

*We contribute to a **sustainable** future.*

# **SUSTAINABILITY REPORT**

**2021**

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# LETTER FROM THE CEO



” We strive for a safe and healthy work environment... ”

The work we perform has a great impact on several areas within sustainability, therefore we have the opportunity to influence in a positive direction.

We continuously risk assess our activities and prepare target programs with action plans and actions for the parts we know influence in the expansion of society's infrastructure. Since 2019, we have been ISO 9001, 14001 och 45001 certified which is the backbone of our sustainability work.

We use fuels that are fossil-free, reuse materials within the projects and minimise the use of plastic. At the end of 2021, our sustainability work achieved CEEQUAL Excellent for the Access tunnel Sundstabacken.

We work on justice related issues by having a zero tolerance for discrimination and strive for an equal workplace. In 2021, the number of women in leader positions increased to 45% and number of female staff grew to 16%.

We strive for a safe and healthy work environment where personal development is in focus. During the year, we started our internal training with WoW@Subterra (Way of Work) which is focusing on our main processes. Staff appraisal and training development take place annually to encourage personal development.

We have a responsibility to interact between our work within HQSE (health, quality, sustainability and environment) which continues to have a positive impact on our surroundings as we move towards a common future.

**Patrick Marelius**  
CEO

# ABOUT THE COMPANY



Our business is focused on all underground construction, but the core competence lies in tunnel construction using conventional drilling and blasting. We have and are currently carrying out projects on E4 Förbifart Stockholm and the expansion of the new Metro in Stockholm.

In 2021, SBT Sverige AB's turnover reached circa SEK 1,5 billion with approximately 167 employees.

We are basically a Swedish organization, supported by Czech and Slovak staff when our order book is large, as it is now.

Subterra a.s. is a construction company that has been part of the Metrostav Group since 2004.

Our geographical domestic market is the Czech Republic, but the company also operates internationally, mainly in central Europe.

