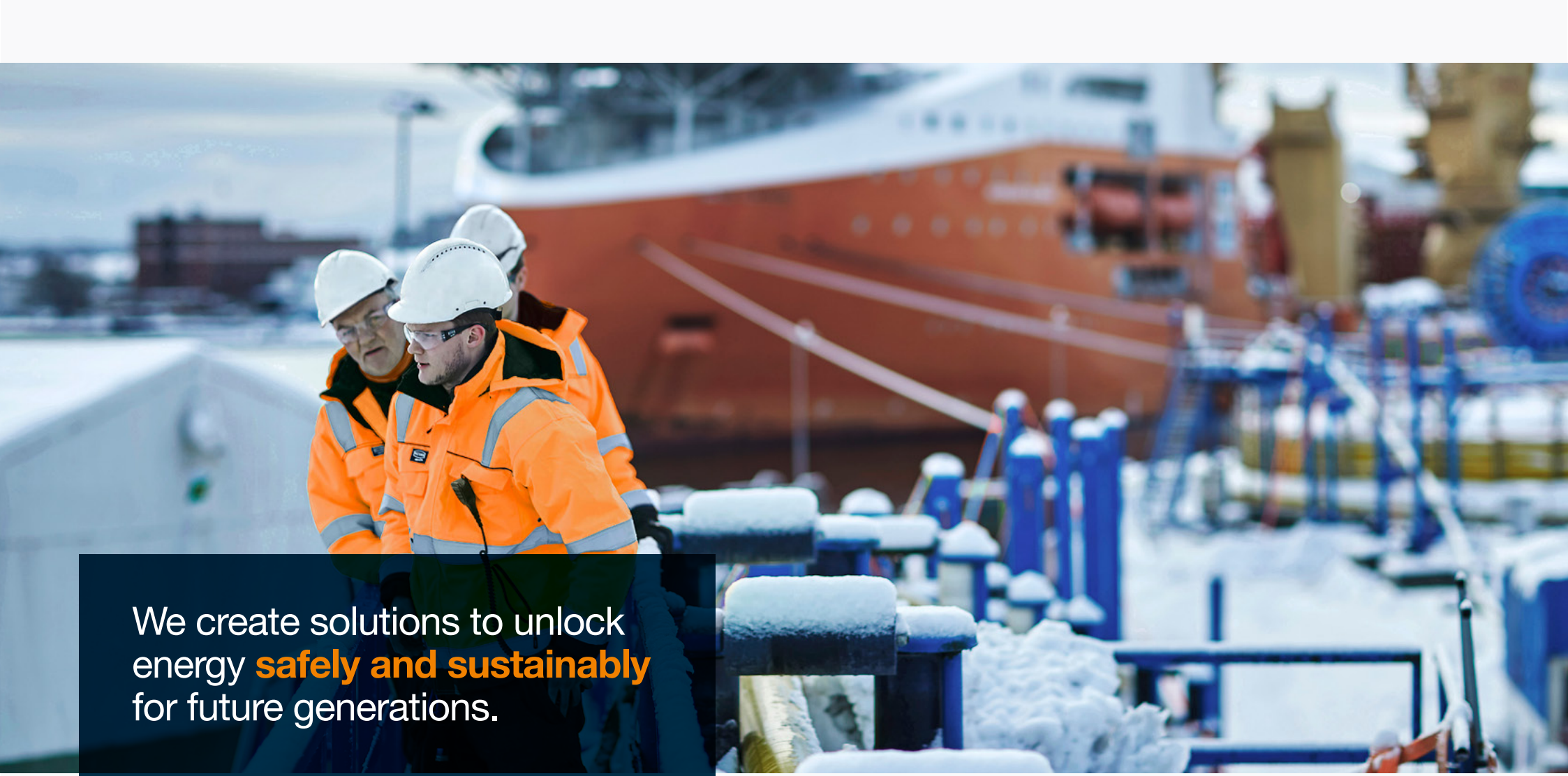
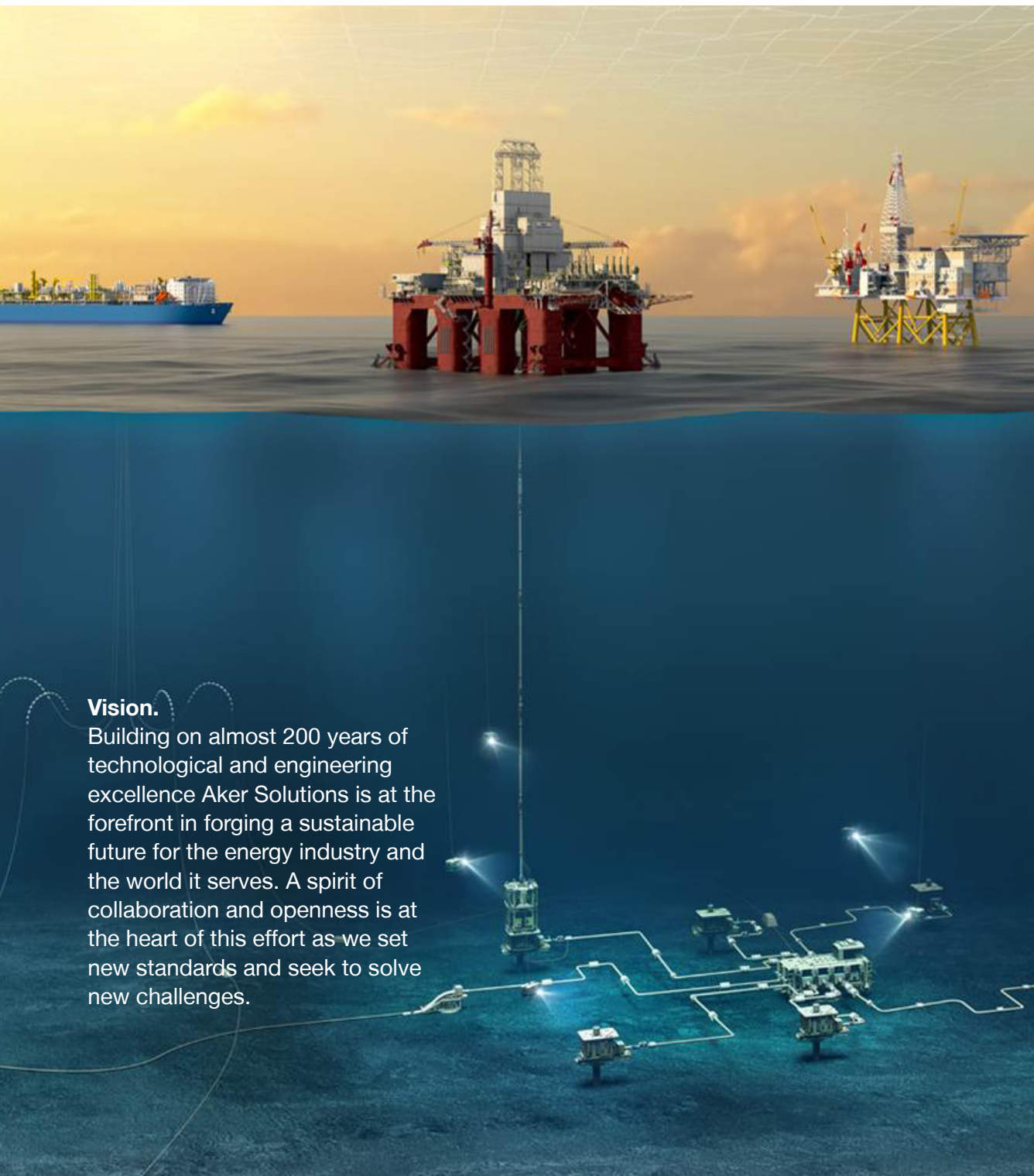




We create solutions to unlock energy **safely and sustainably** for future generations.



2018
CORPORATE RESPONSIBILITY REPORT



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 seek to solve new challenges.

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CEO Introduction

Forging a Sustainable Future.

Aker Solutions embraces the transition to a new energy future. We are committed to taking a leading role in forging a sustainable future for the global energy industry and the world it serves.



As a player in the global energy industry, we have a unique opportunity to help drive the shift towards sustainable energy production and improved access to energy around the world. We believe that this is critical for accelerating economic development and progress towards peace and prosperity for communities everywhere.

We have been a signatory member of the United Nations Global Compact since 2008. We are committed to the goals of the United Nations and the 10 principles they have set forward are interwoven in our endeavors.

In 2018 we updated our corporate responsibility (CR) strategy, focusing on the areas where we believe we can truly contribute to making a difference. The updated CR strategy will be operationalized in 2019 and is embedded in our enterprise strategy. The focus of our CR strategy is divided into three areas, forge, manage and comply. Each focus area has clear objectives and is aligned towards the United Nations Sustainable Development Goals (SDGs) we believe is most appropriate.

We strive to develop offerings and solutions that create value for our customers, and enables them to reach the goals of reducing the carbon footprint of their operations. We have offered solutions for Carbon Capture, Utilization and Storage (CCUS) since 1996 and offer services, products and solutions through the whole CCUS chain.

Aker Solutions expects to remain a player in the oil and gas industry for years to come. In parallel, with the ongoing shift from carbon-based energy to renewables, we have invested in the floating wind power technology company, Principle Power, bringing our offshore oil and gas engineering expertise into the future-oriented renewable energy market.

We believe that we can help mobilize action for cleaner energy and a less polluted environment at a very local level, working with local communities. Therefore, in 2018 we sponsored a solar power generator unit at a rural hospital in India. We also participated in World Environmental Day on June 5, where employees from all over the world teamed up to clean plastic from the beaches in support of the theme of “Beat Plastic Pollution.”

Throughout our endeavors, the highest priority for Aker Solutions is our employees and their health, safety and security. Safe operations are at the core of our business. We work hard to ensure that employees and others working on our behalf can return home safely every day.

By actively enforcing our code of conduct, we work to ensure that our business is conducted in a transparent and ethical manner. Our business integrity and anti-corruption compliance program are implemented in all locations globally.

Guided by our values and commitments to corporate responsibility, we strive to conduct our business in ways that go beyond compliance, and to establish an inclusive framework for our stakeholders. A part of our commitment is to invest in local development. In Angola, we have sponsored scholarships for technical education in cooperation with University Agostinho Neto and the Norwegian University of Science and Technology (NTNU) until 2021.

