018, the company is launching a new waste management procedure and will revise the reporting method for total waste and recycled waste, as described in the targets and initiatives section.

Hazardous waste includes components that require special care before disposal. The company collected 446 tons of hazardous waste in 2017, a decrease from the previous year. Waste quantities change from year to year depending on our project portfolio. We constantly seek replacement products and solutions that can reduce hazardous waste in our production processes and final products.

In 2017, Aker Solutions experienced only minor spills with very limited impact. Most were small spills of hydraulic oil from pumps and other equipment, and all spills were handled locally.

## Targets and Initiatives for 2018

Aker Solutions' environmental targets and key initiatives for 2018 are detailed in the global HSSE plan. The main goals and objectives are:

- Conduct energy reviews of our main energy consuming units and identify improvement projects to reduce the company's carbon footprint
- Arrange a sustainable technology workshop with relevant internal stakeholders
- Organize World Environment Day events across the company to raise and strengthen environmental awareness among our employees
- Reduce energy use, emissions, spills and waste through operational excellence

In 2018, we will also revise our environmental eLearning program and start implementing a new and improved environmental reporting tool. In the first quarter, we will launch a global environmental survey to map local initiatives and practices. The company will also focus on reducing paper use and increasing recycling.

Starting from January 2018, Aker Solutions will implement a new method for calculating waste, in accordance with its new waste management procedure. Going forward, we will only include material recycling in our recycled waste numbers, not waste-to-energy recovery. In addition, we will start including hazardous waste in the total waste numbers. This will lead to a lower recycling factor compared to existing values. Our recycling target for 2018 using the new calculation method is >65 percent. We are also targeting a 1 percent reduction per year of total waste.

As Aker Solutions is primarily a project-driven company, its energy consumption is closely linked to the amount of work it does. This means that it is difficult to target an overall reduction in energy consumption. Therefore, we will focus on energy intensity, and ultimately carbon dioxide emission intensity. We aim to reduce this number by 1 percent per year by selecting renewables over non-renewables where possible, operational excellence and improved technological solutions.

## Environmental Figures

	2017	2016	2015
Energy consumption (MWh)	<b>90,709</b>	109,122	126,750
Energy intensity (MWh per million worked hours)	<b>2,499</b>	3,291	3,257
Carbon dioxide emissions (tons) <sup>3</sup>	<b>18,383</b>	22,133	27,193
Carbon dioxide emission intensity (tons per million worked hours)	<b>506</b>	667	699
Recycled waste (tons) <sup>1, 2</sup>	<b>5,570</b>	6,618	9,187
Total waste (tons) <sup>2</sup>	<b>6,410</b>	7,690	10,443
Recycling factor (percent) <sup>2</sup>	<b>87</b>	86	88
Hazardous waste (tons)	<b>446</b>	460	592
Accidental spills (number)	<b>0</b>	1	0

1) Water recycling is not included in the recycling factor, even though recycling is performed at sites where water is a scarce resource, such as our offices in India.

2) The 2015 report contained incorrect numbers for total waste, recycled waste and recycling factor, due to an error in our reporting system. The numbers above are correct and reflect the actual 2015 results.

3) We use Greenhouse Gas Protocol conversion factors to calculate carbon dioxide emissions from energy.

## Electricity (MWh)

	Consumption 2017	Consumption 2016
Electricity Asia/Australia ex China	11,711	13,527
Electricity Europe, excluding Norway and UK	717	707
Electricity Scandinavia/Brazil	50,903	60,910
Electricity UK	7,699	11,223
Electricity US	4,884	3,645

## Non-Renewable Fuels

	Consumption 2017	Consumption 2016
Diesel (liters)	639,300	1,069,463
Heavy fuel oil (liters)	95,966	106,623
Natural gas (cubic meters)	408,341	509,221
Petrol/gasoline (liters)	12,693	57,278



## Supply Chain Management

We depend on a trustworthy supply chain committed to delivering quality and cost-efficient solutions to our customers.

**We seek an open and transparent relationship with our partners and expect them to adhere to our business ethics and standards.**

### **A Responsible Global Supply Chain**

Our commitment to corporate responsibility includes our external operations, such as those related to our suppliers and customers, as well as our internal operations. We are committed to engaging only with suppliers who live up to our expectations. Suppliers are expected to adhere to our business ethics and values, including our standards for health and safety, human and labour rights, environment, quality management, business integrity and corporate social responsibility as well as being competent and trustworthy.