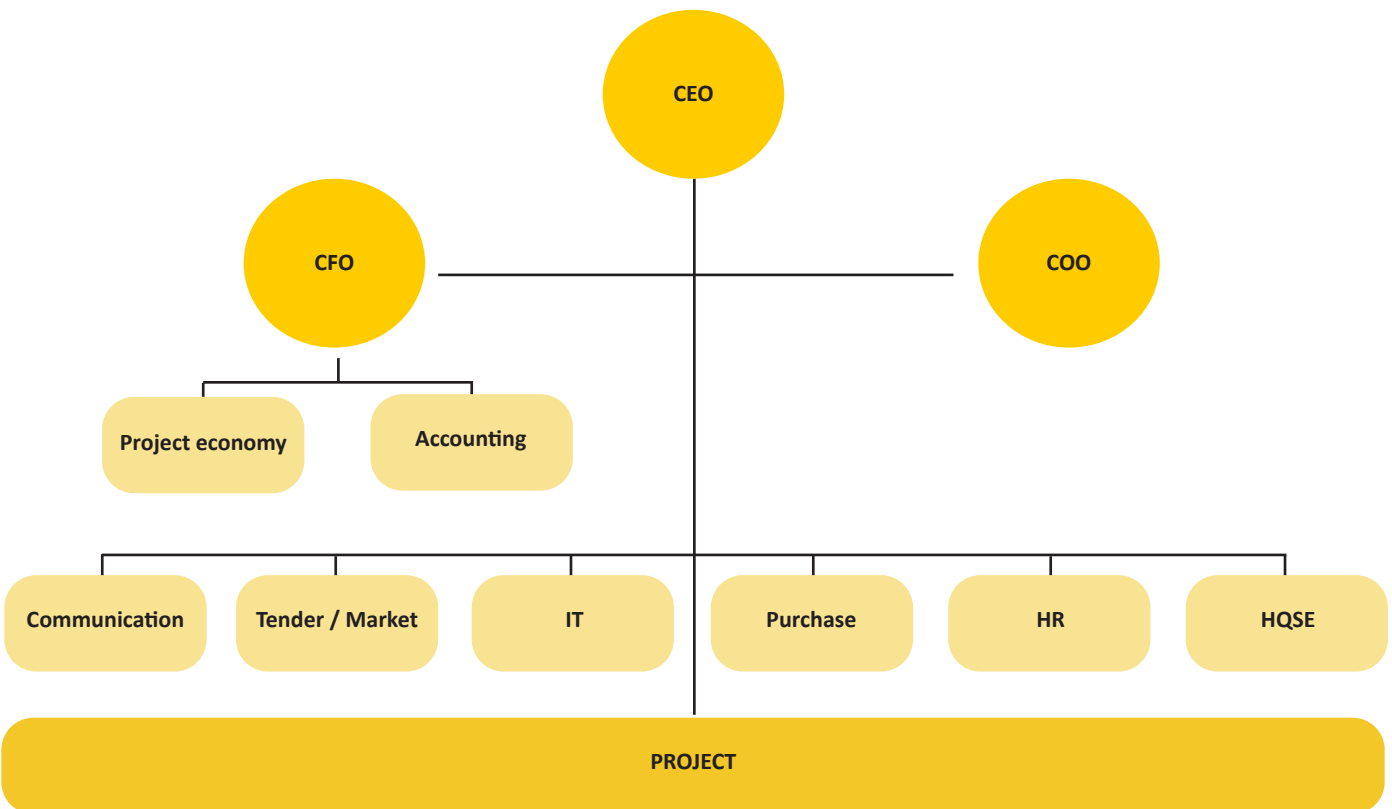
## QUICK FACTS ABOUT SBT SVERIGE AB

|   | 2021      | 2020     | 2019     |
|---|-----------|----------|----------|
| Total number of employees*                    | 167       | 181      | 140      |
| Average number of staff                       | 157       | 115      | 84       |
| Number of men on the board                    | 100%      | 100%     | 100%     |
| Number of women in other leadership positions | 45%       | 33%      | 25%      |
| Number of female staff                        | 16%       | 11%      | 10%      |
| Turnover circa                                | 1554 MSEK | 889 MSEK | 742 MSEK |

**167**  
employees 2021

Circa  
**1,5 BNSEK**  
in turnover 2021

\*number of employees reported by the end of the year 2021



**BOARD MEMBERS**

Patrick Marelius - CEO / Board member  
 Miroslav Zobanik - COO / Board member  
 Ondrej Fuchs - Chairman / Board member

Miroslav Novak - Board member  
 Pavel Zykan - Board member  
 Magnus Gunnarsson - Board member

# Our projects 2021



## **ACCESS TUNNEL SUNDSTABACKEN**

**Client:** Region Stockholm  
**Lenght of tunnel:** 530 m  
**Rock volume:** 32 585 tfm<sup>3</sup>  
**Contract sum:** 170 million SEK



## **ACCESS TUNNEL HAGASTADEN**

**Client:** Region Stockholm  
**Lenght of tunnel:** 600 m  
**Rock volume:** 41 370 tfm<sup>3</sup>  
**Contract sum:** 119 million SEK



## **ACCESS TUNNEL HAMMARBY FABRIKSVÄG**

**Client:** Region Stockholm  
**Lenght of tunnel:** 600 m  
**Rock volume:** 37 000 tfm<sup>3</sup>  
**Contract sum:** 170 million SEK



## **JÄRFÄLLA TUNNEL**

**Client:** Region Stockholm  
**Lenght of tunnel:** 8,7 km  
**Rock volume:** 770 000 tfm<sup>3</sup>  
**Contract sum:** 1,9 billion SEK



## **ROCK TUNNELS SKÄRHOLMEN**

**Client:** Trafikverket  
**Lenght of tunnel:** 13,5 km  
**Rock volume:** 1 580 000 tfm<sup>3</sup>  
**Contract sum:** 1,8 billion SEK