We are committed to forging a sustainable future in all that we do, both for the oil and gas industry as well as for future energy developments. Through our spirit of innovation, collaboration and openness, we seek to empower our employees to solve new challenges. As a global provider of products, systems and services to the oil and gas industry, we strive to set new standards for safe, cost-effective and low carbon solutions.



Luis Araujo
Chief Executive Officer



Introduction

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

Every day we make decisions that 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 effects 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 activities and those of 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 2018, the company's communications team had the responsibility to assess, maintain and report on CR. 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 defines our vision and goals for ensuring responsible conduct toward people, the environment and society. The strategy was developed through assessment of sustainability risks and communication with internal and external stakeholders. It provides a detailed framework with clear objectives for the direction and ambition of our CR activities. The strategy was updated in 2018 to reflect specific areas of focus and is closely linked to the UN Sustainable Development Goals. In 2019, we will operationalize the updated CR strategy to ensure that it is adopted across our entire organization.

Charters and Memberships

Aker Solutions is a signatory member of 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 CR based on the Global Reporting Initiative (GRI) framework. This report has been prepared in accordance with the GRI Standards core level guidelines.



We recognize our responsibility to positively impact societies and strive to ensure that they benefit from our operations.

Stakeholders

Aker Solutions is committed to ongoing engagement with a range of stakeholders in order to understand their expectations of our company and listen to their concerns. We interact with investors, customers, suppliers, governments and national authorities, banks, non-governmental organizations and industry groups, owners, employees, and collaborative partners, 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 2018 we conducted a materiality assessment, drawing on the Global Reporting Initiative (GRI) Standards. 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. We identified and prioritized the CR themes most material to Aker Solutions based on our evaluation of:

- The expectations of Aker Solutions' key stakeholders around each topic
- The economic, environmental and social impacts we have as a business
- Where in our value chain these material impacts occur
- The risks and opportunities for Aker Solutions, given these impacts

The feedback from the meetings and the comments from the survey, helped us better understand our stakeholders' information needs, interest in and influence on our business and our corporate responsibility work. The results were presented in a materiality matrix, which has helped us to update our CR strategy, select the UN Sustainable Development Goals we will focus on, as well as determine the scope and content of this year's report.



People Are Key to Our Success

Attracting, developing, motivating and retaining highly competent employees globally is key to the success of Aker Solutions.



The company has a diverse workforce, which it seeks to develop and motivate through competency management, career development and leadership training. Our focus on people builds on a 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. Men have traditionally dominated the oil and gas industry and, particularly, offshore work. This continues to be reflected in our organization, where around 17 percent of our employees are women.

Men hold about 76 percent of our management positions and women hold 24 percent. The number of women in leadership roles increased from 124 to 136. Aker Solutions seeks to promote diversity in its workforce through clear requirements for diversity in recruitment, and development of individuals and programs supporting equal opportunity, in accordance with its [people policy](#) and recruitment policy.

We have around 79 nationalities in our workforce. Aker Solutions is committed to enabling local staff to move into management positions, in support of rules for local content and job creation for nationals enacted in some countries. Local management teams actively seek to promote, build and retain local talent, ensuring legal compliance and securing long-term operations.

In the UK we are required to reporting publicly and to the government on the [gender pay gap](#), which is the difference in the average pay and bonuses of all men and women across the company. The 2018 results for Aker Solutions showed a mean pay gap of 19.9 percent, down from 24.1 percent in 2017, and a median pay gap of 23.9 percent, down from 34.6 percent 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. We are 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.

Respecting Human and Labor Rights

Aker Solutions respects and supports internationally accepted human and labor rights principles. 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.



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 part of our business.

Aker Solutions supports Building Responsibly. This is a group of leading engineering and construction companies working together to raise the bar in promoting the rights and welfare of workers globally across the industry.

We consider the risk of direct involvement in human and labor rights infringements to be low. However, indirect involvement in such infringements is a risk due to the size of our supply chain.

Our commitment to human and labor rights is addressed in the Global Framework Agreement between Aker ASA and the Norwegian and international trade unions Fellesforbundet, IndustriALL Global Union, NITO and Tekna, dating from 2008.

This agreement was renewed in 2012 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. The 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 part of our business. In 2018 we continued to use qualification requirements and background screening to check our suppliers, potential customers and business partners for human and labor rights infringements. We report follow up on risks related to such infringements in our supply chain. In 2018 we experienced an increased focus from customers on compliance with human rights principles. We underwent three human and labor rights audits in 2018, none of which surfaced any issues of concern for our customers.

No material human rights grievances against the company were substantiated through formal channels in 2018.

Leadership, Talent and Performance

In 2018 we continued the execution of our 'Enabling Agile Leadership' program, which aims to strengthen leadership skills and support a culture focused on continuous improvement. During the year, 82 participants completed the program. We also relaunched our global development programs for first and second line managers, and around 280 managers completed these during 2018.

Aker Solutions strengthened its talent management and succession planning during 2018. The objective is to ensure that Aker Solutions has a pool of talent who can move into senior leadership and professional roles. In December 2018, the company introduced a new, digital solution for people performance management. The new software tool supports alignment with the enterprise performance management process.

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



Protecting Personal Data

As a Binding Corporate Rules (BCR) approved corporation, Aker Solutions takes data protection seriously. We have an organization dedicated to protecting personal data, with a team of privacy officers supervising and supporting this effort. In 2018 Aker Solutions concluded the General Data Protection Regulation (GDPR) project. Our focus in 2019 will be to operationalize the GDPR in our business.

Employee Turnover

The global voluntary workforce turnover averaged 5.5 percent in 2018 compared with 7.0 percent in 2017. The decrease is correlating with the improvement of the results from the employee engagement survey and our increased focus on career development plans. The company works with all employees on career development plans to increase employee retention.

Employee Representation and Engagement

Good industrial relationships 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 and 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 2018 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, Brazil, Malaysia and India meet with management from the Aker ASA companies as part of the Global Works Council (GWC). The council aims to develop communication and consultation between management and employees on issues such as operations and strategy. The meetings in 2018 included an update on Aker ASA, Aker Solutions, Aker Energy, REV Ocean and specific themes like updates on GDRP, Cyber security, and newly established Internet sites for GWC.

Aker Solutions follows the legal requirements for national legislation on the minimum requirements of notification period in the countries where there are operations. This is in regards to organizational changes that will affect employees.

Aker Solutions conducted a global survey in 2018 to gauge employee engagement. The engagement score improved with 5.8 percent compared to the 2017 results. The survey is held annually and based on the feedback the management evaluates for which areas to focus on in the following year.

Key Staff Figures

In 2018 the number of employees increased by around 900 employees due to project awards. We have also used more external contractors in 2018. The increase in number of employees is mainly in Norway and Brazil.

Key Staff Figures

Percentages rounded

	2018	2017	2016	2015
Total Staff	19,442	16,175	16,177	17,673
Own employees office ¹	8,561	8,165	8,726	10,898
Own employees non office ¹	6,144	5,631	5,659	42,497
Contract staff	4,737	2,379	1,792	2,278
Own employees (percent)	75.6	85.3	88.9	87.1
External contracts (percent)	24.6	14.7	11.1	12.9
Own office employees (percent)	58.2	59.2	60.7	70.8
Non-office employees (percent)	41.8	40.8	39.3	29.2
Total own employees Norway (percent)	39.7	40.4	40.60	48.8
Own Employees	14,705	13,796	14,385	15,395
North America	471	511	534	868
Brazil (including C.S.E Mecânica e Instrumentação Ltda)	3,883	3,345	3,313	1,378
Africa	212	225	216	187
Asia Pacific	2,246	2,085	2,623	2,994
Europe (excl. Norway and UK)	3	3	2	112
UK	2,056	2,049	1,858	2,348
Norway	5,834	5,578	5,839	7,508
Age Groups Own Employees (percent)				
<30	12.8	12.4	15.5	19.5
30-50	61.3	63.2	61.3	59.6
>50	25.9	24.3	23.2	20.9
Part-time Own Employees (percent)				
Part-time own employees Norway	1.0	1.2	0.9	0.8
Part-time own employees UK	2.0	2.0	2.2	1.8

Key staff figures continues on next page

Key Staff Figures (continued)

	2018	2017	2016	2015
Recruited²				
Own employees office	1,731	527	360	689
Own employees non-office	2,074	1,654	590	847
Age Groups Recruited (percent)¹				
<30	28.4	22.0	27.5	37.6
30-50	59.3	58.6	49.4	49.7
>50	12.4	19.3	23.2	12.8
Staff Turnover (percent)¹	5.5	7.0	6.2	5.2
Gender Distribution female				
Own employees office (percent) ¹	27.1	26.6	26.4	26.5
Own employees non-office (percent) ¹	3.4	2.5	3.5	3.6
Total own female employees (percent)	17.1	16.8	19.6	19.9
Own female leaders (percent) ¹	23.9	22.5	22.4	22.3
Total female leaders	136	124	137	275

1) Regular and temporary employed on our payroll (judicially employed)

2) Regular employees

Parental Leave Own Regular Employees

Percentages rounded

	Employees taking parental leave in 2017			Employees taking parental leave in 2016			Employees taking parental leave in 2015			Employees taking parental leave in 2014		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Norway												
Employees taking parental leave	76	148	224	77	224	301	119	141	260	144	233	377
Employed at Aker Solutions 12 months after parental leave ended (percent)	86.4	82.2	83.6	70.1	72.3	71.8	60.5	76.5	69.2	88.2	89.3	88.9
UK												
Employees taking parental leave	28	31	59	24	63	87	28	34	62	25	52	77
Employed at Aker Solutions 12 months after parental leave ended (percent)	82.4	86.1	84.3	62.5	74.6	71.3	67.9	85.3	77.4	84.0	94.2	90.9
Malaysia												
Employees taking parental leave	12	63	75	21	68	89	48	167	215	46	138	184
Employed at Aker Solutions 12 months after parental leave ended (percent)	85.7	96.9	94.9	81.0	89.7	87.6	83.3	92.2	90.2	76.1	83.3	81.5
India												
Employees taking parental leave	13	41	54	22	73	95	29*	87*	116*	21	75	96
Employed at Aker Solutions 12 months after parental leave ended (percent)	72.2	70.7	71.1	59.1	71.2	68.4	96.6*	93.1*	94.0*	90.5	86.7	87.5

*2015 figures incorrect, 116 total taken maternity/paternity leave

Targets and Initiatives for 2019

We progressed well on the three year targets set out in the 2018 CR report. The three year targets had the aim to attract, motivate, develop and retain our workforce.