Aker Solutions' supply chain management team works with around 8,000 direct and indirect suppliers across the globe and employs approximately 700 people. Supply chain management includes strategic sourcing, category management, supplier development and accreditation, material planning, procurement, inventory management and logistics. Material costs make up the bulk of our budgets and play a significant role in the success of the business as a whole. The majority of the products we procure include tubes, valves, actuators, forgings, connectors and instrumentation. Sourcing IT services, travel and temporary personnel are also important parts of our indirect procurement.

Through our international presence, we establish mutually beneficial relationships with local suppliers and subcontractors who contribute with local knowledge and expertise in a complex industrial landscape. Local presence is an essential part of our business and enables us to deliver even in the most remote locations.

### **Supplier Qualification and Information System (SQiS)**

Aker Solutions' supplier base is qualified and monitored through our supplier qualification and information system (SQiS). This system requires suppliers, direct or indirect, to meet specific requirements to become one of our suppliers. The SQiS uses a rigorous qualification, monitoring and performance evaluation process to measure and predict supplier performance. This provides a fact and risk-based approach to supplier selection and development. The qualification requirements can be increased or decreased depending on the complexity of the product or service to be supplied and on the country or location of the supplier. This can be done by conducting technical audits or due diligence analyses to confirm compliance to our requirements. All our suppliers must declare their commitment to our ethical standards to be accepted in the SQiS.



The SQiS system enables us to continuously monitor the performance of our qualified suppliers and can be integrated with the company's internal audit management tool. This tool tracks audit reports and findings, lost-time incidents and near-misses and HSE and operational performance. It can also issue alerts when certifications are expiring. Aker Solutions' supplier audit program is risk-based and determines where the company focuses its audits. In 2017, the company conducted 186 external audits of suppliers.

In 2017, 859 new suppliers were prequalified for the company's qualified supplier list (QSL). All of the suppliers were screened for quality management, health, safety and environmental management, corporate social responsibility, anti-corruption and compliance management, human and labor rights management, supply chain management, human resources and process management. The screening results in prequalification or rejection. The supplier qualification summary is available to all purchasing departments. This information, combined with operational performance evaluations, provides the procurement department with a solid risk picture of our suppliers, enabling an informed selection.

The company did not identify significant actual or potential negative impacts on society, human rights, labor practices or the environment in 2017. However, the company rejected certain supplier qualifications based on poor environmental management or compliance risks.

We are close to meeting our strategic sourcing target to reduce the number of active suppliers to 8,000 from 48,000 by deactivating suppliers that we have not used in the last three years. We have also reduced the number of direct suppliers to 1,525, making positive progress toward our target to have 500 direct suppliers by 2021. This will reduce the number of suppliers we use, consolidating spending and enabling improvement.

### **Supplier Accreditation**

In 2017, Aker Solutions introduced a concept of supplier accreditation that significantly strengthens confidence in suppliers' quality management and manufacturing processes. Accrediting suppliers and their manufacturing and inspection processes will help us minimize quality surveillance, document review and purchase order administration, ultimately reducing costs and lead times. Supplier accreditation builds on our system of prequalification through SQiS and QSL. Aker Solutions set up a new department in supply chain management to drive detailed reviews of processes at the main suppliers to ensure full quality control and HSE in the product manufacturing processes. This includes high integrity inspection and testing.

The program includes a supplier performance review, a supplier process audit and supplier improvement workshops.

We will target selected suppliers with reoccurring purchasing on major or repeated projects for supplier accreditation. As it progresses, the program will form the basis for increased pre-approval of standardized supplier processes and documentation. More than 100 main suppliers are included in the ongoing supplier accreditation program, representing more than half of direct materials spend.

Supply chain management met the 2017 corporate responsibility targets and implemented many digitalization initiatives.

### **Targets and Initiatives for 2018**

In 2018 we plan to execute and monitor the digitalization initiatives we implemented in 2017.

We will also focus in 2018 on how we can drive United Nations Sustainable Development Goals in the supply chain. The main goals for this are:

- Define and enhance human rights criteria for the supplier qualification process
- Implement monitoring of human rights risk
- Evaluate criteria on human rights as part of the accreditation program
- Increase monitoring and management of environmental impact through the supply chain





## Society

Aker Solutions considers it important that the communities where it works benefit from its operations.

