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Weaving ESG into the fabric of our business

Dear Crayon stakeholders,

Crayon was founded on principles of entrepreneurship, customer trust, and respect for diversity. Our vision is in driving technology for the greater good, and to achieve this, we embed our environmental, social, and governance targets into the fabric of our business.

As a global tech company, we recognize the power we have to change the world and it's a responsibility we don't take lightly.

This is evident when I look back on 2022 on our ESG journey. I am incredibly proud of the team's accomplishments and want to thank everyone involved. We have built a solid foundation and have strong momentum to achieve our targets. It shows that when you clearly define goals and provide support and innovation for success, anything is possible.

Our ESG strategy has four parts: People, Planet, Prosperity, and Governance.

People

We are a people-driven culture, as our greatest asset is our employees. Their expertise stems from our relentless passion for customer satisfaction. I have found that the best products, solutions, and ideas are formulated by diverse teams. This is driven by differing perspectives based on unique experiences, cultures, ethnicities, religions, and gender that shape a more inclusive outcome. For this reason, McKinsey found that more diverse teams yielded higher profitability. At Crayon, our target is to have a workforce that is 40% women by 2027, but we won't stop there. We are committed to increasing the diversity of our employee base across multiple aspects from neurodiversity to ethnicity, age, and race.

Our commitment goes beyond hiring and extends into educating our employees with inclusive bias training, creating a culture that fosters ideas, and celebrating one another as "One Crayon."

Our sentiments for the well-being of people expand beyond our company. We have a longstanding tradition of giving back to our communities and we formalized this into a program called Crayon Cares. Through this initiative we have helped those in need worldwide and during the pandemic this also helped to bring our colleagues together, boosting morale.

Planet

We must protect our planet. To do so, we are capturing our CO₂ emissions and aim to reduce our greenhouse gas emissions by at least 40% by 2030. We encourage our employees to find ways to reduce waste and minimize their footprint with limited plastic waste. In addition, our new headquarters office in Oslo meets a top level of environmental standards and we achieved ISO 14001 in 2022 to further demonstrate our focus on sustainability.

From an IT standpoint, we are a cloud-based company and limit energy consumption. We also choose to support cloud-based solutions for our customers to help minimize the environmental impact.

Prosperity

As part of our aim to drive more business value, we have identified ways to merge more sustainability into our technologies. This approach enhances our position as a visionary solutions provider for a lower-carbon future. We are finalizing a green ops solution to help our customers and partners assess their CO₂ impact and find smarter ways to lower energy consumption and costs. ESG innovation is the catalyst that

inspires new products and services, and generates measurable societal impacts.

Governance

Integrity is one of Crayon's core business values and it's reflected in our commitment to ensure our governance framework champions the highest expectations for a secured and trusted business.

This past year we've focused on leveraging technology in areas such as security monitoring and third-party risk management to fast track our ambitions to establish a dialogue with partners on data protection, human rights, and decent working conditions. To strengthen our internal security posture, the Crayon Trust Unit deployed several capabilities developed by our Cybersecurity Services Unit.

2023 and beyond

Though we have made solid gains, we are not complacent. We know there is more work to do to reach our full potential as a sustainable company and we can't do it alone. It requires collaboration with all our stakeholders: Employees, customers, partners, vendors, shareholders, and society at large.

My philosophy is that when I commit to something, I need to deliver on it and this is how we approach sustainability at Crayon.

I hope you share this philosophy with me and together we can continue to make Crayon a force for good.

Sincerely,


Melissa Mulholland, CEO

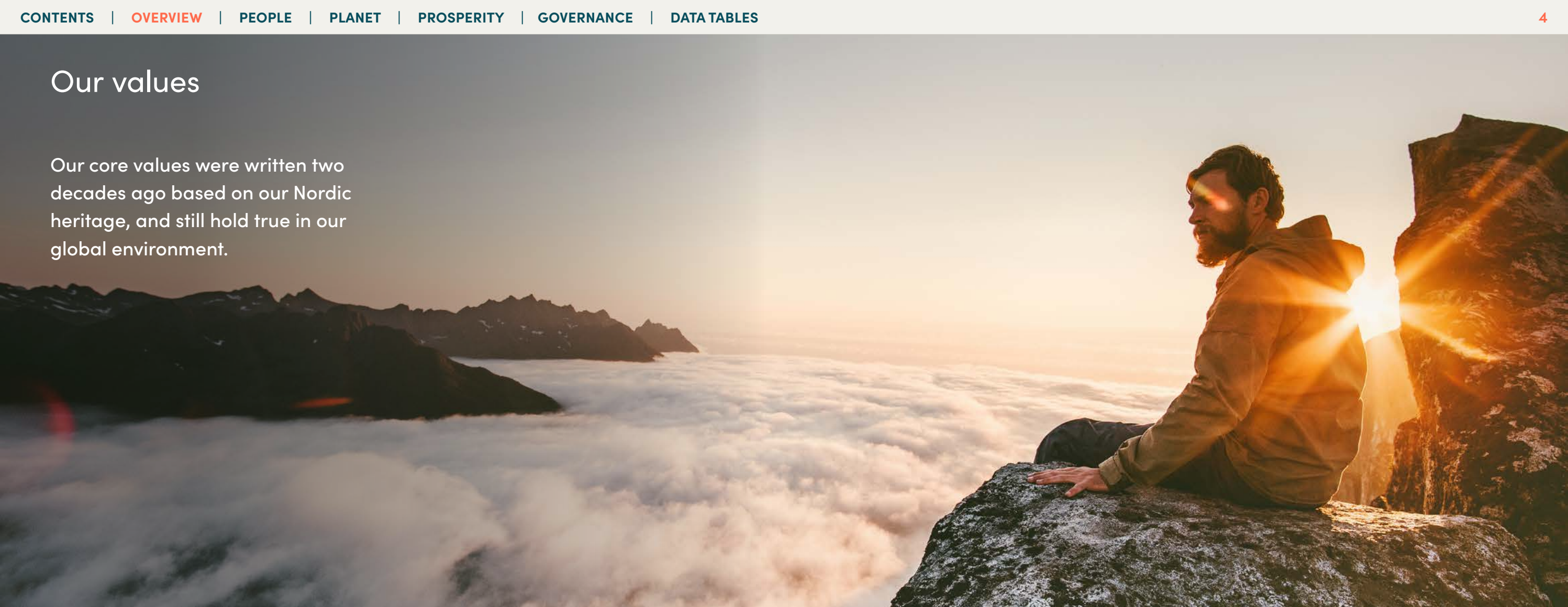


● ● **We owe it to our future to leave the planet in a sustainable state, and it takes all of us to contribute.**

– Melissa Mulholland, CEO

Our values

Our core values were written two decades ago based on our Nordic heritage, and still hold true in our global environment.



INTEGRITY

With our actions we show integrity and we are accountable for our actions and inactions

QUALITY

What we do, we do with excellence and better than anyone else

PACE

We are customer focused and act and execute with urgency

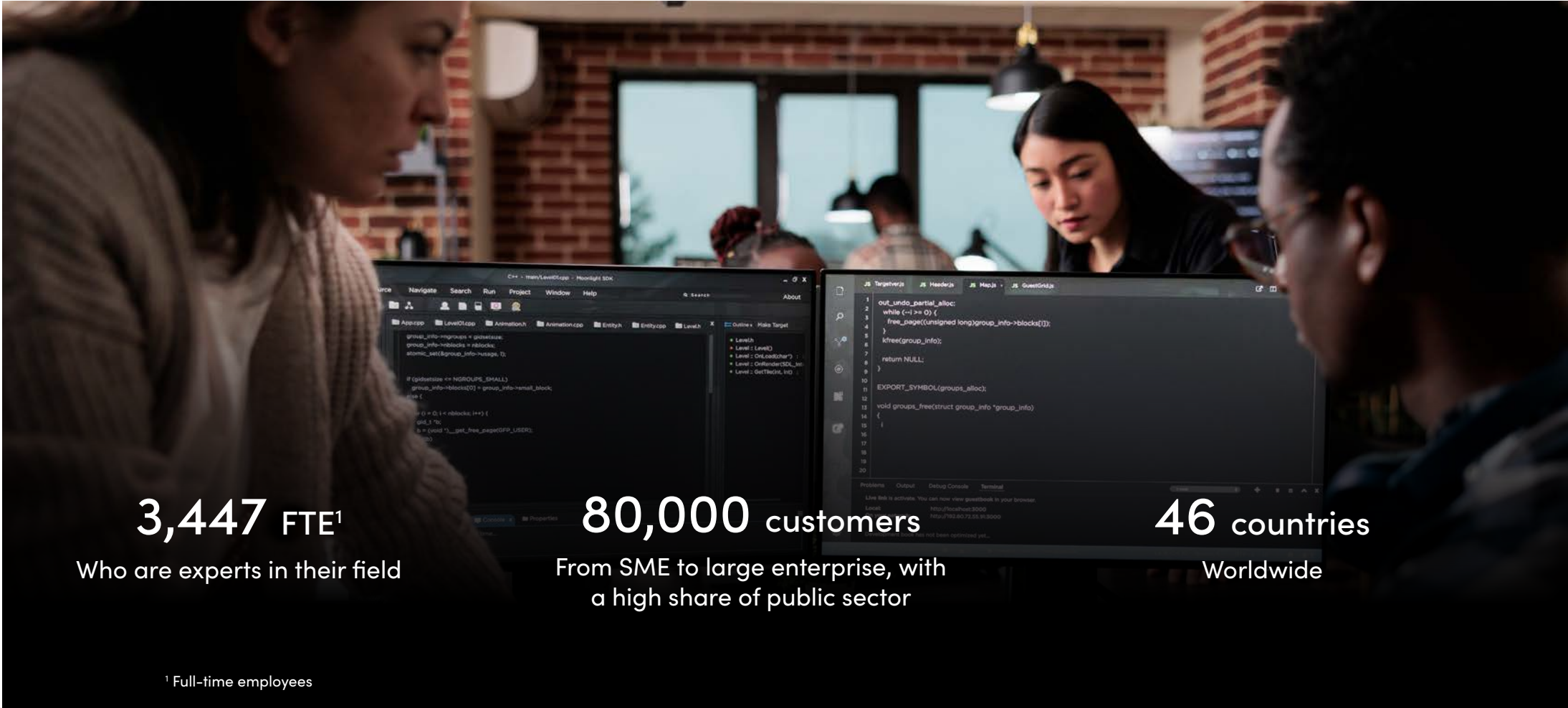
AGILITY

We innovate through continuous improvement and adapt quickly to change

Crayon at a glance

Crayon is a customer-centric innovation and IT services company that **believes in the power of technology to drive the greater good.**

We help our customers reduce cost, manage software and cloud services, and leverage advanced technology to create business value.



3,447 FTE¹
Who are experts in their field

80,000 customers
From SME to large enterprise, with a high share of public sector

46 countries
Worldwide

¹ Full-time employees

Australia
Austria
Bulgaria
Canada
Czech Republic
Denmark
Estonia

Finland
France
Germany
Hungary
Iceland
India
Indonesia

Ireland
Japan
Latvia
Lithuania
Malaysia
Mauritius
Netherlands

New Zealand
Norway
Oman
Philippines
Poland
Portugal
Qatar

Republic of North Macedonia
Romania
Saudi Arabia
Serbia
Singapore
Slovakia

Slovenia
South Africa
South Korea
Spain
Sri Lanka
Sweden
Switzerland

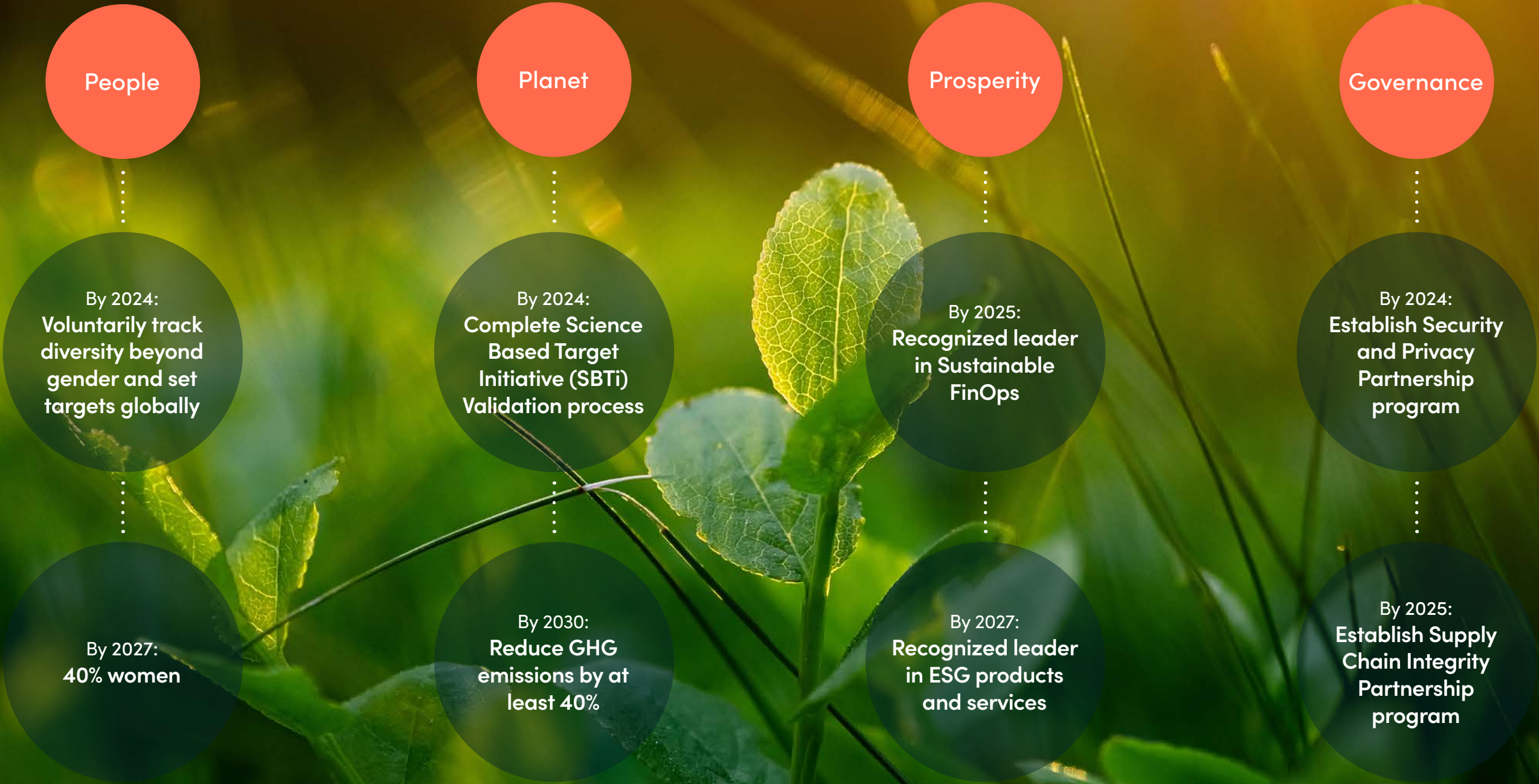
Thailand
Ukraine
United Arab Emirates
United Kingdom
United States

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE STRATEGY

Our ESG strategy is foundational to our business and exemplified in our values. We have bold ambitions to drive the greater good.