Our 2018 targets were:

- 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

We achieved the expected progress and will further develop these in 2019 to follow one of our key priorities to further develop the company culture and leadership. The company culture aims to deliver results through teamwork, driving innovation and learning, and being bold and decisive. A key element of this is to build a culture that promotes inclusion and diversity. The ambition is 25 percent female leaders and a representative share of leadership from the geographies based on revenue creation by 2021.

Our 2019 updated three year targets are outlined below:

- Build a culture that delivers on the strategy and is recognized by teamwork, learning and boldness
- High performance through strong leadership and accountability
- Cost efficient organizational design and compensation that ensures sustainable business operation
- High quality HR function that is a true business partner





Health, Safety and Security

Safe operations are at the core of our values and our value proposition to customers. We believe all incidents can and should be prevented.

 AkerSolutions

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, requiring the highest level of diligence in order 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' updated health, safety, security and environment (HSSE) policy states that the company "shall promote safe, reliable and sustainable operations to achieve our goal of zero harm to people, assets and the environment." The foundation for this continuous diligence is the company's management 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.

The HSSE mindset is one of our core values. We believe this mindset is an important contributor in reducing the number of serious incidents. Back in 2017, Aker Solutions launched a global HSSE mindset program at all units. The program was continued in 2018 with four new modules, and the modules for 2019 are now in the planning phase. 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.

Identifying risks

Risks related to HSSE are defined as a risk category in the Enterprise Risk Management (ERM) procedure. On a company level these risks include physical security threats, the risk of major accidents related to malfunctions in our products and/or insufficient service, and the risk for fatalities, serious injuries or environmental spills in our own operations. However, as Aker Solutions is a very multifaceted company, most of the risks are identified and mitigated on lower organizational levels. The global HSSE function is responsible for the development, implementation and maintenance of the ERM framework within each discipline, and has a global responsibility for operational effectiveness. Within this responsibility there also lies an obligation to develop and execute global HSSE audit programs and facilitate and coordinate efforts within all units. In 2019 we will be including HSSE risks in the company risk management tool. This will strengthen the company's global overview and make it easier to follow up identified risks and perform risk targeted audits.



Aker Solutions is a member of the International Association of Oil & Gas Producers (IOGP). The objective of the IOGP process safety management initiative is to implement systems for hardware (technical), human (operational) and system elements into company routines. Membership in the IOGP allows Aker Solutions to collaborate with clients, peers and other exploration and production stakeholders to standardize and share knowledge in order to achieve improvements within HSSE, social responsibility, engineering and operations.

The process safety management system, also known as the major accident hazard management system, is currently being incorporated into the way we work across Aker Solutions. Areas of excellence regarding process safety management have been identified in deliverables, and a new head of process safety was appointed during the third quarter of 2018.

Zero Incident Mindset

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

For 2018 we had a goal of achieving a Lost Time Injury Frequency (LTIF) of <0.27. This target was not met. At the end of 2018 the LTIF was 0.6, compared to 0.5 at the end of 2017, showing a slight increase. Most of these LTIs were minor injuries like cuts, burns and pinching of fingers and hands, and some injuries were caused by slips, trips and falls on level surfaces. The remaining were cases where the injured person either was hit by an object or bumped into the object, causing muscle pains and/or dislocation of joints (knee, shoulder). At the end of 2018, the Total Recordable Injuries Frequency (TRIF) was 2.0, compared to 1.4 in 2017, showing an increase in this indicator as well.

	2018	2017	2016
Total Recordable Injuries Frequency (TRIF), per million worked hours including subcontractors	2.0	1.4	1.3
Total Recordable Injuries Frequency (LTIF), per million worked hours including subcontractors	0.6	0.5	0.3
Fatalities, including subcontractors	0	0	4

Figures are rounded up to nearest decimal point.

Aker Solutions is not content with these results and we have been working to identify the causes of the injuries. During the first part of the year we saw that many of the incidents were connected to one specific project and related to industrial relations issues in the UK market. Actions were taken and the injury rate for this project has now decreased. In the second half of the year, most of the injuries took place on the west coast of Norway. This is a trend we have also observed among our peers and there is an ongoing back-to-basics safety initiative that will continue in 2019.

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 uncovering the details of the incident. The outcome of this process is a report describing the underlying causes of the incident and outlining the changes and measures that need to be implemented to prevent the incidents from reoccurring. All red or black incidents require an incident review panel, where cross-functional leaders review the investigation, identify all root causes, and agree on clear actions to ensure that remediating arrangements are in place.

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. This area receives a great deal of attention, including through the HSSE mindset program, implementation of lessons learned, and in the day-to-day toolbox talks and operation planning meetings.

HSSE Indicators

Over the past years, Aker Solutions has had an internal shift of focus from Lost Time Injury Frequency (LTIF) to Total Recordable Injury Frequency (TRIF). While we recognize the importance of injuries leading to lost time, we think it is imperative to focus on all personnel injuries to better understand the causes and consequences of these incidents. We have therefore chosen to use TRIF as our main internal HSSE key performance indicator and use LTIF as a performance indicator.

Since 2017 Aker Solutions has used two other key performance indicators (KPIs). One of them is the zero days indicator. This KPI counts days without a recordable injury, work-related illness, environmental spill or near miss across the company. In 2018, Aker Solutions had 288 zero incident days compared with 314 in 2017. This represents a decrease of 26 days. We aim at getting back to the 2017 level and have set a goal of 314 zero days for 2019.

Aker Solutions also uses 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. Our 2017 SIF number was a record low at 0.2, but knowing that the amount of more risk exposed work would increase in 2018, we set last year’s target at 0.8. At the end of 2018 we see that we managed to achieve a SIF of 0.4, which is significantly lower than our target.

Continued Focus on Employee Health

HSSE is dedicated to protect and promote the health and well-being of our global work force through the development of a unified and standardized global health system.

As part of Aker Solutions’ commitment to the health of its employees, we drive and support a number of initiatives to help employees enjoy a healthy work environment and personal well-being through various lifestyle, nutrition and exercise programs in many locations.

Aker Care

Aker Care offered a comprehensive selection of healthcare services and activities to employees in Norway during 2018. The main focus of Aker Care is to promote health and wellness, detect individual and work related health risks, and quickly examine health problems employees may encounter. In 2018 Aker Care has completed a nationwide mental health campaign as well as several local campaigns and exercise programs tailored to each location. Mandatory health surveillance has been performed according to industry and national regulations. Sustained focus has been placed on sick leave prevention and follow-up of employees.

Global Health

The company centralized and strengthened the global leadership team in the new HSSE function, enabling an increased focus on health and the working environment. The company hired a working environment specialist in the global health team with a main responsibility to ensure systematic recognition, evaluation, control and prevention of working environment hazards that may result in injury, illness or affect the well-being of our employees globally. Having this expertise helps to eliminate or control health hazards such as chemicals, biological agents, noise, radiation and vibration to bring our global health discipline in line with our main objectives and responsibilities.

	2018	2017	2016
Sick leave rate (percent)	2.6	2.8	2.8

In 2018 the company's global sick leave rate was 2.6 percent, down 0.2 percent from the two previous years. Targeted initiatives and actions have been taken to reduce high sick leave numbers in certain locations and in the offshore workforce. Reporting and calculations of sick leave in each country have been improved and standardized in 2018, and the aggregation into a global sick leave figure has been streamlined and quality checked.

During 2018 the company has piloted a new tool, E-Score from Norsk Industri for assessment of potential health hazards such as noise, chemicals, radiation, biological agents, poor work ergonomics, and psychosocial factors in the work environment. The objective is to gain an overview of how well a specific work site identifies exposure to hazards and proactively manages the various risks linked to ill-health, short and long term. Four work sites in Norway and two in Angola have used the E-score tool and each site has established their own health hazard scorecard which will serve as a benchmark for annual or biannual self-assessments going forward. The purpose is to reduce the health hazards with highest exposure score (highest hazard potential) first and eventually bring all hazards to an acceptable risk level. Preliminary results show that we are exposed to different hazards from site to site, depending on the type of activity at the location. The local operations have provided encouraging and constructive feedback in advance of a more extensive roll-out that will be performed in 2019.

Malaria prevention has received high priority in 2018. A global malaria prevention procedure has been established and communicated to all employees. To further secure compliance to the malaria procedure, a set of malaria specific questions has been implemented in the travel risk assessment process. In addition, all employees travelling to malaria risk areas need to complete and pass the malaria eLearning course provided by International SOS. During 2018, 188 employees passed the eLearning course.

Other main occupational health achievements in 2018:

- Mapped out radiation exposure and protection at all our global operation sites
- Rolled out a global mental health and well-being campaign as a part of the HSSE mindset program
- Performed IOGP/IPIECA Health Performance Survey
- Established a national Exposure Register in Norway as required by The Norwegian Labor Inspection Authority
- Established registration and reporting of work related illness cases in Norway

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. From January 2019, Aker Solutions will be using a new and updated version of Synergi Life and start using the Synergi Life mobile app. This will make the reporting of incidents and observations easier for end users, while streamlining the data analysis process.

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

Aker Solutions values the partnerships and relationships with its vendors and works to ensure that the highest quality products and services can be supplied to Aker Solutions without compromising HSSE. With the increased HSSE resources allocated to Aker Solutions' Supply Chain in 2018, Aker Solutions was able to focus on greater follow-up efforts, intervention, systems, processes and relationships within its Supply Chain. In 2019 the combined utilization and collaboration across functions will increase to ensure that risks can be identified and mitigated.

The implementation of automated HSSE dashboards, globally standardized auditing tools, and reporting systems has allowed greater resources to be allocated to HSSE development plans with key suppliers, and our ambition is to improve in 2019.