**We recognize the opportunity and responsibility to positively impact our surroundings and we are determined to ensure that our presence is marked by integrity and transparency.**

Aker Solutions operates in markets that face socio-economic challenges such as poverty and corruption. The company conducts several assessments a year to prepare for potential challenges in such markets and to guard against becoming complicit in unethical activity that could negatively impact the societies where we operate. With an expanding global footprint, these assessments become more comprehensive, complex and challenging and the results sometimes require difficult decisions. Nevertheless, the company is determined not to compromise its integrity and reputation.

### Country by Country Report

Transparency is essential in an industry that can have a significant impact on local communities. Aker Solutions operates globally, including in societies that depend heavily on oil and gas revenue, suffer from poverty, struggle with corruption and have low transparency. Openly sharing information and having honest dialogues with our stakeholders is one of the company's core values. It is crucial for improving transparency where we operate and building trust with those affected by our operations.

The table to the right shows 2017 revenue, employees and investments as reported by the various Aker Solutions' companies in each country. The right column reflects the amount of tax paid to each country.

Country	Employees <sup>1</sup>	Revenue <sup>2</sup> <i>NOK million</i>	Investments in assets <sup>3</sup> <i>NOK million</i>	Paid taxes <sup>4</sup> <i>NOK million</i>
Norway	5,578	13,305	147	-3
Brazil	3,345	2,068	26	-16
UK	2,049	3,879	91	-6
India	960	389	6	17
Malaysia	763	925	27	16
USA	349	1,579	16	1
Brunei	329	732	1	16
Angola	186	1,215	28	170
Canada	162	373	1	3
Australia	31	131	0	0
Congo-Brazzaville	24	372	0	49
Nigeria	3	0	6	3
Ghana	5	17	1	7
Cyprus	3	129	10	0
Other	9	49	0	24
<b>Sum of countries</b>	<b>13,796</b>	<b>25,164</b>	<b>361</b>	<b>284</b>
Eliminations <sup>5</sup>	0	-2,704	0	0
<b>Total Aker Solutions</b>	<b>13,796</b>	<b>22,461</b>	<b>361</b>	<b>284</b>

1) The locations of employees are based on the location of the company where they are employed. Branches are therefore included in the figures for the legal entity.

2) Revenue figures per country include internal and external revenues and are based on the location of the Aker Solutions' company that has recognized the revenue.

3) Investments in assets includes additions to property, plant and equipment as well as technology development and other intangible assets during the year.

4) Paid taxes include income taxes, withholding taxes and other corporate taxes, but does not include value added taxes (VAT) and other indirect taxes.

5) Eliminations line subtracts intercompany sales to show external Aker Solutions' revenues as in income statement.

## Local Content

Customers or local authorities often require local content as a prerequisite for executing projects or maintaining a local presence. These requirements regularly involve partnering with local companies, sourcing locally or enhancing local competence through training and knowledge-sharing initiatives. Aker Solutions aims to comply with these requirements and follow up continuously, both from corporate and local offices, to ensure that compliance is in place. We believe that using local staff, products and services is important. We depend on local knowledge to succeed and strive to contribute to improving local social and economic conditions.

- *In Angola in 2017, Aker Solutions completed the installation of new equipment and the refurbishment of four technical laboratories at Angola's National Petroleum Institute and Agostinho Neto University. The new labs, which were inaugurated in September, will help train engineers and give them more practical experience. Aker Solutions spent USD 3.1 million on the equipment and work to set up the labs.*
- *In India, we continued to sponsor vocational training for students in Mumbai who have dropped out of school. With our help, over 130 students completed their training in 2017. Of those, around 120 found jobs in the hospitality, retail and customer service sectors.*

## Donations and Sponsorships

As part of building relations with local communities and stakeholders, the company contributes to a variety of good causes and projects. Our local offices lead these initiatives, which are often employee driven, so they can be tailored to local needs. These efforts help improve relations with local communities and organizations. We also aim to contribute to and support vulnerable groups.

Aker Solutions also uses sponsorships to promote the company and its business. Our sponsorships are strategic and aligned with the company's values. As a matter of policy, we do not sponsor political or religious groups. The company set out a new sponsorship and donations policy in early 2018 that specifies the rules for background checks and assessments for donation and sponsorship contributions.