Our big ambitions



Our ESG journey

When laying the foundation of our ESG strategy, we set big, bold ambitions. Today, we stand by those ambitions, but with a sharper focus to ensure we are making a true impact on our business and the world around us.

This past year we have further embedded our ESG initiatives into all aspects of the business.

Key highlights

- We have driven key workstreams such as the implementation of a centralized third-party risk management process, which is a pre-requisite to achieving ISO 37001 certification for Crayon’s Anti-Bribery Management System.
- We drastically expanded our internal focus on our people by diversifying our talent pool, conducting an unconscious bias training for all employees, and growing our global volunteer program.
- We further deployed our internal development programs to ensure our diverse teams will support Crayon’s ambitious growth.

- We have strengthened our ESG products and services in line with our ambition to deepen collaboration with our customers, partners, and vendors.
- We implemented a technology-enabled approach to third-party risk management that enabled us to fast track our ambitions to use the captured data for target-setting and to establish a dialogue with partners.
- We also revisited our big ambitions from a holistic perspective to ensure our ESG targets per pillar still embrace our company’s vision and have key performance indicators within the different functions to measure the reliability and impact of our activities against clearly defined ESG objectives.

- We formalized our long history of giving back to our communities into a program called Crayon Cares. Through this program we volunteered our time and raised funds for organizations in several countries worldwide.
- We follow a structured approach with all business stakeholders on a quarterly basis to regularly track and update our targets to ensure transparency, accountability and that our achievements and progress are working toward our long-term goals.

Moving forward, we are confident that our people-driven culture of excellence will deliver the high-impact results we expect in relation to our ESG ambitions on people, planet, prosperity, and governance, and further use the power of technology to drive the greater good.

Category	Year	Ambition details	Status
Diversity, equity, and inclusion targets	2022	100% completion of unconscious bias training.	Nearly achieved. We have 99.1% completion by the end of March 2023.
Diversity, equity, and inclusion targets	2022	External accreditation by an independent DEI certification body.	This is ongoing. As a preliminary step to the external accreditation, we have designed an internal DEI roadmap with key targets to ensure we accreditation is achieved.
Environmental management	2022	Achieve global ISO 14001 Environmental Management System certification for 50+ entities.	This has been achieved.
Green IT and circular economy	2022	Increase awareness, adopt local initiatives, and deliver sustainable device management for laptops.	This has been achieved.
Responsible AI	2022	Responsible AI awareness incorporated into Crayon's ethical and sustainable culture.	This has been achieved.
Integrity, risk, and compliance	2022	Global ISO 37001 Anti-Bribery and Corruption certification for 50+ entities.	This is scheduled to be complete in May 2023.

Materiality analysis

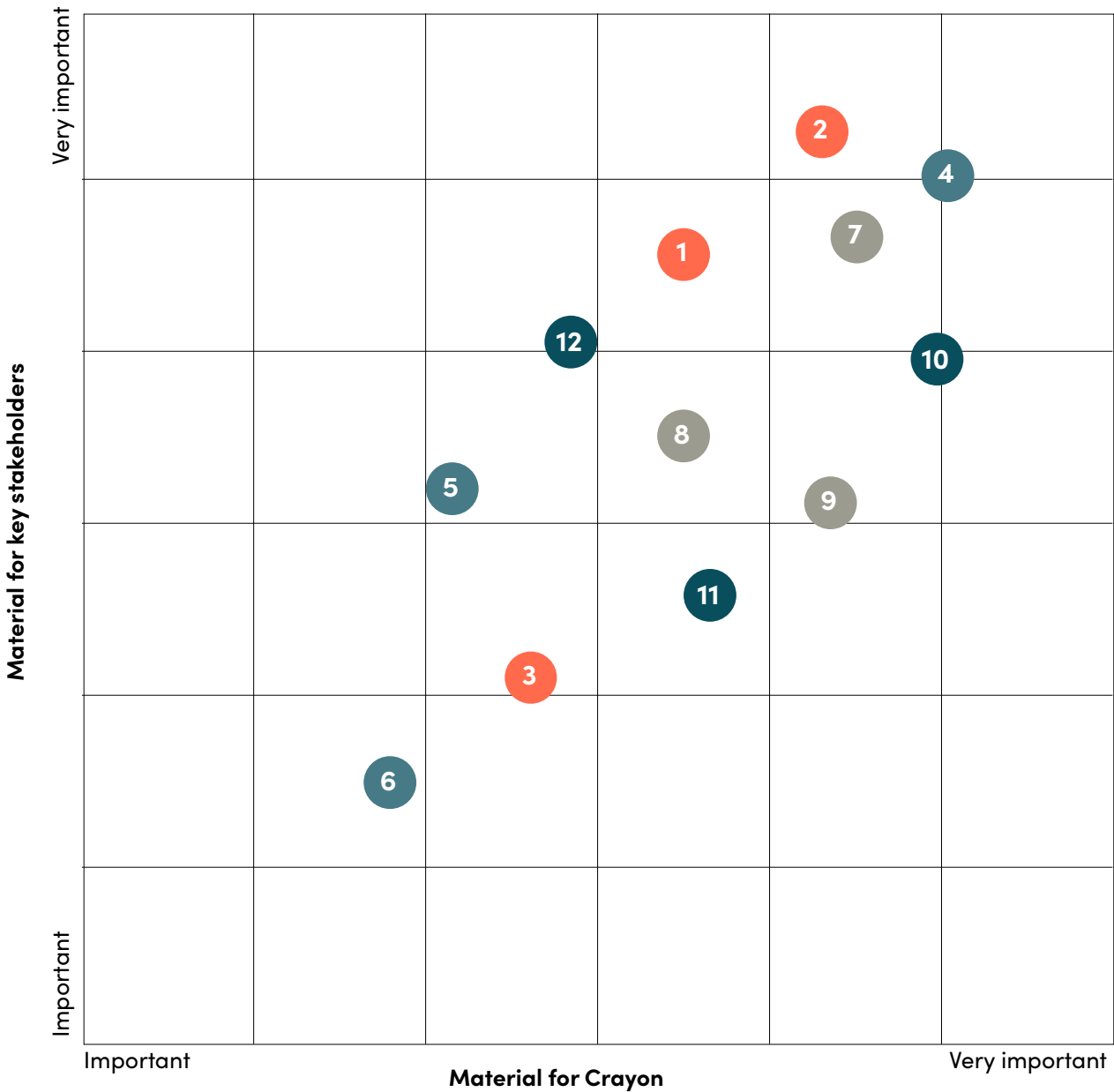
In 2021, Crayon engaged KPMG Norway to undertake a detailed review, called a materiality exercise, aiming to identify critical issues for both our business and our stakeholders.

This study identified potential material topics, ranking them through peer benchmarking, document reviews, internal and external interviews, and SWOT analysis, together with a detailed evaluation of expectations from investors and other stakeholders.

The materiality exercise focused on four areas: People, Planet, Prosperity, and Governance, in line with the World Economic Forum Reporting Framework.

The team conducted interviews with employee representatives and senior management from different Crayon locations. Further external interviews engaged various stakeholders, such as international technology and investment experts, customers, suppliers, investors, and business partners. The goal was to identify challenges, opportunities, and expectations in the development of Crayon’s sustainability strategy.

These interviews identified several material topics resulting from our operations. The senior management team ranked and selected the most important issues, which a board committee then confirmed. The chosen topics are now integral parts of our sustainability strategy, with this report discussing these factors in greater detail.



- People**
 - 1 Employee well-being
 - 2 Diversity, equity, and inclusion
 - 3 Supporting local communities
- Planet**
 - 4 Race to net zero
 - 5 Environmental management
 - 6 Green IT and circular economy
- Prosperity**
 - 7 Products and services for ESG
 - 8 Innovating for social impact
 - 9 Responsible AI
- Governance**
 - 10 Integrity, risk, and compliance
 - 11 Third-party management
 - 12 Data privacy and cybersecurity

Crayon’s ambition framework

We have established an ambition framework that is based on KPMG’s materiality assessment that identified 12 topics key for our business and our stakeholders.

The dozen topics are spread across the four main aspects of our global ESG strategy: People, Planet, Prosperity, and Governance.

They are also reviewed regularly with our internal and external stakeholders to ensure they continue to be highly relevant to our business.

Our ambition framework is integrated with Crayon’s vision to leverage the power of technology to drive the greater good. Embedding ESG across all areas of the business ensures the success of our strategy and gives our stakeholders the confidence that Crayon will do the right thing by design.

In addition, we have aligned the UN Sustainable Development Goals with this framework to protect the connection between our actions and the achievement of these goals.



Reporting guidelines

ESG at Crayon is intertwined with our core values and we have set ambitious, measurable targets to build momentum and make a positive impact on our planet, society, and business.

The data reported within this document is from 2022, but we also state our short- and long-term targets and provide updates on milestones Crayon reached in the past 12 months.

Details of the data and carbon accounting can be found in the Data Tables section of this report. These are in line with Global Reporting Guidelines (GRI) standards, Sustainability Accounting Standards Board (SASB), World Economic Forum (WEF), UN Global Compact (UNGC), and Task Force on Climate-Related Disclosures (TCFD).



Our UN Sustainable Development Goals

We’re a company that prides itself on focusing on its top priorities to achieve its goals. This is why when it comes to the 17 UN Sustainable Development Goals, we have narrowed our focus to four key ones that are the best fit for our business and our values.

They are SDG 5: Gender equality, SDG 8: Decent work and economic growth, SDG 13: Climate action, and SDG17: Partnerships for the goals.

By taking our focus from six goals to four, we can dig deeper into where they align with all aspects of our business, including our relationships with our customers, partners, and vendors. This past year we have looked at the sub-targets under each of the SDG titles and created actions for Crayon to undertake to help the world around us and realize these important goals. More detail on this can be found in the Data Tables section of this report.



PEOPLE

We put people first. Our employees are our most important asset and we support them in our businesss and their communities through social impact.



Our people come first

Crayon is a people-centric organization and strives to create an environment where everyone feels welcome. We have seen a significant increase in diversity in our workforce over the past year, with new hires coming from all over the globe at every level of the business. Our team is now more representative of the world we live in, which helps us better understand our customers and deliver better services.

People and culture

With the appointment of Bente Liberg as Chief Human Resources Officer (CHRO) in late 2022, we put a position into place that will help focus and emphasize our people-first approach going forward. We are committed to helping our employees achieve their personal career and development goals as well as caring about their individual sense of purpose and belonging at our company.

Crayon has ambitious plans to grow and remains committed to maintaining a flat organizational structure. Our collaborative approach allows us to better leverage our competitive advantage and deliver the best possible outcomes for our customers and partners.

We value transparency, openness, and feedback as we firmly believe that different perspectives are vital for innovation and success. Working together, allowing our employees' ideas to come to life, we deliver our company vision of driving technology for the greater good.

Human rights

We strive to establish a work environment that encourages, motivates, values, and respects every team member, job seeker, and client. Therefore, Crayon respects internationally recognized human

rights throughout all layers of its operations and expects the same from its partners and suppliers in return. Our company is proud to support the UN Guiding Principles on Business and Human Rights by embedding responsible business conduct into our policies and management systems. We commit to adhere to the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the International Bill of Human Rights, and the International Labor Organization (ILO) core conventions. Furthermore, we promise to protect our employees' right to collective bargaining and freedom of association, along with the elimination of forced labor, child labor, and employment discrimination.

People statistics

Over the past 20 years, we have grown and evolved into a multinational business. We still have the same core values, yet we have now embedded a strategy to diversify talent. In 2022, we hired 1,076 new team members to our organization and now have a workforce from 46 countries, representing more than 40 nationalities and ethnicities. In 2022, our global retention rate was 94.5%.

We believe in investing in our workforce, both by being consciously inclusive and utmost supportive, because we believe that happy people perform better work. Therefore, we aim to foster an environment which fosters a culture of growth, helping everyone to thrive and be successful.

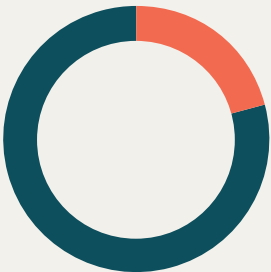
94.5%

Global retention rate

1,076

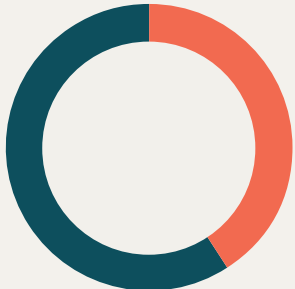
People hired in 2022

Technical positions



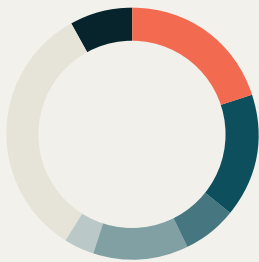
Women (24%)
Men (76%)

Other positions



Women (41%)
Men (59%)

Team members location¹



Asia Pacific (20%)
Central and Western Europe (16%)
Eastern Europe (7%)
India (12%)
Middle East and Africa (4%)
Nordics (33%)
US (8%)

¹ Team members includes temporary employees and contractors

Employee well-being

Our people are our greatest asset, and we want to ensure they are supported in the best way for their mental, physical, and emotional health as we prioritize our team members’ well-being. We are committed to creating a positive work environment, including providing hybrid work options, as it’s important to us that employees balance their work and personal lives.

Employee engagement

Employee engagement reflects how connected we feel with our work environment, colleagues, and leaders. We encourage everyone in the entire Crayon organization to participate in activities that promote this connectivity. We embrace feedback, whether it be in our annual employee survey or our global ideas dashboard for innovation. In 2022, the employee survey score was at an all-time high of 4.2 out of 5.0. All employees were asked to provide their rating on five different categories¹. We also conduct individual performance and development reviews, where we discuss progress against goals set by both parties. Employee engagement is a top priority because we believe it is a true enabler of our overall success.

Training and development

The tech sector is one of the fastest-moving, innovative, and highly competitive industries. That is why we are investing more than ever in our employees.

Our internal development process starts with paid internships and apprenticeships to attract young professionals. In addition, we support our employees’ personal career development and promote them within our company whenever possible. We invest heavily in training for our teams, as demonstrated by the recent expansion of our online training catalog² and total training hours³ in 2022.