Security

Our commitment towards safeguarding our employees, assets and reputation has been further enhanced by strengthening the Global Security Operations Centre (GSOC). GSOC can remotely monitor and provide security assistance to company locations such as Brazil, Malaysia, Angola, UK and Norway. The center also includes a dedicated resource to monitor incidents around the world, ensuring early identification of situations potentially affecting Aker Solutions' sites or employees. Further it offers support and assistance for all employees on business travels, and maintains an overview of the travelling population within the company.

All Aker Solutions employees are required to perform an annual code of conduct and business ethics training. The line management have a direct overview of the level of completion on this for their direct reports and in 2018, 100 percent of all security personnel completed this. For third party security personnel this is controlled through the individual contract with the security companies. Compliance is checked through the Security Risk Assessments (SRA), which are conducted regularly at all locations. The SRA checklist asks if the security guards are trained in human rights, ethical behavior and anti-corruption.

The corporate visitor management system was replaced in 2018, in line with GDPR requirements and provided an improved user interface. Physical security requirements have been updated and will be communicated globally to ensure the same minimum standards across the company regardless of geographical location. Aker Solutions is committed to the IOGP expectation of providing five star New Car Assessment Program (NCAP) rated vehicles only and continues to replace its owned and leased vehicles to the highest safety standard.

Emergency Preparedness and Response

There have been no major incidents in 2018 involving the company's Corporate Emergency Response Team (CERT). Training has taken place at all levels in order to ensure a robust and resilient response, including media training for senior managers. Improvement measures include further development of the designated software and centralizing notification lines to the GSOC center.



Targets and Initiatives for 2019

We did not meet all our 2018 targets for HSS as set out in last year's CR report.

Our 2018 targets were:

- Zero fatalities
- Issue a new HSSE policy
- Serious incidents < 0.83
- LTIF < 0.27
- TRIF < 1.17
- Zero days more than 314 days
- Sick leave rate < 2.5 percent

Health, safety and security is about safeguarding our people and our assets. We often work under challenging conditions, and our activities often involve large, heavy equipment, significant construction related activity and hazardous chemicals, where our workforce and customers are exposed to potentially unhealthy, unsafe and unsecure conditions. Increasing digitalization also poses a risk of information security breaches. Our main priority must always be to maintain the health, safety and security of our employees and our customers, our subcontractors, consultants and other parties working together with us.

Our 2019 targets are outlined below:

- The most important target is always zero fatalities, and we shall promote safe, reliable and sustainable operations to achieve our goal of zero harm to people, assets and the environment.
- Safeguarding and developing a unified global HSSE culture driven by ongoing initiatives such as the HSSE mindset module.
- We will replace our current Just Rules with the industry standard IOGP Life-Saving Rules. The intention is to go live globally with the new rules in March 2019. A wide communication package will ensure successful implementation and compliance with the rules. In addition, we will work to have applicable supporting procedures in place.
- During the second half of 2019, we will initiate the implementation and improvement of our control of work tools. Step Change for Safety has developed an industry standard which we will implement in applicable areas globally.
- We will also strive towards improved HSSE performance through driving the new initiative on Major Accident Hazard Management, and ensure robust crisis and emergency response management through existing tools and processes.

Integrity

Doing business with integrity is imperative at Aker Solutions. We are committed to operate with the highest standards of integrity, everywhere and always.



Internal Organization

The Business Integrity and Compliance (BIC) function is responsible for continuously developing Aker Solutions' anti-corruption compliance program. BIC is a centralized corporate team with compliance officers dedicated to each delivery center, supported by a network of local compliance officers at several of our locations. This setup enables Aker Solutions to work proactively with compliance in our operations.

Business Integrity 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 for all employees. The Code of Conduct is supported by the Business Integrity Policy, which outlines Aker Solutions' commitment to key areas such as anti-corruption, human rights, integrity risk management, integrity training and continuous improvement.

Our business integrity and 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 locations globally. All locations complete business integrity self-assessments annually. The anti-corruption program includes components that aim to reduce the risk of becoming involved in unethical or illegal behavior.

Aker Solutions has a group wide business integrity strategy, which is updated annually. In addition, each delivery center has established risk based business integrity plans, which include key focus areas and targets. Local compliance plans for Angola, India, Malaysia and Brazil have been created.

The plans aim to support the implementation of the anti-corruption compliance program, while also increasing awareness and reducing integrity risks in our operations. Progress on the plans and results are reported to the executive vice presidents on a quarterly basis. Progress on the anti-corruption compliance work is reported monthly to the chief executive officer and the board of directors. The anti-corruption program is subject to monitoring by the board of directors, who has delegated the monitoring to the audit committee. The audit committee receive quarterly reporting from the chief compliance officer.

The company conducted Integrity Due Diligence (IDD) of potential business partners in 2018, taking a risk based approach. Moreover, a systematic process for follow up and reporting on high risk business partners was implemented.

In 2018, neither Aker Solutions nor any employee faced criminal action related to corruption. No contracts with partners were terminated or allowed to expire due to violations related to corruption. No criminal actions were brought against us for anticompetitive, 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 before making any commitments in the tender phase. 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 146 project assessments in 2018 compared with 135 in 2017, 135 in 2017 and 97 in 2016. A separate corporate risk committee evaluates any project seen as having an extraordinary risk.

Reporting Concerns

Aker Solutions' [whistleblowing channel](#) allows anyone to report incidents, breaches or suspected breaches of the Code of Conduct, other internal policies, or laws and regulations. The web-based tool is hosted by a third party and designed to secure reports and all related data, as well as protecting the identity of the whistleblower. This includes offering the possibility of anonymous dialogue between the whistleblower and the

investigator. Reports are received and managed by Aker Solutions corporate business integrity and compliance department. All reports are treated with strict confidentiality.

The number of reported cases did not increase significantly in 2018, but in general the annual figures have increased year-on-year since the channel opened in 2010. We see this as a healthy sign that the channel is working, while the number of cases are in line with the benchmark for companies our size. There were 117 reports in 2018 (compared to 116 reports in 2017 and 101 in 2016). More than two thirds of reports in 2018 concerned employee relations and human resources issues. The remaining were related to company/professional code violation, corruption/fraud and regulatory breach. Corporate BIC is responsible for deciding when investigation of a whistleblower report and related activities shall be closed. The closing of the whistleblower report is subject to monitoring by the Board of Directors and the Audit Committee. At the end of 2018 only two material cases were open. 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.

In addition to the web-based tool, the company has an ethics helpline for questions or concerns. The helpline is open to all employees at 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.

Several awareness activities were targeted towards particular employee groups, for example in management teams and within specific functions. Some locations held compliance weeks, involving local management and employees in tailor made activities designed to boost awareness of compliance topics. As part of our follow up of business partners, onsite training was provided to several of the company's business partners.



Aker Solutions' business ethics training program consists of three main mandatory components:

- E-learning course which provides an introduction to business integrity in Aker Solutions to all new employees
- Classroom course in business ethics for office-based employees
- Code of Conduct E-learning course which all employees must complete annually. The company modified all training material in 2018 to reflect updates in the anti-corruption policy framework, new trends and risks. Moreover, the 2018 annual code of conduct e-learning primarily addressed human and labor rights concerns, and the classroom training material was updated to better reflect this.

Business Ethics Training Overview¹

Course Type	Duration	Total number of employees trained end 2018 (incl. hired-in staff) ²	Total number of employees trained end 2017 (incl. hired-in staff) ²	Total number of employees trained end 2016 (incl. hired-in staff) ²
E-learning: Introduction to business integrity	15 minutes	300	N/A ³	N/A ³
E-learning: Aker ASA's zero tolerance to corruption	15 minutes	N/A ⁴	8,100	8,600
Classroom course in Business Ethics ⁵	2 hours	11,700	10,600	7,700
E-learning: Annual Code of Conduct training ⁶	10 minutes	12,200	11,000	N/A

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

2) Numbers have been rounded up to the nearest 100.

3) Replacement course released July 1, 2018.

4) The course has been discontinued and replaced with introduction to business integrity e-learning.

5) Topics: Values and policies, anti-corruption, conflict of interests, confidential information, human and labor rights, gifts and hospitality, country risk and reporting concerns (whistleblowing).

6) Topics: Anti-Harassment and intimidation, diversity and equal opportunities, and human and labor rights.

Targets and Initiatives for 2019

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

Our 2018 targets were:

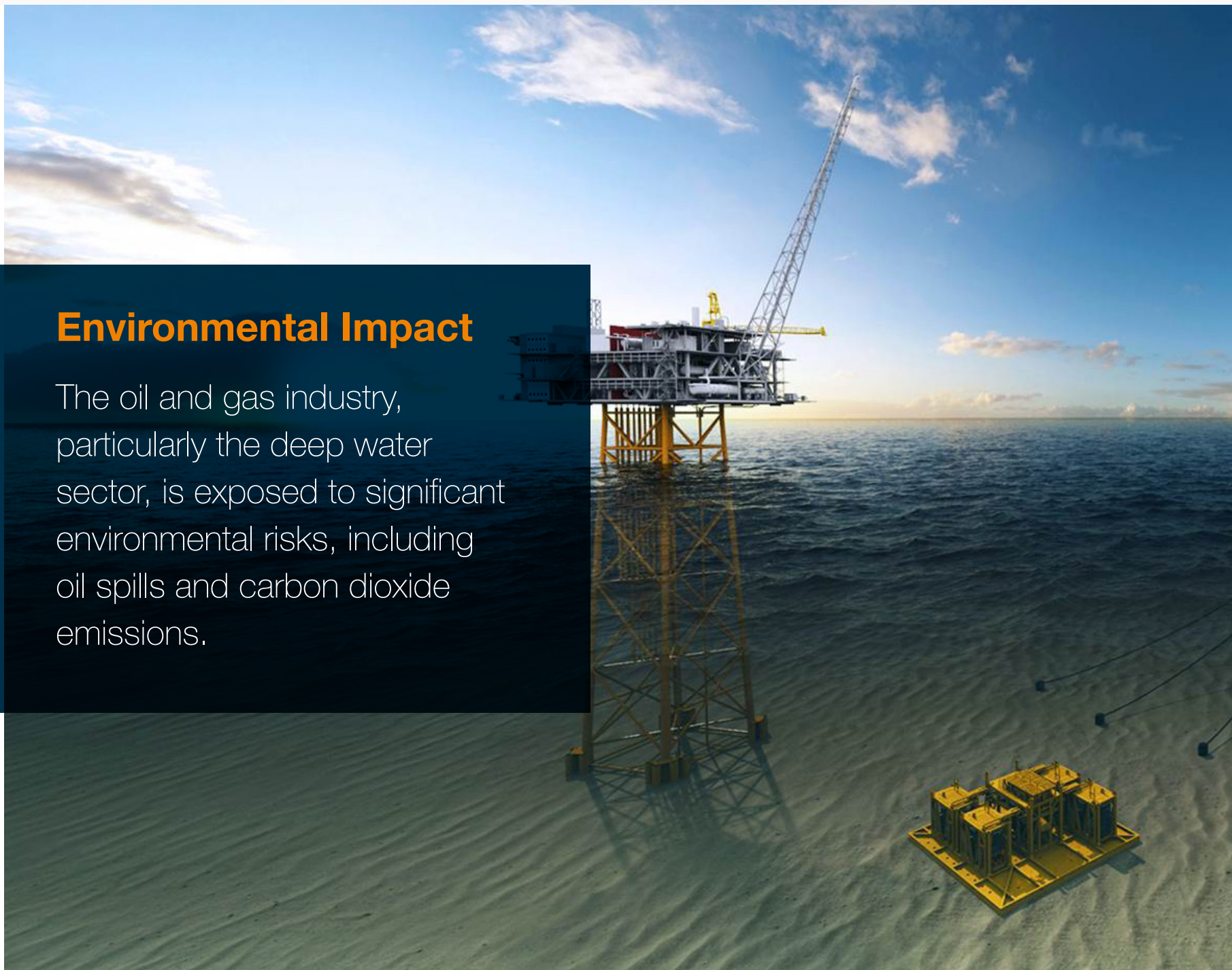
- Develop and implement a new business ethics training program and provide training to all employees
- Strengthen follow-up process of business partners
- Continuously identify, monitor and manage business integrity risks at a company level and delivery center level