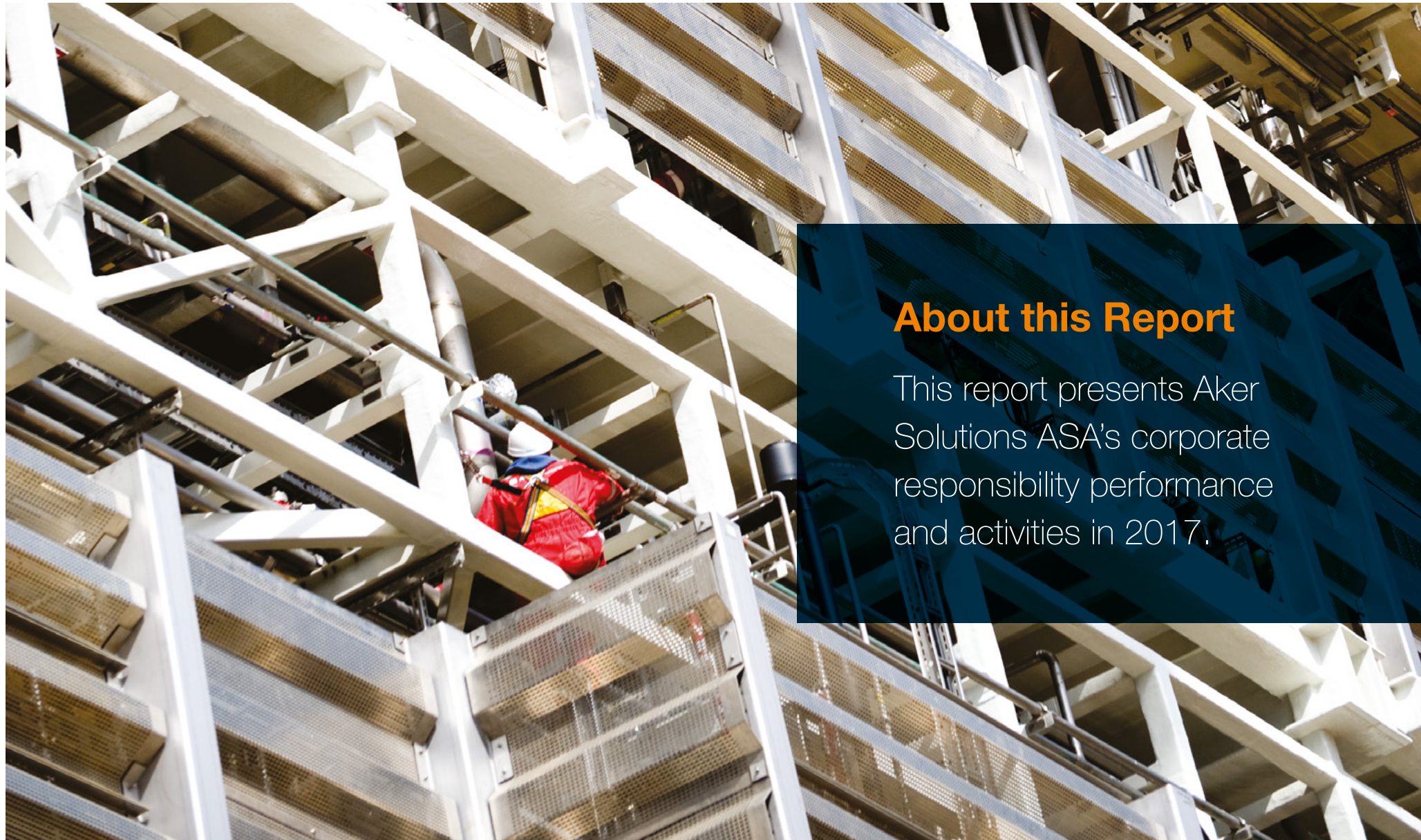
- *Aker Solutions' employees from around the world donated over USD 14,000 to a relief fund to help the victims of Hurricane Harvey – one of the worst storms on record to hit the Houston area. The company matched the employee contributions and also pledged a further USD 25,000 to the American Red Cross for Harvey Relief.*

- *In Brazil, Aker Solutions donated BRL 14,000 to APAE, an organization that supports children and young people with learning and other disabilities. The funds help pay for physiotherapy and speech therapy to prevent treatments from being disrupted by the loss of financial support from the local government.*
- *Aker Solutions paid for food so that students at Eunice Borges high school in São José dos Pinhais in Brazil could take an evening course in Administration to help find employment after graduation. The school reported that the course helped the students develop more confidence. We have supported this school since 2016.*

## Employee Engagement in Local Communities

In 2017, employees across our organization initiated and participated in numerous charitable activities at the local level.