## Great Stories

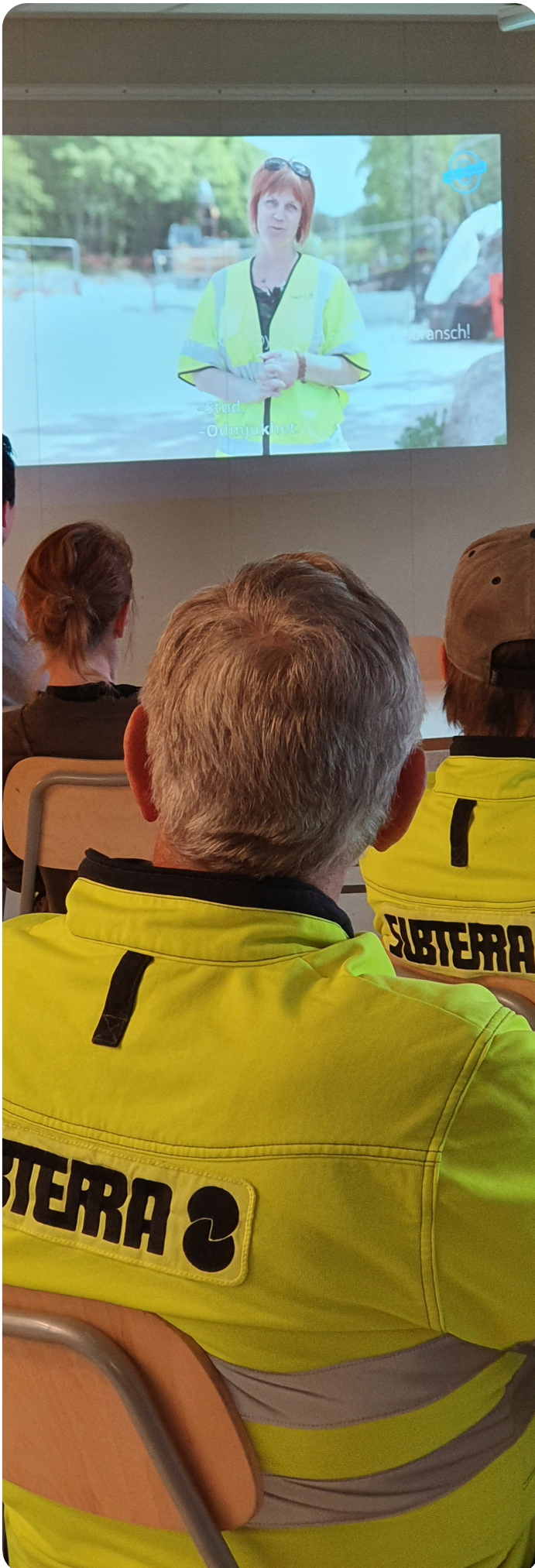
# COLLABORATION

**Collaboration takes place on many levels in our projects and we always strive to have a good dialogue with all our stakeholders.**

The project in Skärholmen, we have for several years participated in activities that promote our surrounding both people and the environment. Over the years, we have helped to increase accessibility in the woods of Sättra's nature reserve by cleaning up foot paths and riding trails. In the future, water from the tunnels will be directed to the Sättra stream which is currently drying up for some months of the year. By adding water to the river and ensuring an ecological balance is created, more species that are depending on water all year round will have a positive impact on increasing biodiversity in the nature reserve.

"You are always met with a positive attitude when we ask Subterra for initiatives in the environmental area," says the environmental specialist from Trafikverket in the subproject. Climate measures, such as the use of EcoPar Bio and pushing the issue of the use of "green asphalt" are examples of Subterra initiative to reduce the project's climate impact.

We also get positive feedback from our client when it comes to the quality work. "We have good dialogue in the project and Subterra has now caught up with some activities which previously has been lagging behind," says Ibet Garcia Arias, the client's contact person within quality. "Subterra has during the fall worked on good routines and working methods and I feel confident that they will continue to deliver," concludes Ibet.