Our 2019 targets are outlined below:

- Digitalize key business integrity work processes aided by implementation of governance, risk and compliance software
- Refine risk based framework for integrity due diligence with particular focus on mergers and acquisitions processes
- Provide annual Code of Conduct training to all employees

Environmental Impact

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



The Paris Climate Agreement and the IPPC 1,5°C special report has accelerated the drive towards low carbon solutions in all sectors, industries, transport, agriculture, etc. The market landscape is changing and there is a rapid shift towards renewables that can compete with fossil fuels. Oil and gas companies are searching for new “green” technologies and solutions e.g. offshore wind, solar power, electrification, CCUS (Carbon Capture, Utilization, and Storage), Hydrogen etc., and Aker Solutions has a vision to be a leader in forging a sustainable future for our industry and the world it serves.

Managing environmental and climate change risks ensures a sustainable future for our company, our clients and the industry at large.

Our target is to be a recognized leader, creating value through green engineering, the development of low carbon offerings and solutions, and improved environmental performance for all stakeholders.

Managing Our Footprint

Aker Solutions’ commitment to reducing its environmental impact is detailed in its health, safety, security and environment (HSSE) policy:

- We shall secure prevention and control of events that have the potential to release hazardous materials and energy by focusing on process safety
- We shall conduct our operations through efficient use of materials and energy
- We shall design products and services to have no undue environmental impact, to be safe and to be efficient in consuming energy and natural resources
- We shall provide the right level of resources to ensure that this policy is implemented appropriately

The HSSE policy is implemented through the management system and various leadership development initiatives.

As a part of our ISO 14001 standardization, all Aker Solutions’ sites have to perform a review of their environmental aspects and the associated impacts, and describe how to mitigate these. On an overall level, we see that Aker Solutions’ largest environmental aspect is related to our operations, where the potential for uncontrolled release of

chemicals and hydrocarbons to air, soil or sea is the most important one. Carbon emissions from power generation, fuel combustion and air travels is also one of our main aspects. We are currently implementing these aspects into the company’s global risk register to grant better overview and easier access. 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.

Company programs are in place to monitor and improve energy use and to reduce carbon dioxide emissions and waste. In 2018 our top nine energy users performed internal energy audits aimed to improve the efficiency of our facilities and operations. Several sites implemented energy reducing initiatives, like new and more efficient heating and lighting systems, and others are planning similar objectives for 2019.

During the second and third quarter of 2018, Aker Solutions joined the United Nations’ World Environment Day campaign. The topic was ‘Beat Plastic Pollution – if you can’t reuse it, refuse it.’ Over 300 Aker Solutions’ employees worldwide participated in local cleaning activities and the removal of about four tons of plastic and garbage from beaches, wetlands and recreational areas.

Throughout 2018, Aker Solutions continued its focus on waste reduction and material optimization. Several locations replaced single use plastic cutlery, cups and food trays and wrapping with biodegradable alternatives. Measures to reuse wood packaging for product transportation and scrap metal for minor repairs further decreased the environmental impact.

Aker Solutions is also represented in several of the IOGP committees where the business’ environmental impacts are being discussed, making sure we contribute to a sustainable future for our industry.

In 2018 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.

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 2018. 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

Aker Solutions' activities and related impacts are influenced by customer demands and activities. The impact assessment results measured at the corporate level are associated with the type of projects the company is working on. As a provider of physical items, engineering hours and product maintenance, our footprint is never the same. Fabrication requires materials and energy for production, fluctuation in engineering hours often lead to adjustments in office needs and service tasks will in many cases require the technical expert to travel to the product's physical location. The mix of these tasks, as well as the amount of work we have, is greatly influencing our environmental footprint for the given period. 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.

Waste Management

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 2018 the company launched a new waste management procedure and revised the reporting method for total waste and recycled waste. The major change lies in the way we report recycled waste. Previously this fraction included waste to energy and hazardous waste, but these fractions are no longer considered as recycled according to the industry standard, made by IOGP. This change in reporting boundaries has led to a reduced recycling factor (71 percent in 2018 compared to 87 percent in 2017 - our target with the new method was to be above 65 percent), but we are confident that our stakeholders will understand that these changes allowing more transparent waste management and better control of our waste handling.

Low Carbon Offerings & Solutions

Aker Solutions' leadership will forge a sustainable future for our industry and the world we serve. Our focus is to develop new low carbon offerings and solutions for our clients and create value through green engineering. Currently, we are an established partner in Carbon Capture, Utilization, and Storage (CCUS). Aker Solutions is the only company to offer services, products and solutions throughout the whole CCUS chain, from capture via transport to safe storage. Our proprietary post combustion technology efficiently reduces CO₂ emissions from industrial flue gases. The pure, captured CO₂ can be utilized or transported via ship or pipelines for permanent storage in geological structures, and further used for increased oil production from mature fields Enhanced Oil Recovery (EOR).

In 2018 Aker Solutions invested in Principle Power Inc., a floating wind power technology company, to advance its offshore oil and gas field engineering expertise into the fast-growing renewable energy market. The offshore wind solutions alliance combines Aker Solutions' experience in developing and managing large and complex offshore projects with the proven WindFloat® technology from our partner Principle Power.

While these products are being further commercialized, our engineers are continuously working on smarter and more environmental friendly products, tools, processes and solutions. An internal project is defined for 2019 to help us achieve our goal of becoming a leader in developing low carbon offerings and solutions.

Targets and Initiatives for 2019

We met many of our 2018 targets for managing environmental risk as set out in last year's CR report. In 2018 Aker Solutions implemented a new method for calculating waste, in accordance with its new waste management procedure. The new method only includes material recycling in our recycled waste numbers, not waste-to energy recovery. In addition, the hazardous waste will be included in the total waste numbers. This leads to a lower recycling factor compared to previous values.

Our 2018 targets were:

- 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

We have re-enforced our 2019 targets and initiatives, particularly in regards to reducing energy use and emissions. The environmental targets and key initiatives for 2019 are explained in the company's HSSE plan. The main goal for the coming year is to further implement and safeguard the environmental management system and initiatives introduced into the organization during 2017 and 2018.

Our 2019 targets are outlined below:

- Follow up the implementation of our aspects and impacts register in the company's risk register tool
- Carry out an environmental module in the global HSSE mindset program
- 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

The last bullet point is rooted in the company's Corporate Responsibility Strategy for 2019-2023. Over time, Aker Solutions has had a great focus on operational excellence to minimize cost and stay ahead of schedule whenever possible. Maximizing operational efficiency has led to great savings of both energy and materials, as well as time spent in the fabrication phase. This has also a positive environmental effect, as lower consumption of energy and material per unit reduces the negative impacts on climate change and other environmental impacts. Operational performance is also vital to meet stringent environmental regulations and the associated costs of implementing sustainable environmental technology. As a large company and responsible corporate citizen, the management of environmental and economic performance is a high priority.

A two percent year by year reduction goal has been set for emission intensity from own activities (scope 1 - direct GHG emissions and scope 2 - energy indirect GHG emissions).

For air travels (scope 3) our main focus is to make sure we capture all flight emission data. Currently we capture data for Norway, UK and the US, and Canada will be included from the first quarter in 2019. However, we are aiming at also including large regions such as India, Malaysia, Brazil and our African units as soon as travel data can be retrieved from our travel companies. This task has high priority in 2019.

As mentioned in Managing Our Footprint above, Aker Solutions continuously strives towards environmentally sound management of waste and environmental hazards. We focus on activities that ensure sustained biodiversity and minimal adverse impacts on human health and the environment. Our work towards developing and deploying environmental technologies, such as efficient production and decommissioning technologies, will further mitigate environmental impact for us and our customers.



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 focus on energy intensity, and ultimately carbon dioxide emission intensity. We aim to reduce this number by two percent per year by selecting renewables over non-renewables where possible, operational excellence and improved technological solutions.

Environmental Figures

As seen in the table below, our total energy consumption and energy intensity showed an increase in 2018 compared to 2017. This was an expected increase, as work activities have risen over the past year. In the past year, we have also worked with reporting and compliance, so more of our sites are reporting now compared to earlier years. Some of these sites were previously under the clients' reporting systems and some smaller office sites started reporting for the first time in 2018. All operational sites are reporting, but some very small sites, typically 1-5 people in a shared office areas, are not a part of the reporting, as landlords have difficulties in providing accurate data for multitenant buildings.