- *Every year since 2014 Aker Solutions employees in Luanda, Angola, have organized donations of clothes, toys and food to the El-Betel orphanage. The orphanage looks after abused and abandoned children and young drug addicts, giving them food, shelter and basic education. El-Betel also supports local children in the neighborhood and provides literacy classes for adults.*
- *In Brazil, Aker Solutions employees donated books to the Karanba Project, APAE and the Eunice Borges School in São José dos Pinhais. The employees collected around 80 books, including history, geography and other texts as well as Brazilian literature, comics and fairy tales.*
- *Aker Solutions employees in Kuala Lumpur and Port Klang in Malaysia donated blankets, bedsheets, scarves, prayer mats, food, school uniforms and clothing for babies, children and adults to help communities hit by floods in Penang in northern Malaysia. Sustainable Networking Malaysia, a local non-profit organization, distributed around 40 boxes to people in Penang.*



## About this Report

This report presents Aker Solutions ASA's corporate responsibility performance and activities in 2017.

**The report addresses the legal requirements for company reporting as specified in the Norwegian Accounting Act (“Regnskapsloven”) for reporting on corporate social responsibility.**

The report is also our Communication on Progress in 2017 to the UN Global Compact and represents our continued commitment to implementing the principles of the UN Global Compact. Aker Solutions has published CR reports since 2006, with annual releases since 2010.

Our CR report for 2017 is based on the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. This report has been prepared in accordance with the GRI G4 ‘core’ level. Our overview of disclosure according to GRI, including references to sections of the report where GRI indicators are reported upon and the list of material aspects, can be found at the end of the report. While preparing the report, we have also considered the guidance on the reporting of corporate responsibility issued by the Oslo Stock Exchange.

The basis and scope of the report has been shaped by our analysis of material impacts and our stakeholders’ expectations obtained through monitoring and dialogue and, more specifically, from the materiality assessment conducted in 2015. The report’s content has not been significantly changed from past editions. The initiatives highlighted in this report include those that have an impact on our employees, customers, investors and societies where we are present.

## Report Boundaries

We have prepared the report on the basis of the GRI reporting principles and guidance on boundaries.

The report boundary is, in general, drawn around companies under the operational control of Aker Solutions ASA. However, we also provide information on some aspects where we have the potential to influence but not have direct control. Aker Solutions demerged from Akastor and was listed on the Oslo Stock Exchange on September 29, 2014. The historical operational and financial figures for the group are presented as if the demerger occurred at the start of the earliest period presented in this report.

## Data Quality

We continue to work to improve our data quality to enhance the reporting processes and transparency, and continuously strive to improve our internal data reporting procedures.



**Appendix: Global Reporting Initiative (GRI) Index**

## Appendix: Global Reporting Initiative (GRI) Index

This report has been prepared in accordance with the GRI G4 'core' level. We have sought to report fully on all possible dimensions of the indicators, but where this is not possible, we have reported as comprehensively as possible, based on the data systems we have.

The table refers to where information about each aspect/indicator is presented in our Corporate Responsibility Report, Annual Report or company website. For a complete description of the individual indicators, please see GRI's website ([www.globalreporting.org](http://www.globalreporting.org)).

### GRI Standard Disclosure

<b>Strategy and Analysis</b>		<b>Section in Report</b>
G4-1	Statement from the most senior decision-maker of the organization	CEO introduction
<b>Organizational Profile</b>		<b>Section in Report</b>
G4-3	Name of the organization	Aker Solutions ASA
G4-4	Primary brands, products and services	Note 4 (Operating Segments) in the 2017 Annual Report
G4-5	Location of the organization's headquarters	Oksenøyveien 8 1360 Fornebu, Norway
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	Note 27 (Subsidiaries) in the 2017 Annual Report