# SUSTAINABILITY MANAGEMENT



**Subterra's sustainability management is based on our values and code of conduct which should permeate everything we do.**

Our business management is the backbone of our sustainability work and sets the basic framework for how we should work in our projects. Subterra has been certified according to ISO 9001, 14001 and 45001 since 2019.



In 2021, we continued to work on the foundation laid in 2019. Our strategic work is a three-year plan that extends from 2019-2022 and is integrated into our business management.

The activities that form the basis of our strategic work are worldly- and stakeholder analysis, SWOT-analysis and analysis of the UN's global sustainability goals (Agenda 2030). The work completed in 2019 resulted in mapping and identifying significant sustainability areas and aspects for Subterra. During Q1 2022, we will update these analyses which will form the basis for the next three annual plan.

Illustration 2 on page 9 describes the identified areas, aspects and risks associated with these sustainability aspects and how Subterra through control minimises the risks. It also shows for significant improvement activities completed in 2021.

## Values

Subterra's values are:

- Commitment
- Social development
- Professionalism
- Respect
- Integrity
- Trust



*Illustration 1 - Subterra's values.*

In Swedish this makes the acronym **ESPRIT**, from French "esprit de corps" meaning team spirit, an apt description of how we want our company to work.



| OUR SELECTED AREAS  | ESSENTIAL SUSTAINABILITY ASPECTS  | RISKS  | OVERALL CONTROL TO MINIMISE THE RISKS  | SIGNIFICANT ACTIVITIES 2021   |
|---|---|--|--|---|
| <p><b>Economics and business ethics</b></p>    | <p>Control over the development of financial results.</p> <p>Knowledge and compliance of legislation.</p> <p>Business ethics and anti corruption.</p>   | <p><b>Corruption</b></p> <p>The greatest risk arises if internal purchasing processes and routines are not complied with or circumvent the company's policies. In the case of direct purchases, the risk of an impact from the other stakeholders.</p> <p>Potential risk of corruption may exist in the supply chain in some of our products.</p>  | <p>Subterra has policies and routines that clarify how purchases are to be carried out. For more information, see Sustainable Purchases on page 10.</p>  | <p>In 2021, we have introduced a whistleblower system.</p> <p>We have introduced a new purchasing system to be able to centralise and manage our purchases more efficiently and sustainably.</p>  |
| <p><b>Working conditions</b></p>   | <p>Promotion of physical and mental health at work and prevention of injuries due to the working environment.</p> <p>Anti-discrimination, gender equality and freedom of association.</p> <p>Skills development and personal development at work.</p>                         | <p><b>Health &amp; safety</b></p> <p>Risk of workplace accidents at our workplaces and increased risk of injuries due to heavy physical and repetitive work.</p> <p><b>Discrimination</b></p> <p>Employees risk that are exposed to discrimination or offensive special treatment.</p>   | <p>We work systematically with the health and safety which among other means that we continuously work with risk assessment, preparations, training and security patrols. For more information, see Health &amp; Safety on page 17.</p> <p>We work in different ways with equality, among other things we must follow the Group's ethical guidelines where gender equality is included as a point. For more information, see Health &amp; Safety on page 17.</p> | <p>We have carried out more targeted rounds regarding working methods with increased risk.</p> <p>In 2021, we have completed many training sessions to develop the competence of our staff.</p>   |
| <p><b>Product and social responsibility</b></p>    | <p>Information security, data security and management of the Group's assets.</p> <p>Supplier control regarding the environment, health &amp; safety and human rights when purchasing goods and services.</p> <p>Follow-up and measures to increase customer satisfaction.</p> | <p><b>Health and safety third person</b></p> <p>Risk of negative impact on third parties from our projects. There are mainly risks regarding noise and disturbance.</p> <p><b>Human Rights and ethics</b></p> <p>Risk of human trafficking rights in connection with the performance of work by suppliers or subcontractors, alternatively in connection with the purchase of goods and materials.</p> | <p>We implement noise measurements and plans the work to minimize impact on neighbors. For more information, see Impact on our surrounding on page 21.</p> <p>Supplier policy as suppliers undertake to comply with this. For more information, see Sustainability Management on page 8.</p>   | <p>Due to the prevailing circumstances called around COVID-19, only a few live information meetings were held. Instead we arranged more digital meetings with the public.</p> <p>In 2021, we have implemented routines including social sustainability in the supply chain, conducted risk analyses for identified risk products and carried out supplier audits.</p> |
| <p><b>Environment</b></p>       | <p>Energy efficiency and use of renewable energy.</p> <p>Sustainable choices and sustainable use of materials.</p> <p>Efficient use of resources.</p> <p>Reduce climate impact from work machines and transport.</p>  | <p><b>Emissions to air</b></p> <p>Emissions of carbon dioxide during transport, production, energy use and business trips give rise to a negative impact on the climate.</p>   | <p>We control the work with this through our environmental management work and have goals and working methods to reduce emissions from our own and leased machines, under contractors' machines and from our energy consumption. For more information, see Environment on page 12.</p>   | <p>In 2021, we have together with the client and supplier worked to reduce the climate footprint by mixing the concrete with up to 20% of flying ash in the product.</p> <p>We have also completed travel surveys.</p>  |