We will continue to offer more courses as well as establish dedicated learning paths for individual business areas, software vendors, and interpersonal skills. This includes improved leadership and talent development programs, available on a global level.

All these measures are designed to ensure the general well-being of our employees and to promote personal growth and retention.

Health and safety

In 2022, we continued to focus on the health and safety of our employees’ environment (HSE) to have zero workplace accidents. We offer first-aid courses and implemented an HSE course to maintain compliance with HSE issues. Sound safety and health practices are integral to our operations, and we comply with all local workplace safety regulations. As a result, no personal injuries or incidents have been registered this year.

Sickness absence amounted to 2.3% globally in 2022. Further to reviewing local HSE statistics on sickness and absence, Crayon conducts professional reintegration management for long-term sick leave returns.

¹ For details, please see SASB data tables in this report.
² In internal training catalog.
³ 101,774 hours of training in 2022.



266%
Increase of internal
training offer²

101,774
Hours of training in 2022

Employee well-being targets

- 2023 - Achievement of 85% global participation rate of the employee feedback survey.
- 2024 - Launch enhanced management and talent-related development programs for all employees.
- Align global policies and offer global benefits across the organization.

#WeStandWithUkraine

In the words of our Crayon Ukraine General Manager Boris Gaiur: “On the 24th of February 2022, the world changed.”

That was when Russia invaded Ukraine, where we had more than 15 team members and dozens more relatives of team members from Ukraine and across our global organization.

After an immediate call to action from our senior management, an internal crisis management team was mobilized to respond quickly and determine how to best support those affected by the war.

Our top priority was the safety and well-being of our employees and their families. For those who wanted to leave the country, we organized a complex operation where we evacuated several to a safehouse in Poland. After that large-scale evacuation effort, we continued to help others who also wanted to escape. In total, we helped about 30 people evacuate.

Across the company, employees in Denmark, Sweden, Germany, India, US, and elsewhere offered up their homes to help families relocate.

From the field

“When you have established a fully operational crisis management team working out of a safehouse on the Polish-Ukrainian border within 72 hours of an invasion. When you have managed evacuations from a highly unpredictable war zone and succeeded in re-settling people into sustainable housing solutions across Europe. That is when you, being every Crayon team member, can truly appreciate what it means to

belong to a collective of caring and highly competent specialists who, together, will always be determined to accomplish the near impossible in helping people in need. It is deeply saddening that the persistent attack on Ukraine requires us to maintain our ongoing support to those impacted,” said Chief Security Officer Scott Richardson.

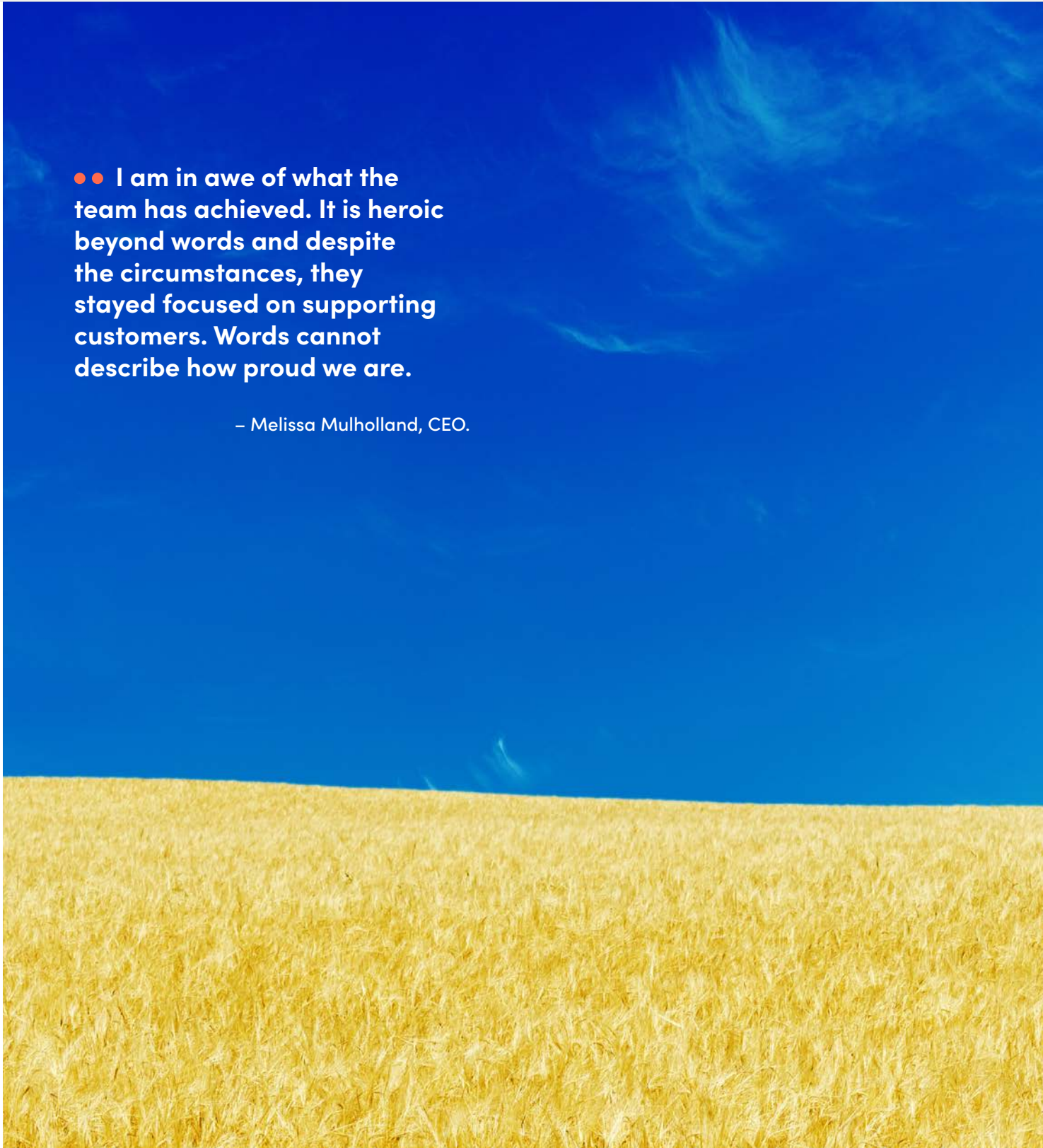
In addition, a campaign was launched to allow team members from across the entire Crayon organization to donate to those affected by the war. This was hugely successful with around 500 employees donating. Crayon matched the donations which went directly to our team members and their families.

The Crayon family

“It’s an honor to be part of a company that has pulled together to support one another at this time, from helping evacuate family members from Ukraine to offering up homes for shelter and donating to help those affected by the war and their loved ones. I want to thank you all,” said CEO Melissa Mulholland. During this time, there has inevitably been a shift in the way businesses operate in Ukraine, and more online services are required to allow companies to adapt to these new conditions. The Crayon Ukraine team has done a remarkable job in supporting this change and delivering services to help customers adapt. This has resulted in the team in Ukraine growing, including hiring more employees across several departments.

●● I am in awe of what the team has achieved. It is heroic beyond words and despite the circumstances, they stayed focused on supporting customers. Words cannot describe how proud we are.

– Melissa Mulholland, CEO.





CRAYON’S PUBLIC STATEMENT ON DEI

We advance diversity, equity, inclusion, and respect through education, hiring practices, and a positive workplace culture.

We achieve that culture by ensuring all individuals are treated fairly and respectfully and have equitable access to opportunities and resources.

Diversity, equity, and inclusion

Crayon prides itself on its continued focus on diversity, equity, and inclusion (DEI). We value our diverse workforce and are committed to attracting, retaining, and promoting talent from all backgrounds.

The contributions of all our teammates are highly valued and are an integral part of our success. We ensure that Crayon’s core values are rooted throughout the organization. Diversity and inclusion aren’t just slogans – they are vital imperatives for all businesses.

Crayon increasingly competes on a global stage and cannot afford to ignore the valuable insights that a truly inclusive workforce generates. By fully appreciating the diversity of our society and our customers, we can better anticipate their needs and create sustainable solutions for the future that addresses those requirements.

Diversity, equity, and inclusion in numbers

Half of Crayon’s board members are women, as is 33% of our executive management team. One of our goals is that women will make up 40% of our workforce by 2027. As Crayon grows, we are building a company that represents the full diversity of the countries in which we operate.

We are increasing diversity throughout the company via an inclusive hiring process, inclusive leadership trainings, and our global Diversity & Inclusion Training Series. This series is available to all employees and focuses on four important pillars of DEI: “Introduction to Diversity & Inclusion”, “Unconscious Bias Awareness Training” (mandatory training), “Taking Action Against Microaggressions” and “Being an Ally for Diversity & Inclusion.”

With this, and our global DEI volunteering team, we are underlining our business priority of maintaining and further developing an inclusive company culture. We are committed to creating a global internal DEI network and Employee Resource Groups (ERGs), as well as voluntary reporting of additional diversity metrics beyond gender, to obtain local DEI accreditations and certifications.

From the baseline assessments, we will set future targets for diversity. Crayon will continue to partner with DEI consultancies to help gain insights in how to achieve an even more diverse and inclusive workforce.

Diversity, equity and inclusion targets

- 2023
- Establishment of global DEI Network and global Employee Resource Groups.
- 2024
- Start measurement and establish global voluntary reporting of diversity metrics expanded from gender in 2022, in accordance with local legislation in our operating entities.
- Mechanisms in place to identify and action to align equal gender pay per role and markets.

SHE Index

The SHE Community is the umbrella organization for the SHE Index, which is an annual measurement of gender diversity in the workplace.

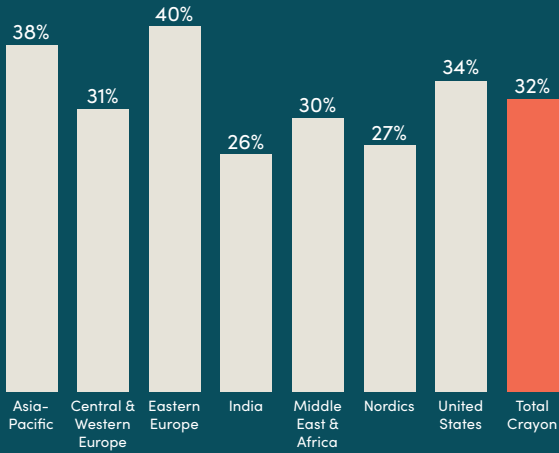
For 2022, Crayon ranked No. 5 on the index, with an impressive score of 96 out of 100.

“We are humbled to get such a great ranking, it is a testament to the hard work and dedication of our employees, and demonstrates our commitment to gender equality,” said CEO Melissa Mulholland.

Crayon has been involved with the SHE Community since its inception. Our co-founder, Rune Syversen, supported the launch and was one of the first board members. Plus, Mulholland is a current board member and has presented at several SHE events.

In addition, we helped draft the early version of the SHE Index, and later, the SHE Community came to us to use AI to pick out contextually relevant information in survey responses.

Women across Crayon



Region	Women
Asia Pacific	38%
Central and Western Europe	31%
Eastern Europe	40%
India	26%
Middle East and Africa	30%
Nordics	27%
United States	34%
Total Crayon	32%

Generations of women

38%

Women in the age group under 30

30%

Women in the age group 30–50

30%

Women in the age group above 50

IN PRACTICE: Diversity, equity, and inclusion

In 2022 Crayon kicked off a new cycle of its diversity and leadership program that now includes a focus on women specifically. The global program, which first began in 2019 has 17 people in its new class of participants who come from 15 different countries including Switzerland, US, Lithuania, Australia, and United Arab Emirates.

“In the tech industry, women are still a minority. This program is designed to sharpen their self-awareness, help them inspire and influence others, and step up to do more as leaders,” said Nina Janorschke, Crayon VP of People and Culture. “We offer our participants insights and tools that can result in them doing things they have never done before, and it positions them to lead the change in our future of work.”

SHE Community

Crayon has long been a champion of diversity, equity, and inclusion. This year we came in at No. 5 on the SHE Index, which measures gender diversity in the workplace.

The company is also ahead of the global IT industry, which is about 25% women and has an even smaller percentage of women in leadership positions. Meanwhile, half of Crayon’s board is female, and 33% of its executive management team is women. Crayon’s overall workforce is 32% women.

“It’s fundamental that we allow all kinds of people to grow in their career and I thoroughly believe in the importance of having gender equality in the workforce,” said CEO Melissa Mulholland. “I’m so proud of this program and how it supports our colleagues to develop both personally and professionally to achieve their goals.”

Women in leadership program

Program participants will have regular access to senior leadership for insights and development. There is a personalized career development path and will be assigned a mentor to guide their personal and professional development.

Chief Human Resources Officer Bente Liberg said the impact of the program was even greater than expected. She added, “The participants told us how they have dared to take new opportunities that they wouldn’t have previously. This tells me that we could raise their confidence together with their self-awareness and hopefully their self-value,” Liberg said.

“These programs are important because it gives women in the company the opportunity to grow in a way that isn’t common in some of their home countries,” said co-founder and Board Chairman Rune Syversen. “As a multinational company, we can offer them a foundation and a pathway to become leaders and we want them to have a long-term career at Crayon.”



IN PRACTICE: Crayon Cares

Our focus on people goes beyond our business and reaches into the communities in which we all live. Since we were founded, we had a tradition of giving back to our local communities, and in 2022, we formalized this into an initiative called Crayon Cares.

It is an employee engagement and volunteering program that spans all 46 of our countries and reflects our philanthropic culture.

● ● **Around the world, we showed our care by donating time to charities, raising money, and helping those in need. It is inspiring to see so many Crayon employees taking part in giving back to their communities.**

– Melissa Mulholland, CEO

There were several dozen different activities: The Middle East and Africa team participated in the Run Dubai event to support girls’ education in coding. In Finland, employees donated and delivered toys, home goods, and gifts to families in crisis. Donations were made in Norway to provide supplies to the world’s most vulnerable by the local Crayon team, and Inmeta made donations to Doctors without Borders. Meanwhile, Iceland, Sensa, and Crayon employees volunteered at a distribution center sorting donated clothing.

The French team helped children who were ill or had disabilities and Germany donated warm clothes and blankets to Ukraine.

In Poland, employees donated toys, furniture, and holiday gifts to a local orphanage, while in the US, money and food were donated to support local food banks. In Australia, Red Apple Day was supported with a BBQ to raise money to help beat bowel cancer, while in Bulgaria, a Christmas dinner was cooked for the elderly in local villages, and donations were made to a nearby food bank.

In Malaysia, employees spent a day volunteering in a sustainable farming project, learning about green farming practices. Our employees in the Netherlands completed four different volunteering activities to ensure all colleagues had the opportunity to participate. These included making Christmas decorations in a care home and taking some elderly residents to the zoo.