G4-7	Nature of ownership and legal form	Note 1 (Company information) in the 2017 Annual Report Note 27 (Subsidiaries) in the 2017 Annual Report
G4-8	Markets served	Global Presence chapter in the 2017 Annual Report Note 3 (Revenue) in the 2017 Annual Report Note 4 (Operating Segments) in the 2017 Annual Report Note 27 (Subsidiaries) in the 2017 Annual Report
G4-9	Scale of the reporting organization (employees, operations, net sales, capitalization, products and services)	Subchapter: Key Staff Figures Main chapter: People are Key to Our Success Note 4 (Operating Segments) in the 2017 Annual Report Note 27 (Subsidiaries) in the 2017 Annual Report Note 16 (Equity) in the 2017 Annual Report Note 17 (Borrowings) in the 2017 Annual Report Note 23 (Capital Management) in the 2017 Annual Report Balance sheet in the 2017 Annual Report

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Organizational Profile Cont.		Section in Report
G4-10	Scale of the reporting organization (employees covered by collective bargaining agreements)	Subchapter: Key Staff Figures Main chapter: People Are Key to Our Success
G4-11	Description of the organization's supply chain	Data not available
G4-12	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	Subchapter: A Responsible Global Supply Chain Main chapter: Supply Chain Management
G4-13	How the precautionary approach or principle is addressed by the organization	The new organizational structure is described in the board of directors' report in the 2017 Annual Report. Note 4 (Operating Segments) in the 2017 Annual Report Note 10 (Property, Plants and Equipment) in the 2017 Annual Report Note 17 (Borrowings) in 2017 Annual Report
G4-14	How the precautionary approach or principle is addressed by the organization	Main chapter: Introduction
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	Subchapter: Charters and Memberships Main chapter: Introduction Subchapter: Respecting Human and Labor Rights Main chapter: People Are Key to Our Success
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations	Subchapter: Charters and Memberships Main chapter: Introduction Subchapter: Respecting Human and Labor Rights Main chapter: People Are Key to Our Success

Identified Material Aspects and Boundaries		Section in Report
G4-17	Operational structure of the organization	Note 27 (Subsidiaries) in the 2017 Annual Report
G4-18	Process for defining report content, aspect boundaries and reporting principles	Subchapter: Stakeholders Main chapter: Introduction Main chapter: About This report
G4-19	Process for defining report content, material aspects	Subchapters: Strategy and Stakeholders Main chapter: Introduction Main chapter: About This report GRI index table
G4-20	Boundary of the report, within the organization	Subchapters: Strategy and Stakeholders Main chapter: Introduction Main chapter: About This report
G4-21	Boundary of the report, outside the organization	Subchapters: Strategy and Stakeholders Main chapter: Introduction Main chapter: About This report
G4-22	Explanation of the effect of any re-statements of information	Main chapter: About this report Subchapter: Environmental Figures Main chapter: Environment
G4-23	Significant changes from previous reporting periods	Main chapter: About This report



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<b>Stakeholder Engagement</b>		<b>Section in Report</b>
G4-24	Stakeholder groups engaged by the organization	Subchapter: Stakeholders Main chapter: Introduction
G4-25	Basis for identification and selection of stakeholders with whom to engage	Subchapter: Stakeholders Main chapter: Introduction
G4-26	Approach to stakeholder engagement	Subchapter: Stakeholders Main chapter: Introduction
G4-27	Key topics and concerns raised through stakeholder engagement and response	Subchapter: Stakeholders Main chapter: Introduction
<b>Report Profile</b>		<b>Section in Report</b>
G4-28	Reporting period	Calendar year (2017)
G4-29	Date of most recent previous report	March 2018
G4-30	Reporting cycle	Annual
G4-31	Contact point for questions regarding the report or its contents	<a href="mailto:ir@akersolutions.com">ir@akersolutions.com</a> Last page of the Corporate Responsibility Report
G4-32	"In accordance" option, GRI Index	Subchapter: Charters and Memberships Main chapter: Introduction Main chapter: About This report GRI Index table
G4-33	Policy and current practice with regard to seeking external assurance	No external assurance on the Corporate Responsibility Report

<b>Governance</b>		<b>Section in Report</b>
G4-34	Governance structure of the organization, including committees of the highest governance body	2017 Corporate Governance Statement <a href="http://akersolutions.com/investors/corporate-governance/">http://akersolutions.com/investors/corporate-governance/</a>
<b>Ethics and Integrity</b>		<b>Section in Report</b>
G4-56	Values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Subchapter: Anti-corruption Compliance Program Main chapter: Integrity
G4-57	Internal and external mechanisms for seeking advice on ethics and integrity, such as helplines or advice lines	Subchapter: Reporting Concerns Main chapter: Integrity
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior	Subchapter: Reporting Concerns Main chapter: Integrity