Looking at the energy intensity, which is a measure of the amount of energy consumed per million man hours, it remains fairly stable. When it comes to the carbon dioxide emissions and carbon dioxide emission intensity, these numbers cannot be compared to the 2017 numbers, as we for 2018 have included carbon dioxide from air travels booked out of Norway, UK and the US. In 2019 we will be including travellers from more locations, so we expect these CO2 numbers to increase even more.

Environmental Figures

	2018	2017	2016
Energy consumption (MWh)	97,434	90,709	109,122
Energy intensity (MWh per million worked hours)	2,554	2,499	3,291
Carbon dioxide emissions (tonnes)	34 025	18,383	22,133
Carbon dioxide emission intensity (tonnes per million worked hours)	892	506	667
Recycled waste (tonnes)	6,420	5,570	6,618
Total waste (tonnes)	9,034	6,410	7,690
Waste to energy recovery (tonnes)	1,172	No data	No data
Recycling factor (percent) ¹	71	87	86
Hazardous waste (tonnes)	673	446	460
Accidental spills (number)	0	0	1

1) New calculation method implemented in 2018 gives lower results than the previous years as it only includes material recycling.

Non-Renewable Fuel Sources

	2018	2017	2016
Biofuel (liters)	15,000	No data	No data
Diesel (liters)	1,059,000	639,300	1,069,463
Heavy fuel oil (liters)	110,567	95,966	106,623
Natural gas (cubic meters)	448,507	408,341	509,221
Petrol/gasoline (liters)	11,000	12,693	57,278

Electricity MWh

	2018	2017	2016
Electricity Asia/Australia ex China	13,585	11,711	13,527
Electricity Europe, ex Norway and UK	670	717	707
Electricity Scandinavia/Brazil	53,887	50,903	60,910
Electricity UK	5,538	7,699	11,233
Electricity US	3,644	4,884	3,645

A man with dark hair and a beard, wearing safety glasses and a red polo shirt with a yellow collar, is focused on a computer monitor. He is holding a pen and looking at the screen. In the background, other workers in red shirts are visible in a factory or industrial setting.

Supply Chain Management

We depend on a trustworthy supply chain committed to 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 meet our expectations. Suppliers are expected to adhere to our business ethics and values, including our standards for health and safety, human and labor 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 10,000 direct and indirect suppliers across the globe and employs 987 people. Supply Chain Management includes strategic sourcing, category management, supplier quality and surveillance, material planning, procurement, inventory management and logistics. Material costs are 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 important parts of our indirect procurement.

Through our international presence, we establish mutually beneficial relationships with local suppliers and subcontractors. Their local presence, knowledge and expertise is key to our business. It enables us to perform well in complex industrial landscape and remote locations.

Approved Vendor List (AVL)

In 2018 demanding better compliance and visualization of our strongly consolidated supplier base, we began the transition to replace our Supplier Qualification and Information System (SQiS) with a new integrated Approved Vendor List (AVL).

Aker Solutions' supplier base is qualified and monitored through our qualified supplier list AVL. Compliance with our requirements is assessed through process and/or technical audits or due diligence analyses. A chosen supplier, direct or indirect, is expected to meet certain key requirements and fully embrace our ethical standards.



AVL's rigorous qualification, monitoring and performance evaluation process to measure and predict supplier performance is supported by 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 required, and on the country or location of the supplier.

Our supply chain information system allows us to continuously monitor the performance of our qualified suppliers and is integrated with the company's internal audit management tool. This tool tracks audit reports and findings, lost time incidents and near misses, HSSE and operational performance. It also issues alerts when certifications are expiring. Aker Solutions' supplier audit program is risk based and determines where the company focuses its audits. In 2018 the company conducted 124 external audits of suppliers. The process has recently been revamped, through the introduction of a more detailed questionnaire and verification of adherence with business integrity and compliance, e.g. UN Guiding Principles for Business and Human Rights.

In 2018, 242 new suppliers were prequalified for the company's qualified supplier list (AVL). 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 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 2018. However, we rejected certain supplier qualifications based on poor environmental management or compliance risks.

Supplier Accreditation

Accredited suppliers and their manufacturing and inspection processes help us minimize quality surveillance, document review and purchase order administration, ultimately reducing costs and lead times. Supplier accreditation builds on our systematic process of prequalification. Aker Solutions' supplier quality department in Supply Chain Management, drives detailed reviews of processes with main suppliers to ensure full quality control and HSSE in the product manufacturing processes.

The program includes a supplier performance review, a supplier process audit and supplier improvement workshops. In 2018, 50 suppliers were chosen for their relentless efforts to continuously improve both on their quality of delivery and their cost base in cooperation with Aker Solutions. As it progresses, the program will form the basis for increased preapproval of standardized supplier processes and documentation. Going further with the intention to have an accredited supplier base of 100 suppliers, representing half of our direct materials spend.

Our key focus is to ensure that suppliers have proven, quality management processes, including change management.

Targets and Initiatives for 2019

Supply chain management met the 2018 corporate responsibility targets.

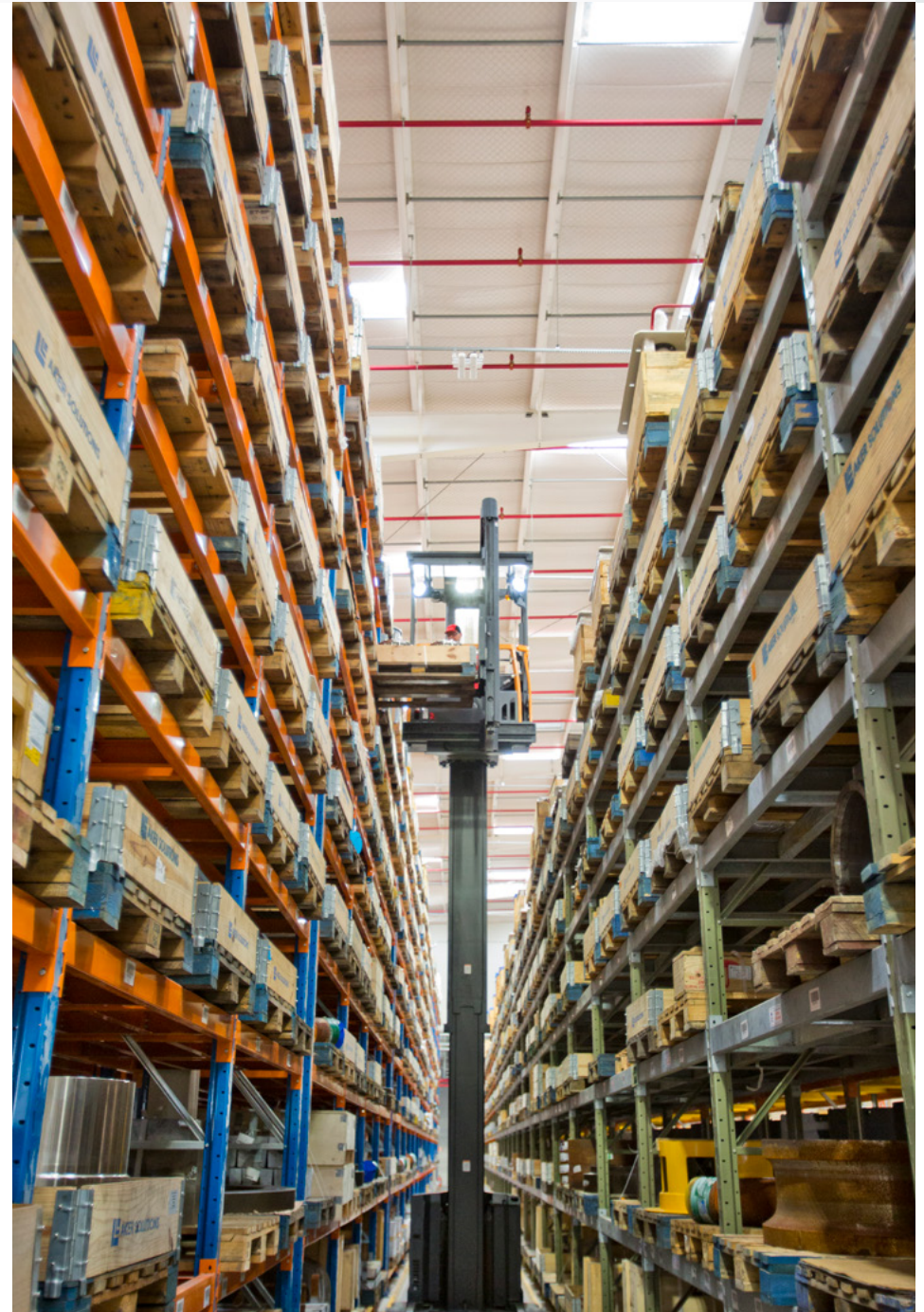
The 2018 targets were:

- 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

We will drive a responsible and sustainable supplier base by implementing a risk based monitoring and auditing program to ensure that our suppliers meet our 2019 targets.