In Austria, a homeless charity was supported with a donation of warm clothes and coats, while in Ukraine, a monetary donation was made to a charity supporting children in need. In the UK, employees took part in Movember (growing a mustache for charity) to raise money for men’s physical and mental health charities. In Indonesia, employees volunteered at a home for seriously ill children, while in Romania, gifts and toys were gathered to donate to families in crisis.

Lastly, the Spain team participated in a sponsored walk to raise money for Ukraine, and in Denmark, a children’s charity was supported with a donation.

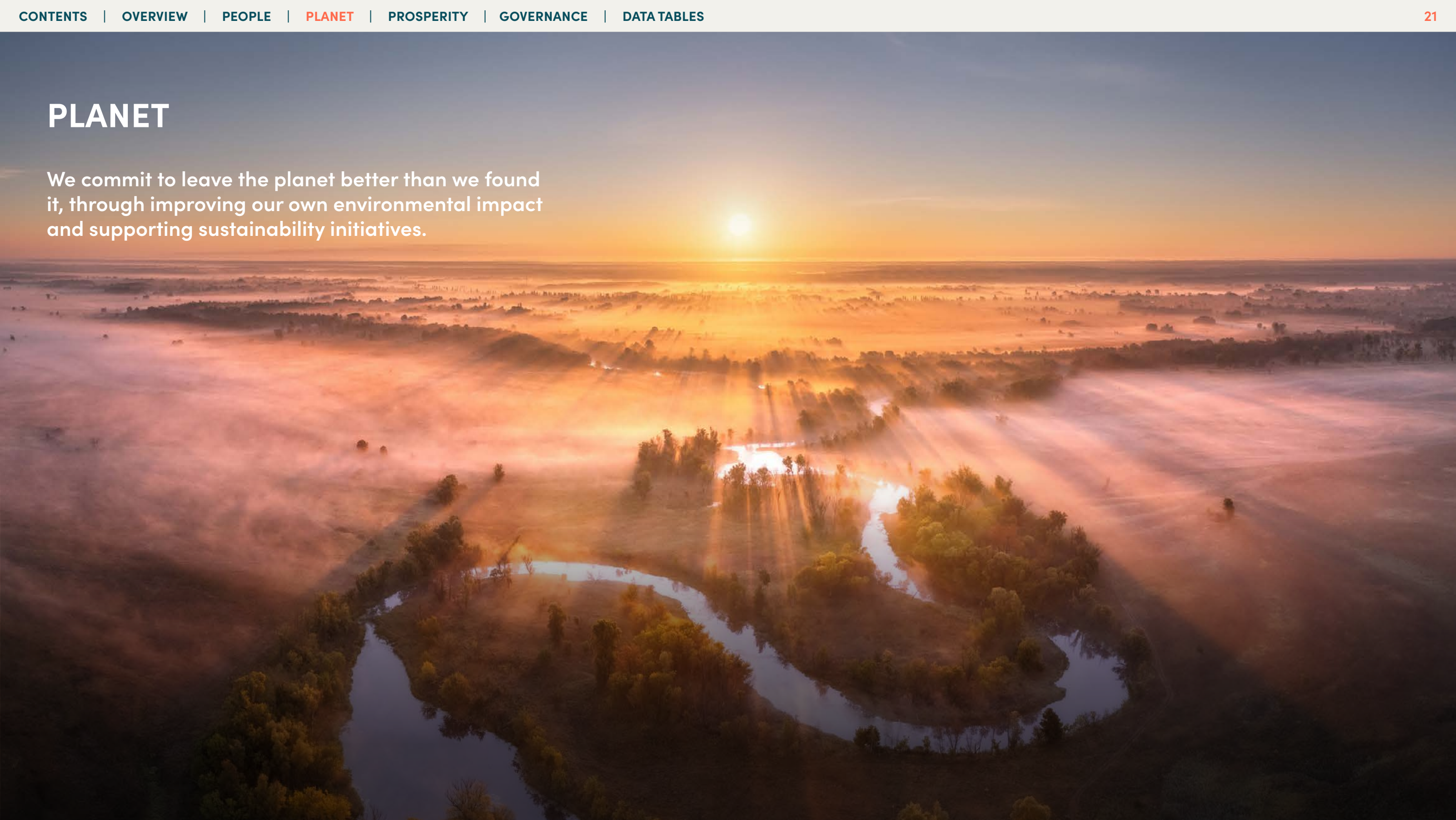


Crayon Cares’ targets

- 2025**
- 40% increase from 2021 in number of employees taking part in voluntary activities.
 - Double funds raised in 2021.
 - 50% increase in the hours that people volunteered in 2021.

PLANET

We commit to leave the planet better than we found it, through improving our own environmental impact and supporting sustainability initiatives.



Race to net zero

Our ambition

As part of our goal to reduce our environmental impact, we have a clear path to cut our greenhouse gas emissions to as close to zero as possible.

Our race to net zero includes an ambitious internal target of reducing GHG emissions by at least 40% by 2030. We enlisted specialized climate change consultancy Cemasys in 2021 and again in 2022 to track our global GHG emissions in the countries in which we operate.

Scientifically backed goals

Science Based Targets Initiative (SBTi) is the leading organization that defines and promotes best practices in emissions reduction and net zero targets in line with validated climate science. SBTi net zero targets incorporate the Paris Agreement goal of limiting the global temperature rise to 1.5°C and provide a framework to ensure that our near-term and long-term goals align with this outcome.

Crayon has committed to setting near-term companywide emission reduction targets in line with SBTi by 2024. With the dedicated ESG team in place, we are making progress in reviewing our emissions and are increasing the number of categories that Crayon is reporting on within SBTi's Scope 3.

Through this process, we may adjust our current reduction plan, baseline year (2021), to be in line with our science-based targets commitment, for

both short- and long-term goals and ensure a representative dataset for our net-zero journey.

For more detailed information on our global carbon reporting, please see the data tables in the appendix.

Crayon has also committed to setting near-term, companywide emission reductions in line with climate science with SBTi.

•• **The race to net zero has started. We must be mindful of our global footprint and always keep in mind using technology and innovation to drive us towards a more sustainable future. Every step matters, no matter how big or small.**

– Pálína Björnsdóttir,
Account Manager, Sensa

Race to net zero targets

- 2024 – Complete SBTi validation process.
- 2030 – Reduce GHG emissions by at least 40% (to be updated after SBTi validation process).

6,156 MWh
Consumed in 2022



2%
Scope 1

15,130 tCO₂e
Total (market-based) emissions in 2022



6%
Scope 2

14,767 tCO₂e
Total (location-based) emissions in 2022



92%
Scope 3

The proportions represent the distribution of each scope's contribution to the total carbon emissions generated by Crayon.

IN PRACTICE: New headquarters in Oslo

Reflecting our pledge to improved sustainability, we have opened our new headquarters in a state-of-the-art, eco-friendly building in Oslo, Norway.

The 14,300-square-meter glass building has been designed to comply with BREEAM NOR best practices and has been certified as BREEAM NOR Excellent, one of the top levels of certification available.

The building has solar panels on the roof, which convert energy from sunlight into electricity, and a storage tank for water is also on the roof together with sedum plants to ensure that stormwater does not overload the stormwater system in the event of torrential rain. In addition, the furnishings have also been carefully chosen to be as environmentally mindful as possible, with a focus on purchasing from local suppliers and manufacturers to reduce the impact of transportation on the environment.

The six-floor building houses all of Crayon's subsidiary companies that are based in Norway. Its glass façade is one of the more innovative aspects of the building, and it uses new foil technology to replace glass layers and sun shading, ensuring the building's energy efficiency.

The Crayon jewel

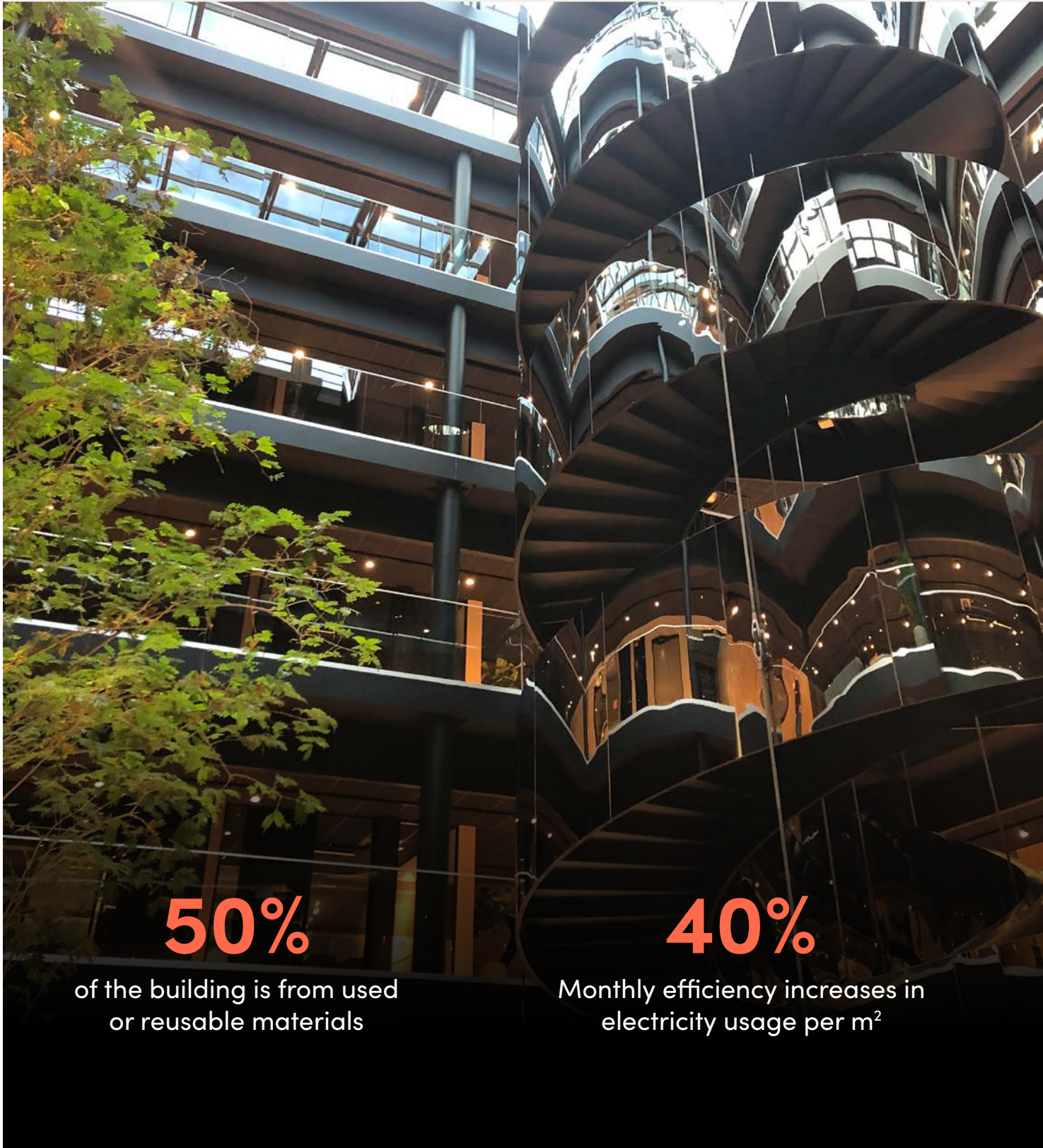
At the heart of the building is its atrium, with an eye-catching spiral steel staircase that runs all the way from the top floor to the ground level. The staircase, together with the building's open design and focus on bringing people together, creates a collaborative and refreshing environment that reflects Crayon's culture.

"This building makes me incredibly proud because it reflects our commitment to sustainability, and it really highlights our family culture," said CEO Melissa Mulholland.

Crayon's new headquarters not only showcases the company's values but also sets an example for other companies in the industry. The focus on sustainability and the use of recyclable and reusable materials demonstrates our dedication to ESG practices. The building's efficient use of energy, eco-friendly furnishings, and commitment to sustainability make it a true gem in the industry.

● ● ● **Our new building is open, it's collaborative, and we've put a focus on bringing people together, which is so refreshing. It shows how we've grown from a small start-up in Oslo to this global, world-class IT company while maintaining our strong people-first culture.**

– Melissa Mulholland, CEO



50%

of the building is from used or reusable materials

40%

Monthly efficiency increases in electricity usage per m²

Environmental management

Crayon’s business model fundamentally supports sustainable development, and we are committed to being responsible corporate citizens who contribute to positive change. Our environmental management system and policy are cornerstones of our ESG framework.

Environmental management system

Crayon’s ISO 14001 certification in 2022 informs our global Environmental Management System (EMS) identifying environmental opportunities, improvements, and actions to enhance our environmental performance through resource efficiency and waste reduction.

The EMS manual documents the significant environmental impacts that Crayon has identified throughout its operations, namely business travel, energy consumption, and waste. To mitigate these impacts, we are taking action and have begun by incorporating them into our mandatory ESG training for employees.

By undertaking the annual audit cycle required to maintain the ISO 14001 certification, Crayon commits to continually show progress by carrying out the following actions:

- Improving products and services to meet today’s requirements as well as to address future needs and expectations.

- Correcting, preventing, or reducing undesired effects.
- Improving the performance and effectiveness of the quality management system.