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## Specific Standard Disclosures

Category: Economic		
Material Aspect: Economic Performance		Section in Report
G4-DMA	Generic Disclosures on Management Approach	Main chapter: CEO Introduction Main chapter: Introduction Main chapter: Society Subchapter: Governance, Country by Country Report, Local Content and Donations and Sponsorships
G4-EC1	Direct economic value generated and distributed	Income Statement, Note 5 (Personnel Expenses), Note 6 (Other Operating Expenses), Note 7 (Finance Income and Expenses) and Cashflow chapter in the 2017 Annual Report Subchapter: Country by Country Report Main chapter: Society
G4-EC3	Coverage of the organization's defined benefit plan obligations	Note 18 (Pension Obligations) in the 2017 Annual Report
Category: Environmental		
Material Aspect: Energy		Section in Report
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Environmental Impact
G4-EN3	Energy consumption within the organization	Subchapter: Environmental Figures Main chapter: Environmental Impact
G4-EN5	Energy intensity	Subchapter: Environmental Figures Main chapter: Environmental Impact

Material Aspect: Emissions		Section in Report
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Environmental Impact
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Partly reported in: Subchapter: Environmental Figures Main chapter: Environmental Impact
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Partly reported in: Subchapter: Environmental Figures Main chapter: Environmental Impact
G4-EN18	Greenhouse gas (GHG) emissions intensity	Subchapter: Environmental Figures Main chapter: Environmental Impact
Material Aspect: Effluents and Waste		Section in Report
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Environmental Impact
G4-EN23	Total weight of waste by type and disposal method	Partly reported in: Subchapter: Handling Waste and Spills, and Environmental Figures Main chapter: Environmental Impact
G4-EN24	Total number and volume of significant spills	Subchapter: Handling Waste and Spills, and Environmental Figures Main chapter: Environmental Impact
Material Aspect: Compliance		Section in Report
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Environmental Impact
G4-EN29	Significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Main chapter: Environmental Impact

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<b>Material Aspect: Supplier Environmental Assessment</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Supply Chain Management Main chapter: Introduction
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Subchapters: Supplier Qualification and Information System (SQiS) Main chapter: Supply Chain Management
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	Subchapters: Supplier Qualification and Information System (SQiS) and Supplier Accreditation Main chapter: Supply Chain Management
<b>Material Aspect: Environmental Grievance Mechanisms</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Environment
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Subchapter: Managing Our Footprint Main chapter: Environment

<b>Category: Social</b>		
<b>Sub-category: Labour Practices and Decent Work</b>		
<b>Material Aspect: Employment</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: People Are Key to Our Success
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Subchapter: Key Staff Figures Main chapter: People Are Key to Our Success
G4-LA3	Return to work and retention rates after parental leave, by gender	Subchapter: Parental Leave Own Regular Employees Main chapter: People Are Key to Our Success
<b>Material Aspect: Labour/Management Relations</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: People Are Key to Our Success
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Subchapter: Employee Turnover Main chapter: People Are Key to Our Success
<b>Material Aspect: Occupational Health and Safety</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Health, Safety and Security
G4-LA6	Injuries, occupational diseases, absenteeism, and work-related fatalities	Main chapter: Health, Safety and Security We do not have available gender / region information

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<b>Material Aspect: Occupational Health and Safety Cont.</b>		<b>Section in Report</b>
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Subchapters: Continued Focus on Employee Health and Sick Leave Follow-up, Adjustment in Aker Care and Increased focus on Health and Work Environment Globally Main chapter: Health, Safety and Security
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Subchapter: Respecting Human and Labor rights Main chapter: People Are Key to Our Success
<b>Material Aspect: Training and Education</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: People Are Key to Our Success
G4-LA10	Programs for skills management and lifelong learning	Subchapter: Leadership, Talent and Performance Main chapter: People Are Key to Our Success
<b>Material Aspect: Diversity and Equal Opportunity</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: People Are Key to Our Success
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Subchapter: Key Staff Figures Main chapter: People Are Key to Our Success Corporate Governance Statement <a href="http://akersolutions.com/investors/corporate-governance/">http://akersolutions.com/investors/corporate-governance/</a>