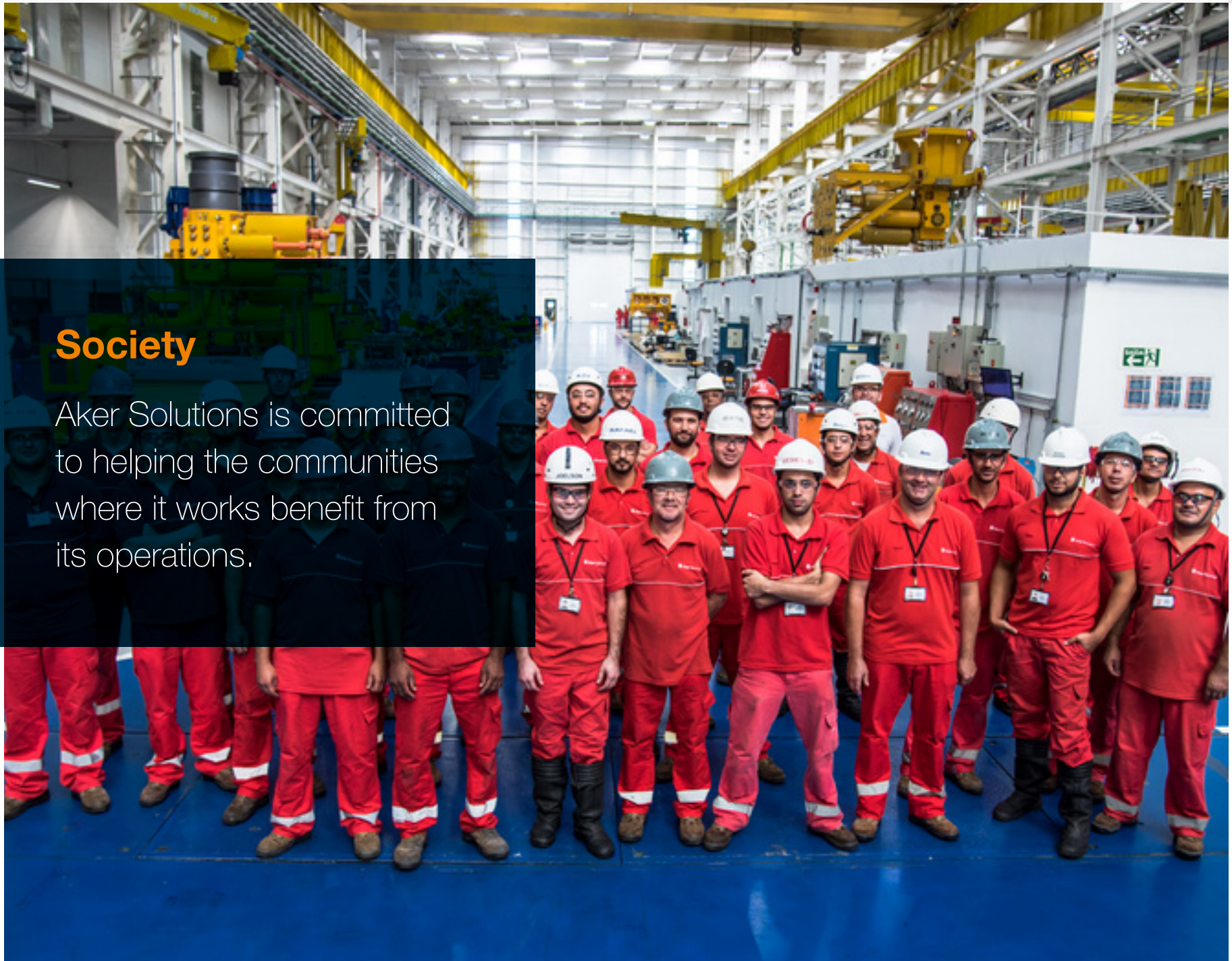
Our 2019 targets are outlined below:

- Improve incident monitoring of suppliers through a detailed HSSE dashboard application
- Reduce the number of incidents at suppliers through focused supplier development
- Integrate Business Integrity and Compliance as a new function within Supply Chain Management
- Strengthen compliance with supplier qualification through introduction of SAP Ariba
- Integrate a dedication clause related to Business Integrity and Compliance in all supplier audits



Society

Aker Solutions is committed to helping the communities where it works benefit from its operations.



We recognize the opportunity and responsibility to positively impact upon our surroundings and 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, violation of human rights 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 2018 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 ¹	Revenue ² <i>NOK million</i>	Investments in assets ³ <i>NOK million</i>	Paid taxes ⁴ <i>NOK million</i>
Norway	5,834	15,606	291	0
Brazil	3,883	1,821	43	9
UK	2,056	4,709	39	-93
India	1,072	438	7	18
Malaysia	795	1,377	10	10
Brunei	347	711	1	6
USA	275	944	31	6
Angola	174	904	6	101
Canada	196	390	9	15
Australia	29	94	0	1
Congo	25	237	0	33
Cyprus	3	63	66	-5
Other	16	149	4	30
Sum of countries	14,705	27,442	505	130
Eliminations ²	0	-2,210	0	0
Total Aker Solutions	14,705	25,232	505	130

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. The figures represent own employees as of December 31, 2018.

2) Revenue figures per country include internal and external revenues and are based on location of the Aker Solutions company that has recognized the revenue. Intercompany sales are subtracted in the line "eliminations" to present external Aker Solutions revenues as in the income statement.

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. Aker Solutions has not paid corporate income taxes in Norway due to tax losses carried forward. The negative amount in the UK is due to refunds of prepaid taxes and tax losses carried back.



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, we have pledged USD 1.9 million towards scholarships for technical education in cooperation with University Agostinho Neto until 2021. This will take place at Norwegian University of Science and Technology (NTNU) in Norway. We have also given USD 700,000 in operational engineering and technical training at Aker Solutions facilities worldwide and through suppliers over various fields. This including sending 12 Angolan employees to train in MMO techniques and processes at Aker Solutions in Aberdeen, UK.
- Aker Solutions is fulfilling local content requirements in Nigeria. A Learning Center facility is currently under construction near Yenagoa, Bayelsa state. The learning center is envisioned as an engine to enhance indigenous oil and gas engineering competence. Once complete, the center will consist of a main building for training activities, a 23 room hostel, security houses, a mini football pitch and a sewage treatment plant. The project is constructed with help from local contractors and suppliers, and estimated completion is in the third quarter of 2019. The project has high focus on HSSE performance and is closely monitored and supported by local management and central functions at Aker Solutions.
- In India, we have sponsored a solar power generation unit at the Dr. M. L. Dhawale Memorial Trust's Rural Hospital in Palghar. The hospital is a large primary healthcare center located about 100 kilometers from Mumbai and serves the rural population in surrounding villages. It currently has 100 beds and caters to almost 36,000 outpatients. The average power consumption is up to 22,000 units a month, covering needs ranging from sonography machines to routine utilities and charging of the mobile medical van used for rural visits. The new 60 kilowattpeak (kWp) power generation unit uses 168 solar panels on the hospital's roof to generate power for the facility's largest building. This will significantly reduce operating expenses, enabling the funds to be used to serve the needs of the community. This installation will also reduce the emission of carbon dioxide over the design life of the unit.

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 joined the VI Campaign, together with 10 other companies in the Aker ASA group with a NOK 2.0 million yearly donation for five years, NOK 10 million in total. VI aims to create a movement to rectify the imbalance between people with and without disabilities. This supports our belief in equality and corporate responsibility. VI wants to give disabled people the opportunity to enjoy a full and active life. VI aims to contribute to a higher quality of life, improved health, increased self-efficiency and more social interaction with others.
- In 2018, we donated NOK 100,000 to Doctors without Borders, which is an independent, global movement providing medical aid where it is needed most, including to war zones and scenes of natural disasters and epidemics.
- Since 2012, Aker Solutions has supported Karanba Project with financial assistance and participation on its' board. Karanba is a Norwegian social project in Rio de Janeiro, Brazil. Utilizing football as a tool for personal development, Karanba helps a large number of children and young people from slum areas access opportunity and education. The project activities give children a means to express themselves and offer an alternative to passivity and crime. Karanba is made up of a mix of locally employed staff and volunteers working within the following areas: administration and structure, pedagogy, teaching, vocational training, football and employment. The project is educationally oriented with classes at its main base in Rio de Janeiro focusing on English, math and Portuguese.

Employee Engagement in Local Communities

In 2018 employees across our organization initiated and participated in numerous charitable activities at a local level.

- Every year the United Nations marks World Environment Day with a special campaign addressing key environmental issues. In 2018 its theme was "Beat Plastic Pollution." In summer 2018, all Aker Solutions sites were encouraged to participate in the initiative and arrange local beach cleaning drives, or similar activities. Employees responded to the call for action in several locations, including activity targeting Strandryddedagen in Norway, Versova Beach in Mumbai, India, and Bagan Lalang in Malaysia, where Aker Solutions joined forces with the Selangor government to clean the beach. In total more than 300 employees contributed to the campaign, removing almost four tons of plastic and garbage from beaches, wetlands and recreational areas near Aker Solutions locations worldwide. Along with the challenge, a competition was devised to see "Who can collect the most garbage per participant?" When the contest was launched in June, the Aker Solutions site in Sandnessjøen, Norway quickly set the record of 16 kg of garbage per participant. However, a new record was set in the summer as 25 employees from the Mumbai office collected 1,500 kg of garbage, an average of 60 kg per employee.
- In 2018, Aker Solutions impacted, through volunteering work, more than 400 students in a program called "Entrepreneurial Trail" preparing young people from the public school system in Brazil for the job market. Since 2017, Aker Solutions has participated in the "Entrepreneurial Track" volunteer initiative in partnership with the Brazilian Petroleum Institute (IBP) and Junior Achievement.
- In 2017 Aker Solutions concentrated its volunteering efforts in the city of Rio de Janeiro. In 2018 we extended the activity to schools in São José dos Pinhais (Eunice Borges State College and Luiz Singer Municipal School) and Lagos Region (CIEP Gabriel Joaquim dos Santos). In 2018 we provided 32 volunteers.

About this Report

This report presents Aker Solutions ASA's corporate responsibility performance and activities in 2018.

A close-up photograph of a red jacket with the Aker Solutions logo printed on the sleeve. The logo consists of a stylized white 'A' icon followed by the text 'AkerSolutions' in white. The background is blurred, showing a person in a blue hard hat and another person in a red jacket.

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 2018 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 2018 is based on the Global Reporting Initiative (GRI) Standards. This report has been prepared in accordance with the GRI Standards ‘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 2018. 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 Standards 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 do 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

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This report has been prepared in accordance with the GRI Standards 'core' level. We have sought to report fully on all possible dimensions of the disclosures, 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 disclosure is presented in our Corporate Responsibility Report, Annual Report or company website. For a complete description of the individual disclosures, please see GRI's website (www.globalreporting.org).