Our environmental policy

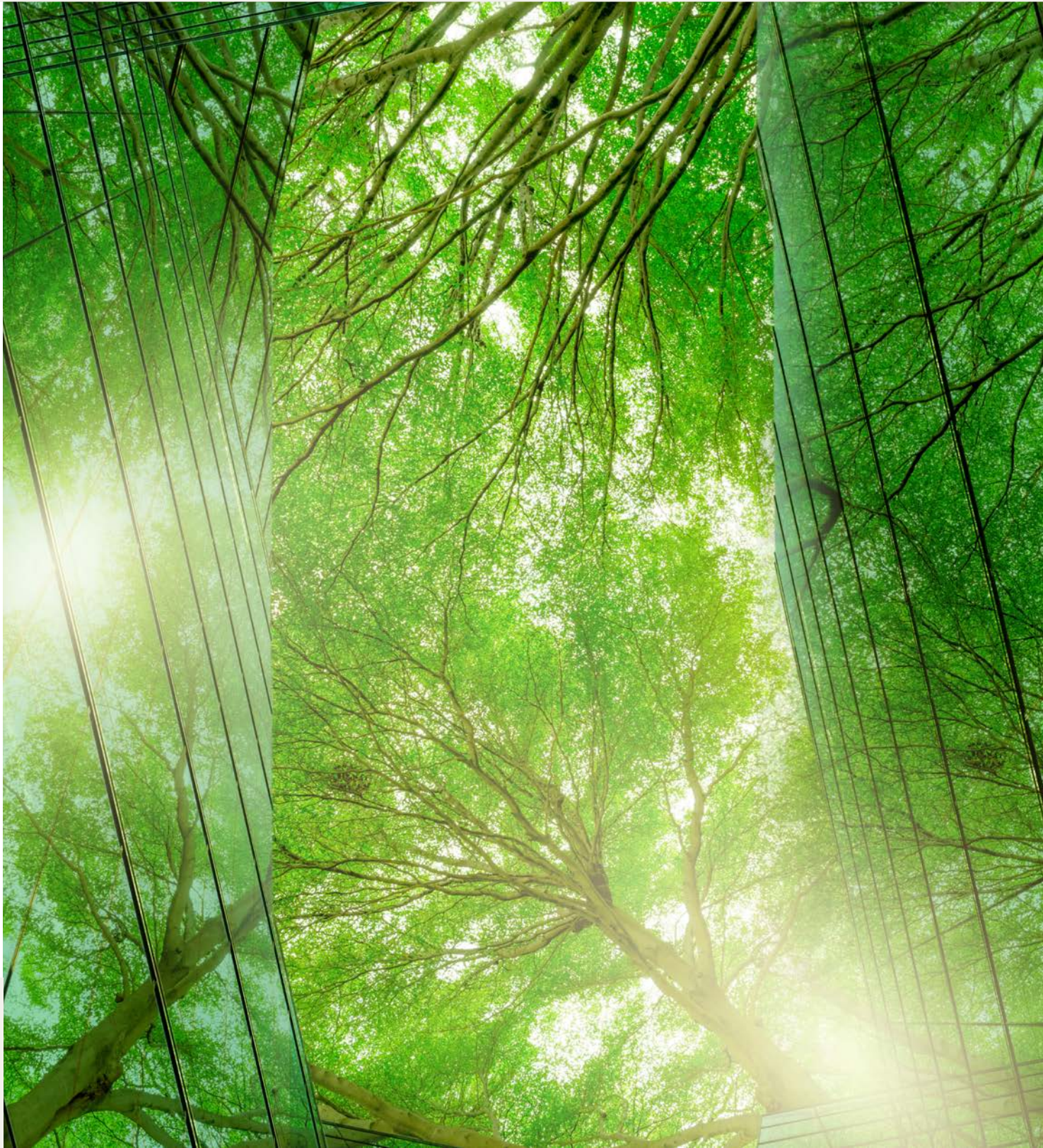
Our environmental policy highlights our dedication to environmental management and addressing climate impacts. Based on observations from the ISO 14001 audit, we revised the policy last year and remain committed to our environmental objectives, which are to:

- Promote environmental education.
- Manage and reduce any burden on the environment.
- Promote communication regarding a wide range of environmental topics.
- Comply with environmental laws and regulations.
- Extend sustainability and environmental efforts through voluntary commitments.

As part of the ISO 14001 preparation, we developed documentation including the EMS Manual, and identified our significant environmental aspects. At the same time, Crayon also released its ESG report which outlined our net-zero targets.

Environmental management targets

- 2022 – Achieve global ISO 14001 Environmental Management System certification for 50+ entities.
2024 – External verification of ESG Report.



Green IT and circular economy

A sustainable IT framework

By focusing on sustainable IT, we are reducing environmental costs and rethinking our IT systems to deliver greener operations worldwide. The following sustainability initiatives are deeply rooted in our IT to help us achieve our goal of shrinking our carbon footprint by half.

Companies often use resources in a straight line, meaning we take from the earth and dispose of what we don't need. Doing so negatively impacts our planet. Crayon is evolving to adopt a more circular approach to business to reduce waste and harm.

These initiatives include:

- Improve energy efficiency: constantly evaluate consumption and deploy measures to reduce usage.
- Support green sourcing by purchasing electricity from renewable providers.
- Reduce e-waste by enhancing the hardware circularity and sourcing from accountable vendors.
- Create links between IT strategy, corporate strategy, and sustainable innovation.

Our circular model for IT equipment

Lifecycle 1

Equipping our workforces with the greatest value from our IT products and services while maximizing sustainability, we:

- Invest in high-quality devices that last longer
- Collaborate with circular economy experts
- Work with Device-as-a-Service providers with insights and data to give IT a longer life in the workplace
- Constantly negotiate with our device vendors for longer life and warranties on devices.

Lifecycle 2

If a device is broken or needs to be restored or replaced it is sent to a specialized recycle-repair-upgrade facility. There, the device will be given a second life, either through resale in a new market or by being returned to our employees after repair.

Lifecycle 3

When a device can no longer be used and has reached the end of its lifecycle, we decommission the device in an environmentally responsible way.

Extended warranties and device recycling

We aim to have extended warranties for our IT devices because the lifecycle of a device doesn't necessarily end when the warranty expires. This approach is better for the environment and makes good business sense. We have implemented an initiative to only collaborate and invest in device vendors who offer a Greenzone-service that issues devices with extended warranties.

When a device does need to be replaced, we dispose of it responsibly by taking it to a recycling facility. We also demand that our device vendors use recycled materials from our devices in the production of new devices, ensuring that nothing is wasted as part of our ESG commitment to reduce our impact on the environment.

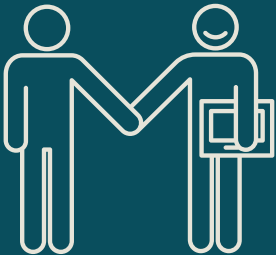
Our circular model for IT equipment

Lifecycle 1



We get maximum sustainability and value from our IT products and services

Lifecycle 2



Faulty devices are sent to a facility for resale, or repair and returned to employees

Lifecycle 3



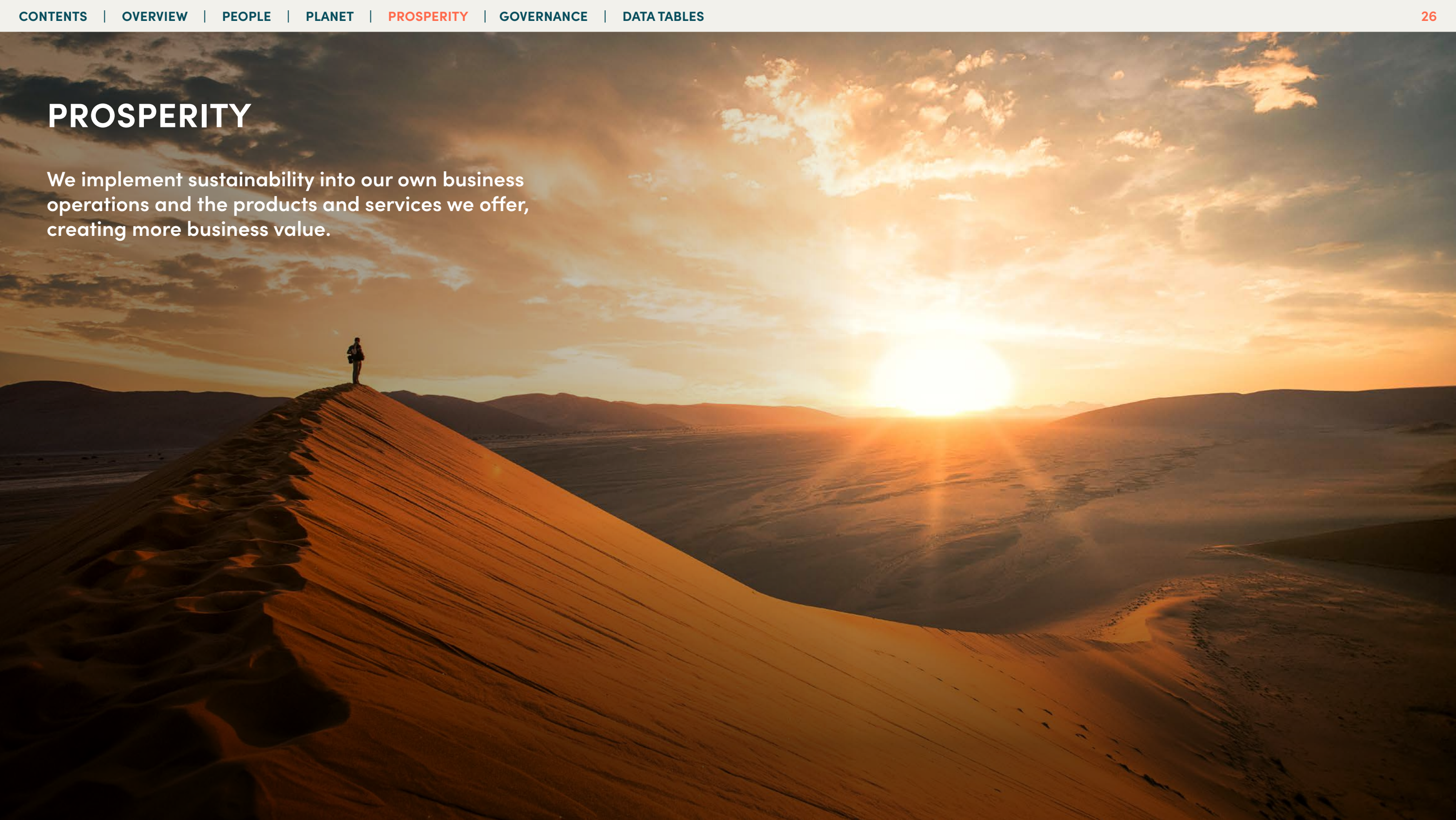
We responsibly dispose of devices at their end of life

Green IT and circular economy targets

- 2023 - Incorporate new and improved policies, along with full sustainable device management and Green IT service offerings.
- 2024 - On-prem hardware like servers, racks to be properly disposed of.
- 2025 - Move data centers to the cloud.

PROSPERITY

We implement sustainability into our own business operations and the products and services we offer, creating more business value.



OUR APPROACH: Products and services for ESG

Across Crayon, our teams are developing innovative ways to help customers, and ESG is an increasingly important service area. Our culture fosters entrepreneurship and it is exciting to see the passion for developing services that have a positive impact on our clients and the planet. Whether it is expanding the scope of existing services or introducing new capabilities, it is an area in which we are seeing a growing demand.

Below are three examples of where ESG services are being delivered.

Crayon Norway is working with vendors to expand the scope of software and cloud advisory services

During these projects, we collect data that could help our customers understand the carbon footprint of their IT infrastructure. With the toolsets being made available from the cloud vendors we can provide recommendations to reduce the carbon impact from these workloads.

– Geir Øivind Gulliksen, CEO Crayon Norway

Inmeta, is using its expertise to help our customers embrace digital and sustainable change

We are enabling data platform services that give companies insight and a better understanding of their responsibilities related to ESG, and we are advising our customers on how their digital services should be designed and developed to reduce their carbon footprint.

– Oscar Thorbjørnsrud, CEO, Inmeta

Crayon is developing AI solutions to measure the success of reforestation projects

We are using technology to build a biomass estimator for forests and mangroves in a project where we are assessing the progress made on reforestation projects. The final solution can be used by NGOs and commercially.

– Armin Haller, Director Data & AI Center of Excellence, APAC

Product and services for ESG targets

- 2023 – Market entry with sustainability products and services.
- 2025 – Leader in Sustainable FinOps.
- 2027 – Leader in ESG Product and services.



IN PRACTICE: Innovating for social impact

Over the past two years, a team at Crayon has implemented a groundbreaking digital solution to improve students’ access to health resources in the Nordre Follo Kommune in Norway.

During the pandemic, the lack of human interaction and reduced opportunities for physical activities led to a significant increase in mental health issues among students, particularly those with high anxiety levels.

The municipality approached Christian Knarvik, a consultant at a Crayon subsidiary company called rewired. Nordre Follo wanted the team to help develop an optimal approach to address this issue.

Knarvik, along with his colleagues Gullik Gjertsen and Pål André Ropstad, developed an add-on for Microsoft Teams called “Hjerteknappen” or “Heart Button,” which provides a digital open door for every student to access healthcare resources.

Groundbreaking digital solution

By clicking on the Heart Button, students can request help, and a confirmation dialog box appears, reducing false activations and providing reassurance.

Using Microsoft Power Platform and Microsoft 365, the development team quickly assembled an initial prototype, ensuring that each activation was correctly processed.

The municipality has nearly 10,000 students, all of whom receive Apple iPads pre-installed with an educational license for Microsoft 365, with Teams an integral component. The multimedia features and portability of the iPads enable students to press the Heart Button from wherever they are. The reaction from students has been extremely positive – they have been thrilled at the idea of having simple access to health resources.

Simple access to health resources

The relationship between Crayon and Nordre Follo was central to the success of this project.

“We (rewired) couldn’t have done it without our Crayon partnership, as they provided our initial contact with the municipality,” said Knarvik. rewired is now fully part of Crayon.

The impact of Hjerteknappen on young people in schools within Nordre Follo has been transformational. The project has significantly improved students’ access to healthcare resources, ensuring that just one press on the Heart Button in Teams is all it takes for a pupil to be in contact with the school public health nurse.

Innovating for social impact targets

- 2023 - Innovation lab with customers, start-ups and universities.
- 2024 - Sustainability and privacy by design for our portfolio of products and services.
- 2025 - ESG Innovation funded projects deliver significant market success.



The Crayon ESG innovation fund

The ESG innovation fund was launched in 2021 as an internal initiative to inspire employees to be creative and introduce ESG-related innovation to support non-governmental organizations (NGOs) in becoming more impactful.

This encourages our teams to think about how we can accelerate the great work that non-profit organizations are doing by introducing Crayon services to solve difficult problems without the need for additional budget. It also gives Crayon’s technical resources the opportunity to stretch themselves, explore new technologies, and deliver a made-to-measure solution.

Since launching, Crayon has delivered the first funded project in collaboration with Fauna & Flora and AI for Good.

Results from pilot project with Fauna & Flora

The serious effects of climate change are already very apparent in the rising temperatures and sea levels, extreme weather phenomena all over the world, and unprecedented loss of biodiversity. Crayon has started a cooperation with Fauna & Flora in an effort to protect some of the diverse wildlife.

Fauna & Flora has spent decades of effort to help a type of ape in Vietnam called gibbons. Various populations of gibbons live in the Vietnamese preserves, which are suffering ongoing loss and degradation. One of the main reasons for the decrease in the gibbons’ habitat is the logging of forests by humans for cardamom cultivation. Cardamom, which is sometimes cardamon or cardamum, is a spice used in various dishes. Specialists from Fauna & Flora and local volunteers need to patrol the gibbons’ land which is difficult to scout as it is a mountainous region.

Monitoring deforestation

Earth Observation is the use of satellite equipment to collect information about our planet. It is unique in its ability to capture data at a global scale and persistently detect environmental changes regularly. This enables Crayon to monitor deforestation, cardamom spread, and unauthorized human activities by utilizing machine learning (ML) techniques.

Humans clear the forest vegetation beneath the canopy to plant cardamon, which affects the remaining vegetation. These effects can be measured in satellite images with the help of machine learning models.