Illustration 2 - Identified areas and risks.

# Sustainable purchases

Subterra makes no exceptions when it comes to occupational safety, respect for human rights \* and care for the environment. To comply of the above mentioned principles, summarised in social sustainability and environmental requirements, the company has developed a purchasing policy and a supplier policy that our internal and external stakeholders undertake to comply with.

Subterra works actively with the entire organisation to increase awareness regarding social sustainability. This means that all new employees receive information about the company's views and respect for human rights and non-discrimination, that no risks (whether calculated or otherwise) may be taken in the performance of work. When it comes to the risk of corruption in the business, we have identified that the greatest risk arises if internal purchasing processes and routines are not complied with or circumvented company policies. In the case of direct purchases, the risk of influence from suppliers or other stakeholders. In those situations, there may be a risk of impropriety influence and corruption. To minimise that risk, Subterra has in 2021 expanded its purchasing organisation with designated project buyers in our two large projects and with a purchasing administrator to support the Purchasing Manager. In 2021, we have also started the implementation of a Purchasing System that aims to systematise the purchases, ensure that no spontaneous purchases are made and ensure that the requirements comply with our routines.

In case of suspicion of corruption, Subterra's management must immediately investigate the identified situation and take corrective and preventive measures to reduce the risk of corruption. In 2021, we have implemented a whistleblower system where you have the opportunity to anonymously report irregularities and that we have begun to train our staff in our purchasing routines, which will continue in 2022. Purchasing and our governance regarding social and environmental sustainability in the supplier chain is included as a session in our training package that was launched in 2021 (see more under Health & safety).

In 2021, we have implemented many improvements to clarify the governance and follow-up of our sustainability requirements (social and environmental) throughout the supply chain.

*\* Extensive but not limited by the UN Declaration of Human rights, ILO conventions, the UN Convention on the Rights of the Child, the UN Declaration on anti-corruption, legislation in the country of origin and Swedish law.*



### The most important are the following:

- ✓ Clarification of our agreement templates to take reference and guidance to include environmental and social sustainability in all relationships. Social and environmental sustainability thus constitute contractual conditions for a commercial relationship with Subterra.
- ✓ Clarified the requirements for subcontractors with appointed staff and carried out compliance.
- ✓ Developed routine to handle materials and products with an increased risk of negative impact on people and the environment. The routine "Routine for risk analysis regarding products and materials" aims in a systematic and unified way to map products and materials and its impact on people and the environment throughout value chain. It also analyse if risks exist that have negative effects on people and environment in the value chain for the product in question. The result of the risk analysis is used to minimise the risk of materials and products that Subterra uses in their projects.

Through our risk assessment of products, we have identified potential risk of corruption in supplier for some of the products manufactured in countries that are considered as the risk countries. Our assessment is that the risk increases the further down the supply chain we come. We make clear demands against corruption in our supplier policy that our suppliers are complying with and to carry on further in the supply chain. We have a continuous dialogue with our suppliers and carry out supplier audits.