GENERAL DISCLOSURES

Disclosure #	Disclosure name	Located in 2018 Report
Organizational Profile		
102-1	Name of the organization	Front page of this report
102-2	Activities, brands, products, and services	Note 3 (Revenue) in the 2018 Annual Report Note 4 (Operating segments) in the 2018 Annual Report
102-3	Location of headquarters	Note 1 (Company information) in the 2018 Annual Report
102-4	Location of operations	Note 26 (Subsidiaries) in the 2018 AR Other information chapter in the 2018 AR
102-5	Ownership and legal form	Note 1 (Company information) in the 2018 AR Note 12 (Shareholders - Parent Company Accounts) in the 2018 AR
102-6	Markets served	Board of Directors' report in the 2018 AR

102-7	Scale of the organization	Subchapter: Key staff figures Main chapter: People Note 4 (Operating Segments) in the 2018 Annual Report Note 26 (Subsidiaries) in the 2018 Annual Report Balance sheet in the 2018 Annual Report Note 16 (Equity) in the 2018 Annual Report Note 17 (Borrowings) in the 2018 Annual Report Note 23 (Capital Management) in the 2018 Annual Report
102-8	Information on employees and other workers	Subchapter: Key staff figures Main chapter: People
102-9	Supply chain	Partly reported: Main chapter: Supply Chain Management
102-10	Significant changes to the organization and its supply chain	The new organizational structure is described in the board of directors' report in the 2018 AR.
102-11	Precautionary Principle or approach	Main chapter: Introduction
102-12	External initiatives	Subchapter: Charters and memberships Main chapter: Introduction Subchapter: Human and labor rights Main chapter: People
102-13	Membership of associations	Subchapter: Charters and memberships Main chapter: Introduction Subchapter: Human and labor rights Main chapter: People
Strategy		
102-14	Statement from senior decision-maker	CEO Introduction

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Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	Subchapter: Anti-corruption compliance program Main chapter: Integrity
Governance		
102-18	Governance structure	2018 Corporate Governance Statement
Stakeholder Engagement		
102-40	List of stakeholder groups	Subchapter: Stakeholders Main chapter: Introduction
102-42	Identifying and selecting stakeholders	Subchapter: Stakeholders Main chapter: Introduction
102-43	Approach to stakeholder engagement	Subchapter: Stakeholders Main chapter: Introduction
102-44	Key topics and concerns raised	Subchapter: Stakeholders Main chapter: Introduction
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Note 26 (Subsidiaries) in the 2018 AR
102-46	Defining report content and topic Boundaries	Subchapter: Stakeholders Main chapter: Introduction Main chapter: About this report
102-47	List of material topics	Subchapters: Strategy, stakeholders Main chapter: Introduction Main chapter: About this report GRI index table
102-48	Restatements of information	Main chapter: About this report Subchapter: Environmental Figures Main chapter: Environment
102-49	Changes in reporting	Main chapter: About this report

102-50	Reporting period	Calendar year (2018)
102-51	Date of most recent report	March 2018
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	communications@akersolutions.com
102-54	Claims of reporting in accordance with the GRI Standards	Subchapter: Charters and memberships Main chapter: Introduction Main chapter: About this report GRI Index table
102-55	GRI content index	GRI Index table
102-56	External assurance	No external assurance on the Corporate responsibility report

SPECIFIC STANDARD DISCLOSURES

MAIN CATEGORY: ECONOMIC

GRI Standard: 201 - Economic Performance

103 1-3	Management approach	Main chapter: Letter from the CEO Subchapters: governance, strategy Main chapter: Introduction Subchapter: Country by country report Main chapter: Society Board of Directors' report in the 2018 AR
201-1	Direct economic value generated and distributed	Income Statement in the 2018 AR Note 6 (Other Operating Expenses) in the 2018 AR Note 5 (Personnel Expenses) in the 2018 AR Note 7 (Finance Income and Expenses) in the 2018 AR Cashflow chapter in the 2018 AR Subchapter: Country by Country Report Main chapter: Society

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201-2	Financial implications and other risks and opportunities due to climate change	Partly reported: Main chapter: Letter from the CEO
201-3	Defined benefit plan obligations and other retirement plans	Note 18 (Pension Obligations) in the 2018 AR
GRI Standard: 205 - Anti-corruption		
103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Integrity
205-1	Operations assessed for risks related to corruption	Partly reported: Subchapters: Project Screening and Anti-corruption compliance program Main chapter: Integrity chapter
205-2	Communication and training about anti-corruption policies and procedures	Subchapter: Training and Awareness Main chapter: Integrity
205-3	Confirmed incidents of corruption and actions taken	Subchapter: Anti-corruption compliance program Main chapter: Integrity
GRI Standard: 206 - Anti-competitive Behaviour		
103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Integrity
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Subchapter: Anti-corruption compliance program Main chapter: Integrity

MAIN CATEGORY: ENVIRONMENTAL		
GRI Standard: 302 - Energy		
103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Environment chapter
302-1	Energy consumption within the organization	Subchapter: Environmental Figures Main chapter: Environment
302-3	Energy intensity	Main chapter: Environment
GRI Standard: 305 - Emissions		
103 1-3	Management approach	Main chapter: Introduction Main chapter: Environment chapter
305-1	Direct (Scope 1) GHG emissions	Partly reported Subchapter: Environmental Figures Main chapter: Environment
305-2	Energy indirect (Scope 2) GHG emissions	Partly reported Subchapter: Environmental Figures Main chapter: Environment
305-3	Other indirect (Scope 3) GHG emissions	Partly reported Subchapter: Environmental Figures Main chapter: Environment
305-4	Greenhouse gas (GHG) emissions intensity	Subchapter: Environmental Figures Main chapter: Environment

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GRI Standard: 306 - Effluents and Waste

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Environment chapter
306-2	Waste by type and disposal method	Partly reported: Subchapter: Environmental Figures Main chapter: Environment
306-3	Significant spills	Subchapter: Environmental Figures Main chapter: Environment

GRI Standard: 307 - Environmental Compliance

103 1-3	Management approach	Main chapter: Introduction Main chapter: Environment chapter
307-1	Non-compliance with environmental laws and regulations	Main chapter: Environment

GRI Standard: 308 - Supplier Environmental Assessment

103 1-3	Management approach	Subchapters: Supplier accreditation Main chapter: Introduction
308-1	New suppliers that were screened using environmental criteria	Subchapters: Approved Vendor List (AVL) Main chapter: Supply Chain Management
308-2	Negative environmental impacts in the supply chain and actions taken	Subchapters: AVL, Supplier accreditation Main chapter: Introduction

MAIN CATEGORY: SOCIAL

GRI Standard: 401 - Employment

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: People
401-1	New employee hires and employee turnover	Subchapter: Key staff figures Main chapter: People
401-3	Parental leave	Partly reported: Subchapter: Key staff figures Main chapter: People

GRI Standard: 402 - Labor/Management Relations

103 1-3	Management approach	Main chapter: Introduction Main chapter: People are the Key to Our Success
402-1	Minimum notice periods regarding operational changes	Main chapter: Introduction Subchapter: Employee Representation and Engagement Main chapter: People are the Key to Our Success

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GRI Standard: 403 - Occupational Health and Safety

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Health, Safety and Security
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Main chapter: Health, Safety and Security We do not have available gender / region information.
403-3	Workers with high incidence or high risk of diseases related to their occupation	Subchapters: Continued focus on employee health and sick leave follow-up, Aker Care and Travel Risk Assessment Main chapter: Health, Safety and Security
403-4	Health and safety topics covered in formal agreements with trade unions	Subchapter: Respecting human and labor rights Main chapter: People

GRI Standard: 404 - Training and Education

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: People
404-2	Programs for upgrading employee skills and transition assistance programs	Subchapter: Leadership, Talent and Performance Main chapter: People
404-3	Percentage of employees receiving regular performance and career development reviews	Subchapter: Leadership, Talent and Performance Main chapter: People

GRI Standard: 405 - Diversity and Equal Opportunity

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: People
405-1	Diversity of governance bodies and employees	Subchapter: Key staff figures Main chapter: People
405-2	Ratio of basic salary and remuneration of women to men	Subchapter: Diversity and Equal Opportunity Main chapter: People

GRI Standard: 406 - Non-discrimination

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Integrity
406-1	Incidents of discrimination and corrective actions taken	Subchapter: Reporting concerns Main chapter: Integrity

GRI Standard: 407 - Freedom of Association and Collective Bargaining

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction
407-1	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk	Subchapter: Respecting human and labor rights Main chapter: People Subchapter: Project screening Main chapter: Integrity Subchapter: A responsible global supply chain Main Chapter: Supply chain management

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GRI Standard: 408 - Child Labor

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Supply chain management Main chapter: People
408-1	Operations and suppliers at significant risk for incidents of child labor	Subchapter: A responsible global supply chain Main chapter: Supply chain management Subchapter: Respecting Human and labor rights Main chapter: People Subchapter: Project Screening Main chapter: Integrity

GRI Standard: 409 - Forced or Compulsory Labor

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Supply chain management Main chapter: People
409-1	Operations and suppliers at significant risk for incidents 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 Subchapter: Project Screening Main chapter: Integrity

GRI Standard: 410 - Security Practices Human Rights Assessment

103 1-3	Management approach	Main chapter: Introduction Main chapter: Health, Safety and Security chapter
410-1	Security personnel trained in human rights policies or procedures	Partly reported Main chapter: Introduction Main chapter: Health, Safety and Security chapter

GRI Standard: 412 - Human Rights Assessment

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Supply chain management Main chapter: Integrity
412-1	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
412-2	Employee training on human rights policies or procedures	Subchapter: Training and awareness Main chapter: Integrity
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Subchapter: Project screening Main chapter: Integrity

GRI Standard: 414 - Supplier Social Assessment

103 1-3	Management approach	Subchapters: AVL Main chapter: Introduction
414-1	New suppliers that were screened using social criteria	Subchapters: AVL , Supplier accreditation Main chapter: Introduction
414-2	Negative social impacts in the supply chain and actions taken	Subchapters: AVL , Supplier accreditation Main chapter: Introduction

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GRI Standard: 415 - Public Policy

103 1-3	Management approach	Subchapters: Governance and strategy Main chapter: Introduction Main chapter: Society
415-1	Political contributions	Subchapters: Sponsorship and Donations Main chapter: Society

GRI Standard: 416 - Customer Health and Safety

103 1-3	Management approach	Main chapter: Introduction Main chapter: Health, Safety and Security chapter
416-1	Assessment of the health and safety impacts of product and service categories	Main chapter: Health, Safety and Security
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Main chapter: Health, Safety and Security chapter

GRI Standard: Socioeconomic Compliance

103 1-3	Management approach	Main chapter: Integrity
419-1	Non-compliance with laws and regulations in the social and economic area	Subchapter: Anti-corruption compliance program Main chapter: Integrity

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