Crayon implemented an AI-based solution for detecting cardamom plantations and human constructions in Vietnam. Fauna & Flora is testing this solution and uses it to plan expeditions to suspicious areas to check and prevent the spread of cardamom and is also able to monitor the density of cardamom in the reserve. In particular, the detection of human construction has a high potential to be used for monitoring reserves all over the world thanks to the fact they provide a clear indication of illegal human activity.

Our results show the severity of the problem of cardamon cultivation and the extent of human encroachment into an area that should be void of any human activity.



Responsible AI

As we head into the mid-2020s, there is barely an industry not being transformed by Artificial Intelligence (AI). New applications are emerging at a dizzying rate, especially around language, visual content creation and robotics. Many of such applications are closer to daily life interactions, are part of critical systems and mimic particular human capabilities. This pushes the need for mechanisms, both technical and regulatory, to make AI-driven solutions more robust, secure, trustworthy and bounded by ethical guard rails.

Our global practice

Crayon’s Center of Excellence for Data and Artificial Intelligence Services (Data & AI CoE) is a global practice serving the growing demand of data-driven businesses worldwide. In our 2021 report, we broke down how a comprehensive responsible AI policy, integration of responsible AI into sales and delivery processes, governance and training were put in place so that the CoE’s services are grounded in sustainability, ethics, trust, robust engineering, and security. This year, we wanted to know how our now mature responsible AI framework fares against similar setups in other companies, so we reached out to Gartner for an assessment. The feedback from Gartner’s analyst was humbling, as our framework and policy were deemed as the most comprehensive they had evaluated so far.

Our target for this year has been to further incorporate responsible AI awareness into Crayon’s ethical and sustainable culture. For that matter, we have taken multiple initiatives, including:

- Global responsible AI training was made available, from our centralized training platform, to all employees.
- Advanced training was provided to employees whose core role is to deliver data and AI services, on responsible AI frameworks, regulation, fairness, explainability, and security and privacy by design.
- We are working with different organizations across Europe to further establish responsible AI principles, and executed an outreach campaign in social media to raise awareness in relevant communities and reflect our commitment to responsible AI.
- We are aligning our ESG strategy with responsible AI, having environmental impact as an integral aspect of our responsible AI policy.

As it stands, responsible AI is not just part of our ethical and sustainable culture, but already a pillar of Crayon’s data and AI best practices, putting us ahead of schedule for our 2023 targets. Into the future, we aim at having responsible AI in the Data & AI CoE’s offering, with customers reaching out to us for our expertise by 2024.

Responsible AI targets

- 2023 – Responsible AI becomes integrated into Crayon’s data and AI best practices.
- 2024 – Prospective customers proactively reach out to Crayon for its responsible AI expertise.
- 2025 – Responsible AI becomes a pillar of Crayon’s data and AI service offerings.



IN PRACTICE: rhipe for Change

Technology is an effective tool for empowering nonprofits to better meet the needs of the communities they serve. Yet, the cost of modernizing technology systems can be perceived as a trade-off against funding vital community programs and services.

We know that there doesn't have to be a trade-off. Nonprofits can utilize the best technology without incurring significant costs that offset their fundamental priorities. rhipe, a Crayon company, has a unique program called rhipe for Change.

This program is an extension of Microsoft's Tech for Social Impact (TSI) initiative and helps partners expand their practice and reach new customers through an initiative that delivers both business growth and positive social change.

Award-winning program

The rhipe for Change program helps to reduce cost barriers and supports nonprofits to increase their social impact by using more connected, collaborative, efficient, and secure ways of working. The program enables our partner network to bring the power of technology to nonprofits to accelerate their missions. It is an industry-recognized award-winning program that won both the CRN Channel Distributor award and the ARN Distributor Innovation award in 2022.

Giving back to the nonprofit sector

In FY22, rhipe has taken Microsoft TSI donations and discounts to over 1210 charities across the Asia Pacific (APAC) region with more than 370 partners. rhipe for Change facilitated three nonprofit security webinars, co-branded with Microsoft and three premier partners, further increasing the reach of the TSI program across Australia and New Zealand.

Education and support

rhipe co-hosted a webinar with Microsoft specifically for nonprofits, which is an example of our commitment to using technology to drive the greater good. We are passionate about supporting nonprofits with unique pricing and services, in conjunction with the Microsoft Tech for Social Impact initiative. rhipe is the first cloud software distributor serving the nonprofit sector in APAC and we have exceeded all the targets set by Microsoft.

The power of partnerships

Since its inception, we have expanded the rhipe for Change program by bringing additional vendors on board, to expand the portfolio we offer to nonprofits. This program will continue to grow in 2023 and beyond - providing partners with a more extensive range of philanthropic and for-purpose opportunities.

976

Transacting customers
6% above target

47%

YoY revenue growth
(2021 vs 2022)



IN PRACTICE: Inari – Customer Story

Crayon is working with Inari to scale their SEEDesign™ technology platform, which combines predictive design and multiplex gene editing to unlock the full potential of seed for a more sustainable global food system.

Inari is using this new breeding technology to advance critical solutions with broad applications for growing more food with fewer resources. This includes products that will exponentially increase crop yield while reducing the environmental impact on land, water and nitrogen use – delivering a nature-positive outcome while creating value for the entire value chain, starting with farmers.

Inari’s methodology is faster and more precise than conventional methods of plant breeding, but it requires terabytes of genomic data of various different types of crops, which needs to be accessible to Inari’s data science team in an efficient way to enable quick and easy processing for experiments and production. Data inputs coming from external sources such as universities need to be identified and tracked to ensure that contractual obligations are upheld. The research and development operation at Inari used diverse sets of tools, which incurred high costs and hindered maintenance and scalability potential for production streamlining.

Crayon has proven data platforms expertise and was asked to use this expertise to address the issues that Inari had been facing. As such, we have developed a coherent and scalable architecture that empowers best practices and built out a unified tool stack to go on top of the data platform which has led to a cost optimization and more resilient setup. Included in the solution is data lineage functionality, which tracks the source of the data, and contributes to better compliance. The developed MLOps solution has increased the efficiency of the experiments and

collaboration on Inari side and allowed to achieve up to 10 times faster results.

This partnership has equipped Inari to make a greater impact on the future of food supply more quickly.

● ● **With its use of large data volumes and machine learning, Inari is driving a significant sustainability impact. The approach to designing the perfect seed that can thrive in any condition is extremely innovative and has a positive impact on our planet.**

– Florian Rosenberg,
Chief Technology Officer



GOVERNANCE

Integrity is one of our core business values and is reflected in our commitment to ensuring our governance framework meets the requirements of a secured and trusted business.



Governance

Deeply rooted in our commitment to a strong governance framework is a principle we have at Crayon called Secured Productivity. It reflects how we implement security and privacy controls into business routines without impeding our team members from delivering excellence.

We have consolidated our governance branches under a single Crayon Trust Unit and this principle is leveraged in all safety, security, privacy, integrity, and compliance controls for our new, unified Secured Productivity Management System.

This restructuring has increased the impact of our activities in each branch of corporate governance, which are subject to ongoing internal and external audits to verify and optimize the quality and reliability of our controls.

Reporting directly to Crayon’s Chief Executive Officer, our Chief Security Officer is responsible for ensuring each team within the Crayon Trust Unit delivers on its objectives. In addition, our Risk and Compliance team is subject to the direct oversight of Crayon’s Chairman of the Board, and our Information Security and Data Protection team is subject to the direct oversight of the Chief Technology Officer.

Through its global mandate, the Crayon Trust Unit is empowered to ensure we champion healthy business practices, accurate reporting, and strict compliance with legal obligations worldwide.

To retain and strengthen the trust of our stakeholders, we are guided by the following governance objectives for Secure Productivity at Crayon:

- Our business operations are secured because we provide our team members with a work environment in which they are protected and feel safe, our employees have the knowledge to act with integrity, our business processes have built-in controls to ensure we are compliant with our legal obligations, and we diligently manage integrity concerns.
- Our data processing activities are secured because team members have the knowledge to protect confidential business and personal data. In addition, our personal data processing activities are grounded in privacy by design, we manage privacy requests and events in the interests of the data subjects, and our IT infrastructure is built on security by default and protected by ongoing monitoring.
- Our business ecosystem is secured because we perform sanctions checks on our third parties and we assess and verify the governance maturity of our partners and suppliers. We also have ongoing audits to verify and enhance the reliability of our governance controls, and we ensure our governance standards are a central pillar in Crayon’s growth strategy.

Governance objectives

- 2024 - Establish a Security and Privacy Partnership program to increase data protection for our end-customers key service delivery streams.
- 2025 - Establish a Supply Chain Integrity Partnership program to promote human rights and decent working conditions.



Integrity, Safety and Risk management

Integrity

For Crayon, integrity is not only the right thing to do but also a central element of our business strategy that reinforces our competitive advantage. Our standards for ethical conduct, anti-corruption, and legal compliance apply to every Crayon team member.

We are committed to adhering to these principles and promoting a ‘speak-up’ culture where team members feel comfortable raising concerns about any potential integrity concerns.

We offer a variety of confidential ways to report concerns, including both a dedicated email (concerns@crayon.com) and a telephone hotline.

It is important to us that team members feel confident in using these channels. This is why we have a strict non-retaliation policy in place, and thoroughly investigate any concerns we receive.

In addition, our non-retaliation policy is backed up by an independent investigation team.

We maintain a strict zero-tolerance policy toward corruption and bribery and require all team members, partners, and suppliers to adhere to our ethics and compliance policies. To ensure our commitment to compliance is upheld, we deliver annual compliance training to for all team members, including Crayon’s board members.

Furthermore, we have implemented an Anti-Bribery Management System which is currently under external audit where we aim to achieve global ISO 37001 certification.

Safety

We have a dedicated focus on ensuring our team members’ welfare at work and rapidly assisting them and their families in the event of a crisis. To ensure our sites are secured and prepared in the event of a local emergency, Crayon’s Corporate Security team manages global Business Continuity and Disaster Recovery planning.

When faced with safety risks such as natural disasters or Russia’s invasion of Ukraine, our Corporate Security team immediately sets up a crisis management team that works together with the relevant Human Resources Unit to provide tailored assistance, ranging from remote guidance to on-site disaster recovery management, including evacuations.

Risk management

In 2022, we invested in the development of a unified risk management framework to consolidate activities historically performed by individual teams across Crayon. With the aim to provide insights into the most significant risks to Crayon’s sustainable growth, this unified framework was marked as an organizational strength by our external ISO auditors upon its release.

At Crayon, our embedded approach to operational risk management enables our Risk and Compliance team to address potential risks proactively while enabling our business units to carry out their primary functions. Assessments of strategic risks are presented to Crayon’s Executive Management Team, Board of Directors, and Audit Committee to enable leadership decision-making and ensure oversight.



Integrity, Safety and Risk management objectives

- Our work places are protected: Emergency preparedness of all our sites around the world.
- We act with integrity: Impact of our integrity and compliance education programs.
- We manage integrity concerns with independence and diligence: Outcome after we receive an integrity concern.

Cybersecurity and Privacy

Whenever customers select Crayon to guide them on their IT journey, they trust us to process confidential business and personal data on their behalf.

Matching this level of trust, we maintain the highest standards of security and privacy management to ensure Crayon’s digital transformation services are delivered with built-in security and privacy protection. We are proud that the maturity of our data processing controls was again independently validated in the external Information Security (ISO 27001) and Privacy Information (ISO 27701) audits.

Privacy

Our commitment to protecting the privacy of those individuals whose personal data we process is cemented in our horizontal approach to privacy by design.

In addition, every single Crayon team member knows that our success in data protection depends on their diligence when processing personal data and when enabling individuals to exercise their privacy rights. Any data subject access request we receive goes directly to Crayon’s Information Security and Data Protection team, where it is immediately actioned upon in the interests of the data subject.

Cybersecurity

Ever committed to leveraging state-of-the-art technology to ensure Crayon remains resilient against our rapidly evolving cyberthreats, 2022 marked an exciting year for our Information Security and Data Protection team as it gained access to new capabilities with which to unleash the power of automation across Crayon’s security monitoring and response systems.

Because of our strong security and privacy culture, Crayon’s Trust Unit also receives proactive reports related to security and privacy events from our team members worldwide. This combination of timely reporting and ongoing security monitoring, followed by rapid and diligent event management has prevented Crayon from experiencing a data breach.

Since we started executing on our ambition to deepen the internal collaboration between Crayon’s Trust Unit and Cybersecurity Services Unit, this collaboration has fast become one of our greatest assets.

On the one hand, Crayon’s Cybersecurity Services Unit uses our internal security specialists to help optimize its services, including Crayon’s Cloud Security Assessment and Managed Security Posture. On the other hand, Crayon’s Trust Unit can immediately deploy any new customer-facing security innovations to increase our internal security posture.

Cybersecurity and Privacy objectives

- Our customers are confident in our security + privacy controls: Outcome after we receive security or privacy assurance requests.
- We keep confidential data safe: Impact of our security + privacy education programs.
- Our IT system are hardened + resilient: Impact of our security event automation + management.



Audit and Supplier vetting

Whenever customers place their confidence in Crayon’s integrity and entrust us with access to their IT systems and data, they must be able to trust our partners and suppliers on equal terms.

Accordingly, Crayon’s Trust Assurance team runs two parallel audit streams which verify the reliability of our internal governance controls and the maturity of Crayon’s partners and suppliers.

Audit

As part of our consolidation strategy under the Crayon Trust Unit, we now run a multi-focus Secured Productivity Audit program internally to verify the strength of our safety, security, privacy, and compliance controls across our business operations and data processing activities around the world.

Our Trust Assurance team, which executes our internal audit program, applies the same multi-focus approach in the Secured Expansion Audit support it provides to Crayon’s M&A, in line with our 2022 ambition to ‘ensure our security and privacy framework supports Crayon’s ambitious growth’.

We greatly value the expert observations we receive from our external auditors as we pursue excellence across every branch of governance.

And we are proud that the maturity of our security and privacy framework was once again validated in the surveillance audits for our Information Security (ISO 27001) and Privacy Information (ISO 27701). In 2022, we also achieved Trusted Information Security Assessment Exchange (TISAX) membership status in Germany, and Cyber Essentials Plus in the UK (reconfirmed in April 2023).

Supplier vetting

Building on the policy foundations laid in 2022, Crayon’s Trust Unit launched its Secured Business Ecosystem program in 2023 as the final piece of our third-party risk management framework.

Enabled by technology to leverage the power of automation for scalability and to deploy risk-based triggers for manual interventions, we assess all business relationships to ensure we are compliant with international sanctions, and our partners and suppliers meet our integrity, anti-bribery, compliance, human rights, decent working conditions, sanctions, security, and privacy standards.