In 2021, we carried out seven audits. These audits included both product suppliers and subcontractors. It emerged that our previous management and communication regarding the requirements in the supplier policy has not been sufficient and that in 2022 we need to have a better dialogue with our smaller subcontractors on how they take our requirements in the supply chain further.

**"No offenses in 2021  
(economy, environment,  
health and safety)"**



# ENVIRONMENT



## Sustainable development is a priority area for Subterra and we work continuously to increase our positive impact on the environment.

Subterra is certified in accordance with ISO 14001: 2015 and conducts a systematic environmental management work. Subterra's environmental organisation is built up by a HQSE manager at central level and an environmental or HQSE coordinator at project level. The HQSE manager develops routines and documents for environmental control in the business system's processes and supports and coordinates the projects' environmental work. The environmental or HQSE coordinator in the project supports project manager in environmental issues and ensures that we comply with legal requirements and the customer's environmental requirements.

### Impact on the environment

We have identified our impact on the environment and prioritised environmental aspects as follows:

- ✓ use of fossil fuels
- ✓ use of plastic
- ✓ use and transport of grave materials
- ✓ use of chemical products and electricity consumption

Based on Subterra's environmental policy and environmental aspects have company-wide environmental goals with action plans developed for 2020-2022. These constitute the minimum level for project-specific goals. In addition to this, project supplements with requirements and conditions from other stakeholders in the current project regarding emissions, noise, water and waste. The project-specific sustainability work is clarified in the project's sustainability plan or environmental plan, which is one of the overall governing documents for the project's environmental work.

In 2022, the environmental aspects will be updated and together with the results from stakeholders and external analysis carried out during Q1, new goals will be set for 2023-2025.

### Environmental risk

All projects are preceded by risk assessments regarding our impact on the environmental. The environmental risk assessment is followed up twice a year or when changes occur. Environmental rounds are made ongoing and environmental incidents and accidents have been reported since 2020 in our reporting system, BuildSafe. Routines exist for how situations such as environmental accident, fire and chemical emissions must be managed.

## CEEQUAL

In several of our projects, the client has chosen that the project should be sustainability certified according to CEEQUAL. CEEQUAL is a certification body used to assess and evaluate sustainability work and the system aims to increase the project's sustainability performance. We see a huge benefit from working with CEEQUAL as it challenges and helps us to improve our sustainability work.

In 2021, we achieved CEEQUAL Excellent for the Access tunnel Sundstabacken (see illustration 3 below). In order for us to deliver high sustainability performance, we have now four CEEQUAL assessors certified.



### FUT9 Söderort 9714 Access tunnel Sundstabacken Sustainability Performance Assessment Whole Team Award

Sustainability Performance Rating: Excellent (80.2%)

Assessed using CEEQUAL Version 5 for Projects, 2012

Achieved by:

Client Extended Metro Administration,  
Region Stockholm  
Designers Sweco, TYFSA  
Constructor SBT Sverige AB

Assessors William Kenttä, Erica Vestlund  
Region Stockholm  
Verifier John Logan, Mudataco  
Date December 2021

On behalf of  
BRE Global Ltd

Illustration 3 - CEEQUAL Excellent Access tunnel Sundstabacken

## Resource management plan

For each project, we develop a resource management plan with different activities to reduce our impact on the climate and resource use. Measures that are implemented to increase our circular material flow include reusing materials such as rock masses within and between projects, reducing the number of transports by optimise planning and reduce transport distance by choosing suppliers in the local area.

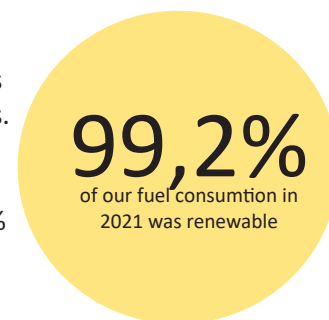
In 2021, we have together with client and supplier worked to reduce the climate footprint of concrete by including up to 20% flying ash in the product. Our goal is to begin a transition phase where we use concrete with flying ash in 2022, which we have already initiated in 2021 in our project in Järfälla.