<b>Material Aspect: Supplier Assessment for Labor Practices</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Supply Chain Management Main chapter: Introduction
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Subchapters: Supplier Qualification and Information System (SQiS) Main chapter: Supply Chain Management
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	Subchapters: Supplier Qualification and Information System (SQiS) and Supplier Accreditation Main chapter: Supply Chain Management
Sub-category: Human Rights		
<b>Material Aspect: Investment</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Integrity
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Subchapter: Project Screening Main chapter: Integrity
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Subchapter: Training and Awareness Main chapter: Integrity

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<b>Material Aspect: Non-discrimination</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Integrity
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Subchapter: Reporting Concerns Main chapter: Integrity
<b>Material Aspect: Freedom of Association and Collective Bargaining</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: People Are Key to Our Success Main chapter: Supply Chain Management
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Subchapter: Respecting Human and Labor Rights Main chapter: People Are Key to Our Success Subchapter: Project Screening Main chapter: Integrity Subchapter: A Responsible Global Supply Chain Main Chapter: Supply Chain Management
<b>Material Aspect: Child Labor</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Supply Chain Management Main chapter: People Are Key to Our Success
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	Subchapter: A Responsible Global Supply Chain Main chapter: Supply Chain Management Subchapter: Respecting Human and Labor Rights Main chapter: People Are Key to Our Success Subchapter: Project Screening Main chapter: Integrity

<b>Material Aspect: Forced or Compulsory Labor</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Supply Chain Management Main chapter: People Are Key to Our Success
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Subchapter: A Responsible Global Supply Chain Main chapter: Supply Chain Management Subchapter: Respecting Human and Labor Rights Main chapter: People Are Key to Our Success Subchapter: Project Screening Main chapter: Integrity
<b>Material Aspect: Security Practices</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Health, Safety and Security
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	We do not currently monitor data on human rights training for security personnel, so we are unable to report meaningfully on this relevant disclosure. We will explore how to do so in the future.
<b>Material Aspect: Assessment</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Supply chain management Main chapter: Integrity
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	Subchapter: Project Screening Main chapter: Integrity Subchapter: A Responsible Global Supply Chain Main chapter: Supply Chain Management

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<b>Material Aspect: Supplier Human Rights Assessment</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Supply Chain Management Main chapter: Introduction
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Subchapters: Supplier Qualification and Information System (SQiS) Main chapter: Supply Chain Management
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Subchapters: Supplier Qualification and Information System (SQiS), and Supplier Accreditation Main chapter: Supply Chain Management
<b>Material Aspect: Human Rights Grievance Mechanisms</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: People Are Key to Our Success
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Subchapter: Respecting Human and Labor Rights Main chapter: People Are Key to Our Success

Sub-category: Society		
<b>Material Aspect: Anti-corruption</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Integrity
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Partly reported in: Subchapters: Project Screening and Anti-corruption Compliance Program Main chapter: Integrity
G4-SO4	Communication and training on anti-corruption policies and procedures	Subchapter: Training and Awareness Main chapter: Integrity
G4-SO5	Confirmed incidents of corruption and actions taken	Subchapter: Anti-Corruption Compliance Program Main chapter: Integrity
<b>Material Aspect: Public Policy</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Society
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Subchapters: Sponsorship and Donations Main chapter: Society
<b>Material Aspect: Anti-competitive Behavior</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Integrity
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Subchapter: Anti-Corruption Compliance Program Main chapter: Integrity

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<b>Material Aspect: Compliance</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Integrity
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Subchapter: Anti-Corruption Compliance Program Main chapter: Integrity
<b>Material Aspect: Supplier Assessment for Impacts on Society</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Supply Chain Management Main chapter: Introduction
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Subchapters: Supplier Qualification and Information System (SQiS) Main chapter: Supply Chain Management Main chapter: Introduction
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Subchapters: Supplier Qualification and Information System (SQiS) and Supplier Accreditation Main chapter: Supply Chain Management Main chapter: Introduction

Sub-category: Product Responsibility		
<b>Material Aspect: Customer Health and Safety</b>		<b>Section in Report</b>
G4-DMA	Generic Disclosures on Management Approach	Main chapter: Introduction Main chapter: Health, Safety and Security
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Main chapter: Health, Safety and Security
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Main chapter: Health, Safety and Security

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