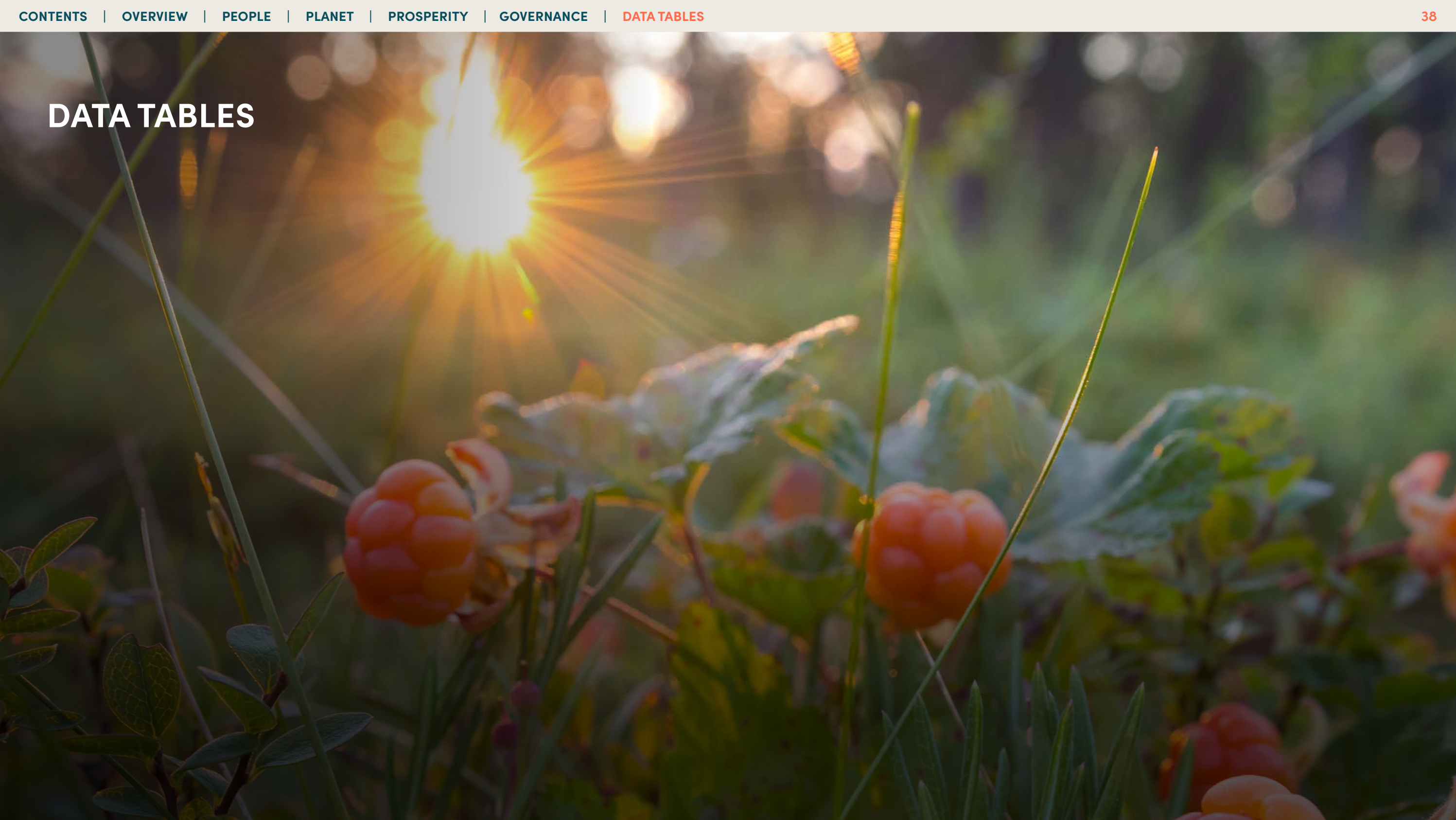
Crayon’s Trust Assurance team uses this data to filter out and ensure we disengage from any potential relationships that fail to meet our Secured Productivity standards. Post-onboarding, third parties in high-risk categories are subject to a follow-up review of their governance maturity and the integrity of their reporting under Crayon’s due diligence process.

As part of our reporting obligation as of June 2023 under the Norwegian Transparency Act, we will also be sharing information on how we promote respect for fundamental human rights and decent working conditions in practice, with the specific intent to open a dialogue and exchange best practices with our customers, partner, and suppliers around the world.



Audit and Supplier vetting objectives

- We promote human rights and decent working conditions: Impact of our supply chain due diligence.
- We continually optimize our governance controls: Outcome after we identify opportunities for improvement in our audits.
- We comply with international sanctions; Impact of our sanctions cross-checks on all third parties.



DATA TABLES

Global carbon emissions and energy consumption

Global emissions (tCO2e)^{1, 2}

	2022	2021
Scope 1 + 2 + 3 (market-based)	15,130	8,249
Scope 1%	2%	2%
Scope 2%	8%	27%
Scope 3%	90%	71%
Scope 1 + 2 + 3 (location-based)	14,767	6,830
Scope 1%	2%	3%
Scope 2%	6%	11%
Scope 3%	92%	86%

Scope 1 and 2 emissions (tCO2e)³

	2022	2021
Direct Scope 1	266	167
Indirect location-based	908	774
Indirect market-based	1,271	2,193

Scope 3 emissions (tCO2e)²

	2022	2021
Upstream and downstream indirect (Scope 3)	13,593	5,889
Business Travel	3,335	548
Waste	19	NA
Water	4	NA
Purchasd Goods and Services	10,235	5,341

¹ In 2021, we did not include rhipe.
² In 2021, we also did not include waste and water globally.
³ Direct Scope 1 has been restated for 2021.

Carbon reporting breakdown by region

	Scope 1 emissions	Scope 2 emissions	Scope 3 emissions	Total emissions
2022				
Nordics	81	44	3,633	3,758
Europe	183	120	1,510	1,814
APAC & MEA	0	594	4,206	4,800
US	2	147	1,866	2,014
HQ	0	3	2,378	2,381
Total Emissions	266	908	13,593	14,767

2021				
Nordics	91	20	1,972	2,082
Europe	76	314	965	1,356
APAC & MEA	0	319	1,347	1,666
US	0	119	955	1,074
HQ	0	3	650	653
Total Emissions	167	774	5,890	6,830

Global carbon emissions and energy consumption continued

2022 Energy consumption (MWh) ¹		
	2022	2021
Total Crayon energy consumption within the organization	6,156	6,316
Total energy consumption within the organization from non-renewable sources, in joules or multiplies	2,921	2,536
Consumption from Heavy-oil	512	249
Consumption from Diesel	558	418
Consumption of other non-renewable energy	1,850	1,869
Total energy consumption within the organization from renewable sources, in joules or multiples, and including fuel types used	3,235	3,780
Consumption of biomass energy	29	22
Consumption of other renewable energy	3,206	3,758

¹ The total energy consumption (Diesel and Heavy-oil) has been restated for 2021.

Waste and water (kg/m³) ²	
Nordics	Total Waste/Water
Mixed waste, recycled	2,958
Paper waste, recycled	308
Residual waste, landfill	8,718
Glass waste, recycled	516
Organic waste, composting	5,284
Plastic waste, recycled	35
Metal waste, recycled	5
EE waste, recycled	20,915
Residual waste, incinerated	1,825
Cardboard waste, recycled	2,411
Wood waste, recycled	51
Industrial waste, recycled	2,144
Total waste generated (kg)	45,170
Water (m³)	11,360

² We only disclose data from the Nordics as we have not been able to track the data from some subsidiaries. But we are investigating how to do this in the future.

Global Reporting Initiative (GRI) tables

GRI Standard	No.	Disclosure	Location
GRI 2: General Disclosures 2021	2-1	Organizational Details	Legal name: Crayon Group Holding ASA Ownership: A public limited company incorporated under the laws of Norway HQ: Oslo, Norway Countries of operation: Crayon at a glance (see page 5)
	2-2	Entities included in the organization's sustaibnility reporting	Crayon at a glance (see page 5) Environmental data covers all of Crayon. Where data does not cover all of Crayon, a footnote is added.
	2-3	Reporting period, frequency and contact point	Data is reported for 1 January to 31 December 2022. It will be published on an annual basis. For more information please contact: IR@crayon.com
	2-4	Restatements of information	Change in emission calculation methodology and categories: we increased the coverage of our Scope 3 emissions reporting to include Purchased Goods and Services and water Global carbon emissions and energy consumption (see page 39)
	2-5	External assurance	The report is not subject to external assurance.
	2-6	Activities, value chain and other business relationships	See Crayon Annual Report 2022
	2-7	Employees	Crayon at a glance (see page 5) Our people comes first (see page 14), including temporary employees and contractors Diversity, equity, and inclusion in numbers (see page 18)
	2-8	Workers who are not employees	Permanent contractors (no end date to their contract) are included in our people statistics, as we look at them as employees Our people come first (see page 14)
	2-9	Governance structure and composition	See Crayon Annual Report 2022, Board of Directors’ report, page 14 See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
	2-10	Nomination and selection of the highest governance body	See Crayon Annual Report 2022, Board of Directors’ report, page 14 See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
	2-11	Chair of the highest governance body	See Crayon Annual Report 2022, Board of Directors’ report, page 14
	2-12	Chair of the highest governance body	See Crayon Annual Report 2022, Board of Directors’ report, page 14
	2-13	Role of the highest governance body in overseeing the management of impacts	See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
	2-14	Delegation of responsibility for managing impacts	See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
	2-15	Conflicts of interest	See Crayon Annual Report 2022, Statement of Corporate Governance, page 21 and Note 22
	2-16	Communication of critical concerns	See Crayon Annual Report 2022, Board of Directors’ report, page 14
	2-17	Collective knowledge of the highest governance body	See Crayon Annual Report 2022, Board of Directors’ report, page 14 See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
	2-18	Evaluation of the performance of the highest governance body	See Crayon Annual Report 2022, Statement of Corporate Governance, page 21

GRI continued

GRI Standard	No.	Disclosure	Location
GRI 2: General Disclosures 2021 (continued)	2-19	Remuneration policies	See Remuneration report 2022
	2-20	Process to determine remuneration	See Remuneration report 2022
	2-21	Annual total compensation ratio	Not included this year.
	2-22	Statement on sustainable development strategy	Weaving ESG into the fabric of our business (see page 3)
	2-23	Policy commitments	Audit and Supplier vetting (see page 37)
	2-24	Embedding policy commitments	Integrity, Safety and Risk management (see page 35)
	2-25	Processes to remediate negative impacts	Integrity, Safety and Risk management (see page 35)
	2-26	Mechanisms for seeking advice and raising concerns	Integrity, Safety and Risk management (see page 35)
	2-27	Compliance with laws and regulations	See Crayon Annual Report 2022, Board of Directors' report, page 14 See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
	2-28	Membership associations	N/A
	2-29	Approach to stakeholder engagement	Materiality analysis (see page 9)
	2-30	Collective bargaining agreements	Our people come first (see page 14)
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality analysis (see page 9)
	3-2	List of material topics	Materiality analysis (see page 9)
	3-3	Management of material topics	Crayon's ambition framework (see page 10)
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Integrity, Safety and Risk management (see page 35)
	205-2	Communication and training about anti-corruption policies and procedures	Global anti-corruption and bribery policy and mandatory training provided to all team members in accordance with the requirements for ISO 37001
	205-3	Confirmed incidents of corruption and actions taken	Zero, no incidents of corruption confirmed during the current year related to the previous year or this year.
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)

GRI continued

GRI Standard	No.	Disclosure	Location
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)
	305-2	Energy indirect (Scope 2) GHG emissions	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)
	305-3	Other indirect (Scope 3) GHG emissions	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)
	305-4	GHG emissions intensity	Total emissions/total FTE and total emissions/total revenues per MNOK. Respectively, 4.28 tCO2e per FTE and 2.84 tCO2e per MNOK
	305-5	Reduction of GHG emissions	The reduction planning is in progress as we are committed to SBTi validation
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste is not a material item in Crayon's carbon emissions Global carbon emissions and energy consumption (see page 39)
	306-2	Management of significant waste-related impacts	While the carbon emissions from waste are not material at Crayon, we are in the process of tracking this information globally Global carbon emissions and energy consumption (see page 39)
	306-3	Waste generated	Global carbon emissions and energy consumption (see page 39)
	306-4	Waste diverted from disposal	We are in the process of tracking this informaiton globally.
	306-5	Waste directed to disposal	We are in the process of tracking this informaiton globally.
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Our people come first (see page 14)
GRI 403: Occupational Health and Safety 2018	403-9	Work-related injuries	Employee well-being (see page 15)
	403-10	Work-related ill health	Employee well-being (see page 15)
GRI 404: Training and Education 2016	404-2	Programs for upskilling employees and transitioning to new roles	Employee well-being (see page 15)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Our people come first (see page 14) Diversity, equity, and inclusion in numbers (see page 18)

Sustainability Accounting Standards Board (SASB) tables

Theme	Disclosure		Information
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1.	1) Total energy consumed, 2) percentage grid electricity, 3) percentage renewable	1) Race to net zero (see page 22) 2) 100% of energy is from the grid / 50% of energy is renewable
	TC-SI-130a.2.	Water usage	Currently, this data is not tracked globally. Crayon is investigating how to manage this globally in the future.
	TC-SI-130a.3.	Discussion of the integration of environmental considerations into strategic planning for data center needs	Our data centers are based in Norway and Iceland. The data centers have 100% of renewable energy share, respectively.
Data Privacy and Freedom of Expression	TC-SI-220a.1.	Description of policies and practices relating to behavioral advertising and user privacy	Crayon's commitment to protecting the privacy of those individuals whose personal data we process is cemented in our horizontal approach to privacy by design. We maintain records of processing which define the lawful purposes for which personal data may be processed and perform ongoing internal audits to ensure personal data is only processed for the defined lawful purposes. Every single Crayon team member knows that our success in data protection depends on their diligence when processing personal data and when enabling individuals to exercise their privacy rights. Any data subject access request we receive goes directly to Crayon's Information Security and Data Protection team, where it is immediately actioned upon in the interests of the data subject.
	TC-SI-220a.2.	Number of users whose information is used for secondary purposes	Zero, Crayon does not processs user information outside the parameters of the lawful purposes defined in our records of processing and communicated in our privacy policies.
	TC-SI-220a.3.	Total amount of monetary lossess as a result of legal proceedings associated with user privacy	Zero, Crayon has not incurred monetary losses as a result of legal proceedings associated with user privacy.
	TC-SI-220a.4.	1) Number of law enforcement requests for user information, 2) number of users whose information was requested, 3) percentage resulting in disclosure	Zero, Crayon has not received law enforcement requests for user information.
	TC-SI-220a.5.	List of countries whose core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Zero, Crayon does not operate in any countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring.
Data Security	TC-SI-230a.1.	1) Number of data breaches, 2) percentage involving personally identifiable information (PII), 3) number of users affected	Zero, Crayon has not suffered any data breaches in 2022.
	TC-SI-230a.2.	Description of aprproach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Cybersecurity and Privacy (see page 36) Audit and Supplier vetting (see page 37)