## Renewable energy

In our business, electricity is used for our cabin establishments and workshops in the projects as well as for the operation of tunnel fans.

For 2021, all of our electricity contracts were for renewable energy (water and wind), except at the head office where electricity is included in the rent. We aim to fuel our own and leased work machines on site and within the company by a high degree of biofuel or fossil-free.

From 2019 and today, we have gone from running two projects to managing five active projects. We also have increased our use of biofuels by 27.6% and Bio-fuels which now make up 99.2% of the total fuel consumption (see Table A below).



Machines in the projects use EcoPar Bio and company cars uses HVO100, biodiesel, diesel and petrol. The increased consumption of EcoPar Bio is mainly due to the Järfälla project entering the production phase in 2021. Subterra has increased its use of biofuels from 99% to 99.2%, which is due to more company cars using biodiesel.

Where possible, tunnel machines are powered by electricity when working underground. We also work actively for our subcontractor to use EcoPar Bio and we enable them to refuel from our tank. At present, a number of subcontractors have switched to EcoPar Bio.

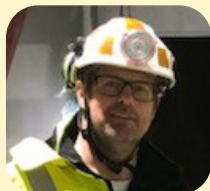
EcoPar Bio is an ultra-pure fuel that is 100% renewable/fossil-free. It is made from animal and vegetable fats (free from palm oil and PFAD). The fuel, which is a synthetic paraffin oil, works in diesel engines and burners. EcoPar Bio is an HVO-type fuel. In 2021, we have also switched from diesel to battery-powered powerback to our cable car.

| PRODUCT GROUP | AMOUNT 2021 | VOLUME (L) 2021  | AMOUNT 2020 | VOLUME (L) 2020  |
|---------------|-------------|------------------|-------------|------------------|
| EcoPar Bio    | 99,20%      | 1 513 707        | 98,81%      | 1 170 369        |
| HVO100        | 0,001%      | 2 307            | 0,16%       | 1 908            |
| Diesel        | 0,01%       | 7 904            | 0,88%       | 10 456           |
| Petrol        | 0%          | 42               | 0,15%       | 1 764            |
| Biodiesel     | 0,001%      | 1 481            |             |                  |
| <b>TOTAL:</b> |             | <b>1 525 441</b> |             | <b>1 184 497</b> |

Table A - Fuel consumption in liters and share in percent per product group.

## Did you know?

“We use the Effera Insign app to be able to adjust the fan speed and thus achieve a significant reduction in energy costs. With the app we can get a graphic representation of total power consumption and cost of using ventilation at the construction site. But the app does not only have a positive impact on the environment.



Thanks to the app, we can quickly adjust the capacity of the fans according to the work performed, number people who are in the tunnel and time of day, which has a positive impact on the health and safety and the environment with reduced noise disturbance. If you are in the tunnel and feel that the air has gotten worse, you can quickly adjust this without having to go to the fans. It also helps us to easily, without being there, ensure that we do not exceed noise levels by being able to go in and lower the capacity of the fans digitally.”

- Ulf Wallin, HSQE coordinator at Subterra

### Materials

In order to reduce vehicle transport, we strive to crush materials that we need on site, of rocks that we blow out. Evaluation of opportunities to crush materials on site is performed and documented for each project. Currently, this is only occurring in the project Skärholmen where circa 100,000 tonnes were crushed on site in 2021. That is twice as much as in 2020. The reason that we are not including it in more project is lack of space on site or that the client has decided where the material should be crushed.