SASB continued

Theme	Disclosure		Information
Recruiting and Managing a Global, Diverse and Skilled Workforce	TC-SI-330a.1.	Percentage of employees that are: 1) foreign nationals and 2) located offshore	1) We do not currently have a global overview of employees requiring a visa in their country of employment. This is something we are looking to centralize and automate in the future. 2) 80.24% of our employees are based outside Norway.
	TC-SI-330a.2.	Employee engagement as a percentage	In 2022, the global employee feedback survey had a 55% participation rate. The overall satisfaction score was 4.24 out of 5.0. The survey contained 44 rating items (5-point Likert scale) in five categories (average score in parentheses): 1) My Work Situation (4.20 rating in 2022) 2) Crayon Group Feedback (4.05 rating in 2022) 3) My local Country Manager (4.27 rating in 2022) 4) My Manager (4.37 rating in 2022) 5) Remote/ Hybrid Work (4.36 in 2022) as well as free text comment functions. See Crayon Annual Report 2022, Organization, working environment, and equality, page 17.
	TC-SI-330a.3.	Percentage of gender and racial/ethnic group representation for: 1) management, 2) technical staff, and 3) all other employees	Our people come first (see page 14) Diversity, equity, and inclusion in numbers (see page 18) 1) 33% female 2) 24% female 3) 41% female In 2022, we also counted more than 40 nationalities and ethnicities globally and will continue having further diversity factors available as of 2023.
Intellectual Property Protection and Competitive Behavior	TC-SI-520a.1.	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Zero, no legal proceedings associated with anti-competitive behavior regulations have been initiated.
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1.	Number of 1) performance issues and 2) service disruptions; 3) total customer downtime	1) 35 2) 16 3) 1,341 minutes* * We had interruptions to the service 1,341 minutes in total, but as we do not license Cloud-iQ, no licenses was affected.
	TC-SI-550a.2.	Description of business continuity risks related to disruptions of operations	Crayon’s Corporate Security team manages global Business Continuity and Disaster Recovery (BCDR) planning. Our BCDR plan outlines steps and procedures for risk assessment and business impact analysis, identification of critical processes and systems, points of contact, development of recovery strategies, and testing and validation of the plan. The plan ensures that critical functions can be restored and resumed from adverse events as quickly and effectively as possible within defined recovery time and point objectives. This is to ensure stakeholder confidence in Crayon’s agility to withstand disruptions and recover quickly.

World Economic Forum (WEF) tables

Theme	Disclosure	Information
PRINCIPLES OF GOVERNANCE		
Governing purpose	Setting purpose The company's stated purpose focuses on measurable outcomes in relation to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Weaving ESG into the fabric of our business (see page 3) Crayon at a Glance (see page 5)
Quality of governing body	Governance body composition Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual’s other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	See Crayon Annual Report 2022, Board of Directors’ report, page 14 See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
Stakeholder engagement	Material issues impacting stakeholders A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	Materiality analysis (see page 9)
Ethical behaviour	Anti-corruption 1. Total percentage of governance body members, employees and business partners who have received training on the organization’s anti-corruption policies and procedures, broken down by region. a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current year, related to this year. 2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	100% of governance body members and employees have received training on the organization’s anti-corruption policies and procedures globally. Business partners are assessed as to the training they provide on their organization's anti-corruption policies and procedures. Zero, no incidents of corruption confirmed during the current year related to the previous year or this year. Materiality analysis (see page 9)
	Protected ethics advice and reporting mechanisms A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behaviour and organizational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.	Integrity, Safety and Risk management (see page 35)
Risk and opportunity oversight	Integrating risk and oportunity into business processess Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect to these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	Integrity, Safety and Risk management (see page 35)

WEF continued

Theme	Disclosure	Information
PLANET		
Climate change	Greenhouse gas (GHG) emissions For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)
	TCFD implementation Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of up to three years for full implementation. Disclose whether we have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net zero emissions before 2050.	Crayon has initiated the process for TCFD implementation. Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)
Nature loss	Land use and ecological sensitivity Report the number and area (in hectares) of sites owned, leased or managed in, or adjacent to protected areas and/ or key biodiversity areas (KBA).	We do not track this at a global level but are investigating how to do this in the future.
Freshwater availability	Water consumption and withdrawal in water-stressed areas Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	We do not track this at a global level but are investigating how to do this in the future.

WEF continued

Theme	Disclosure	Information
PEOPLE		
Diversity and equality	Diversity and inclusion (%) Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	Our people come first (see page 14) Diversity, equity, and inclusion in numbers (see page 18)
	Pay equality (%) Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Pay equality is currently handled at a local level and overseen at a global level, ensuring that we are aligned with the market. We are implementing a global salary benchmarking tool in 2023.
	Wage level (%) Ratios of standard entry level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	We are implementing a global salary benchmarking tool in 2023. To see the remuneration of our management please refer to Crayon Annual Report 2022, Note 21 Management remuneration, page 53
	Risk for incidents of child, forced or compulsory labour An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	See Crayon Integrity Handbook, section Human Rights, page 8
Health and well-being	Health and safety (%) The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked. An explanation of how the organization facilitates workers’ access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	There were zero deaths and zero injuries in 2022, see Health and safety (page 15). Crayon operates a flexible workplace model. We do not yet count hours worked in all subsidiaries. We offer various support across our subsidiaries when it comes to non-occupational medical and healthcare.
Skills for the future	Training provided (#, \$) Average hours of training per person that the organization’s employees have undertaken during the reporting period, by gender and employee category (total number of training hours provided to employees divided by the number of employees). Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	Employee well-being (see page 15): 101.774 hours of training in 2022. 266% increase of internal training offered in the internal training catalog in 2022. Further metrics on training and development will be established throughout 2023 and 2024.

WEF continued

Theme	Disclosure	Information
PROSPERITY		
Employment and wealth generation	Absolute number and rate of employment 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. 2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	Our people come first (see page 14) Diversity, equity, and inclusion in numbers (see page 18)
	Economic Contribution Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by: a) Revenues b) Operating costs c) Employee wages and benefits d) Payments to providers of capital e) Payments to government f) Community investment. 2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.	1. Direct economic value generated and distributed (EVG&D) – Revenues: Annual Report, consolidated statement of profit or loss and other comprehensive income, – Operating costs: Annual Report, consolidated statement of profit or loss and other comprehensive income, – Employee wages and benefits: Annual Report, consolidated statement of profit or loss and other comprehensive income, – Payments to providers of capital: Annual Report, consolidated statement of cash flows, – Payments to government: Annual Report, consolidated statement of profit or loss and other comprehensive income, – Community investment: Supporting local communities 2. Annual report, Note 4 Forgivable loan
	Financial investment contribution 1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy. 2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	Detailed information on our financial investment contributions and financial investments can be found in our Annual Report.
Innovation of better products and services	Total R&D expenses (\$) Total costs related to research and development.	See Crayon Annual Report 2022, Note 8 Intangible assets, page 44
Community and social vitality	Total tax paid The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	See Crayon Annual Report 2022, Note 12 Tax, page 46

United Nations Global Compact (UNGC) tables

Theme	Disclosure	Information
HUMAN RIGHTS		
	Principle Businesses should support and respect the protection of internationally proclaimed human rights; and	Our people come first (see page 14)
	Principle 2 make sure that they are not complicit in human rights abuses.	Audit and Supplier vetting (see page 37)
LABOR		
	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Our people come first (see page 14) Employees in Austria, Sweden and Iceland are subject to collective bargaining agreements under national law.
	Principle 4 the elimination of all forms of forced and compulsory labor;	Audit and Supplier vetting (see page 37)
	Principle 5 the effective abolition of child labor; and	Audit and Supplier vetting (see page 37)
	Principle 6 the elimination of discrimination in respect to employment and occupation.	Our people come first (see page 14)

UNGC continued

Theme	Disclosure	Information
ENVIRONMENT		
	Principle 7 Businesses should support a precautionary approach to environmental challenges;	Race to net zero (see page 22) Environmental management (see page 24) Integrity, Safety and Risk management (see page 35) Two key principles of our Environmental policy is that we: a) Conduct business in an environmentally responsible manner and seek ways to reduce the impact of our facilities and operations on the environment, with a focus on pollution prevention and the efficient use of natural resources and energy, b) Ensure compliance with all relevant environmental laws and regulations of the jurisdictions in which Crayon operates.
	Principle 8 Undertake initiatives to promote greater environmental responsibility; and	Race to net zero (see page 22) Environmental management (see page 24) Integrity, Safety and Risk management (see page 35)
	Principle 9 Encourage the development and diffusion of environmentally friendly technologies	The Crayon ESG innovation fund (see page 29)
ANTI-CORRUPTION		
	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	Integrity, Safety and Risk management (see page 35)

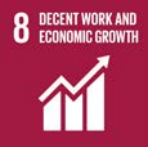
Task Force on Climate-related Financial Disclosures (TCFD) tables

Theme	Disclosure	Information
GOVERNANCE		
	a) Describe the Board’s oversight of climate-related risks and opportunities.	Crayon's Audit, Risk and ESG committee has accountability and oversight for ensuring our management is reviewing, assessing and mitigating climate-related risks and opportunities. See Crayon Annual Report 2022, Board of Directors' Report, page 14 See Crayon Annual Report 2022, Statement of Corporate Governance, page 21
	b) Describe management’s role in assessing and managing climate-related risks and opportunities.	Crayon's management evaluates and directs the mitigation of climate-related risks and opportunities based on the reviews and assessments presented during our Environmental Management Review Meetings.
STRATEGY		
	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate related risks are included as part of the overall risk management at Crayon. Climate and associated mitigated actions and what we do through the risk management process through the Board of Directors.
	b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Climate change considerations influence our business operations. We are setting goals to tackle the major sources of our energy consumptions and emissions. Electricity consumption is the largest source of our indirect emissions. We manage this risk by integrating energy efficiency measures in our operations and into the purchasing of our IT equipment. Our new HQ in Oslo has incorporated the latest energy efficiency techniques in the building. As companies implement their commitments to reduce their environmental impact and develop carbon targets, we see potential opportunities to help guide companies to be more sustainable. See our chapter Products and services for ESG (see page 27). Crayon has committed to setting science-based targets to be submitted for validation before 2024 according to the net zero standards aligned with a 1.5 degree pathway. In the interim period, Crayon will pursue a target of at least 40% reduction in GHG emissions from its own operations by 2030 and will work with suppliers and customers to reach the same target for scope three emissions.
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	The commitment to science-based targets and interim targets for 2030 ensures both immediate action on GHG emission reduction and the transition to alignment with science-based targets driving resilient climate action. Our current climate mitigation initiatives are below: Products and services for ESG (see page 27) New headquarters in Oslo (see page 23) The Crayon ESG innovation fund (see page 29)

TCFD continued

Theme	Disclosure	Information
RISK MANAGEMET		
	a) Describe the organization’s processes for identifying and assessing climate-related risk	Crayon's risk management processes for identifying and assessing climate-related risk follow international standards for Environmental Management Systems under our global certification for ISO 14001.
	b) Describe the organization’s processes for managing climate-related risks.	Crayon's risk management processes for identifying and assessing climate-related risk follow international standards for Environmental Management Systems under our global certification for ISO 14001.
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	Crayon's unified risk management framework consolidate risks from each of our respective management systems, including our Environmental Management System, to provide strategic insights for cross-domain decision-making.
METRICS AND TARGETS		
	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)
	c) Describe the targets used by the organization to manage climate-related risks, opportunities and performance against targets.	Race to net zero (see page 22) Global carbon emissions and energy consumption (see page 39)

UN Sustainable Development Goals

SDG	Target	Crayon action
GENDER EQUALITY		
	1. End all forms of discrimination against all women and girls everywhere.	1. By participating in the SHE index and being an active member in female-promoting communities, as well as designing our own internal DEI roadmap (DEI training and volunteer community) and corresponding development programs, we will continue to focus on equal rights and the end of discrimination against women and girls across the global audience.
	2. Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	2. Crayon’s Women in Leadership program is available to women of all ages and seniority across the group. The program focuses on empowering future female leaders in Crayon.
	3. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	3. At Crayon, we work continuously to ensure that our policies are inclusive, and respective internal training sessions ensure that discrimination of any sort is not tolerated. Further, we take any concerns seriously and are committed to maintaining a safe and ethical workplace for everyone. That's why we have created a dedicated email address and hotline for any speak-up or whistleblowing matters.
DECENT WORK AND ECONOMIC GROWTH		
	1. Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value-added and labor-intensive sectors.	1. Crayon’s product catalog continues to diversify, and we are a leader in using AI and data technologies to innovate across sectors. Increasingly this expertise is being used in labor intensive markets such as farming and manufacturing to increase health and safety as well as sustainable farming practices.
	2. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	2. Crayon is committed to ensuring decent work for all employees across all our subsidiaries. Our internal development process starts with funded internships and apprenticeships to attract young talent.
	3. Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	3. Crayon's Trust Assurance team is responsible for assessing all business relationships to ensure we are compliant with international sanctions, and our partners and suppliers meet our integrity, anti-bribery, compliance, human rights, decent working conditions, sanctions, security, and privacy standards. Crayon's Corporate Security team is responsible for ensuring our team members’ welfare at work and rapidly assisting them and their families in the event of a crisis, in accordance with Crayon's commitment to provide team members with a work environment in which they are protected and feel safe. To prevent and manage safety risks emergency, Crayon’s Corporate Security team manages global Business Continuity and Disaster Recovery planning and crisis management. Crayon's Risk and Compliance team is responsible for ensuring every Crayon team member upholds our standards for ethical conduct, anti-corruption, and legal compliance, and independently investigating any concerns that may be reported through our dedicated email (concerns@crayon.com) and telephone hotline.

UN Sustainable Development Goals continued

SDG	Target	Crayon action
CLIMATE ACTION		
	1. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	1. The Crayon ESG innovation fund (see page 29)
	2. Integrate climate change measures into national policies, strategies and planning.	2. Crayon is undergoing an assessment of its carbon emissions to produce reduction plans and have these validated by SBTi.
	3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	3. In 2022, Crayon employees completed its mandatory ESG training. This covered topics including why it is important that we, personally and professionally, are aware of the impact that we are having on climate change.
PARTNERSHIPS FOR THE GOALS		
	1. Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.	1. rhipes for Change (see page 31) The Crayon ESG innovation fund (see page 29)
	2. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	2. rhipes for Change (see page 31) The Crayon ESG innovation fund (see page 29)
	3. By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.	3. rhipes for Change (see page 31) The Crayon ESG innovation fund (see page 29)