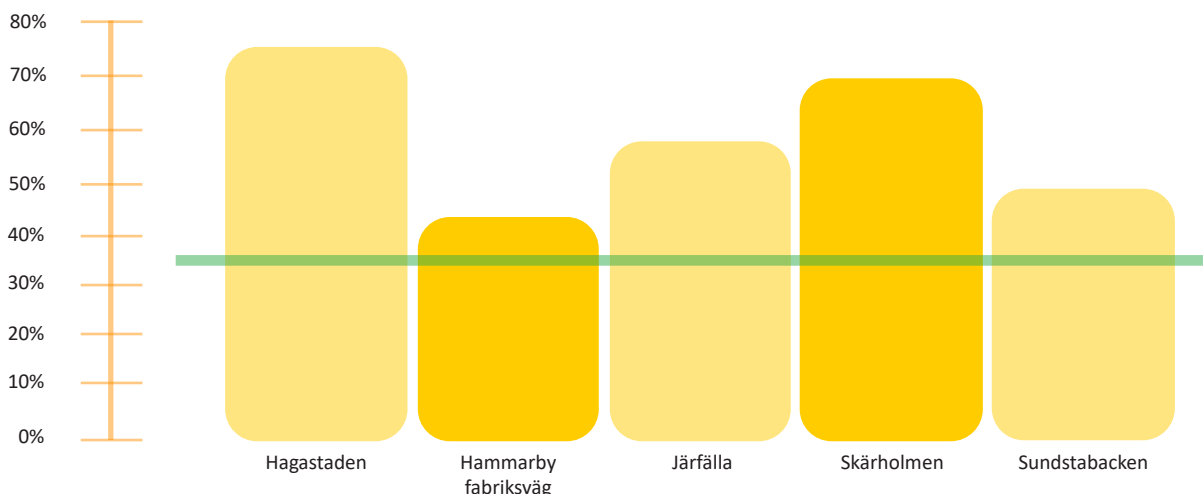
### Chemicals

Subterra workers control the choice of chemical to use more environmentally friendly products, in accordance with the product selection principle. The requirements must be already worked in at purchasing and collaboration between purchasing, machine and environmental

department on the projects. In 2020, between 42-66% of all chemicals that we used on site were at least of classification A according to Chemsoft or were included in the BASTA database. In 2021, the result was between 41-73%. The diagram shows results per project for 2021 (Diagram 1 below).

Classification A means that the chemical has the best classification for use according to Trafikverket's review function for chemicals and products.

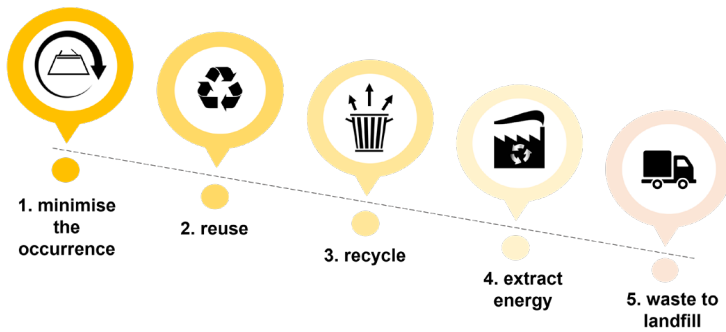
In 2021, the decision was made to procure a chemical tool in order to have better follow-up and streamline chemical handling. Our goal is to have a tool in place during Q1 2022.



**Diagram 1** - The green line indicates the target for 2021 that at least 35% of the chemicals we use in the projects must have at least classification A according to Chemsoft or is included in the BASTA database. All of our projects fulfill those goals with a good margin.

## Waste

We work actively to ensure that our waste management follows the waste hierarchy, which means the following:



During the year 2021, we have had a dialogue with suppliers and tried to map the amount of recycled material in some of the key products for our production. Our starting point is to reuse materials between projects as far as possible. To minimise the amount waste that goes to landfill, we have in Q1 2021 switched to Dissoil.

The product absorbs oil and fuel spills quickly and efficiently. Dissoil contains enzymes that break down oil particles. In addition to the product breaking down oil spills in a natural way, the product does not require any equipment in use.

In each project, we will have a dialogue with waste supplier regarding the possibility of recycling plastic. In 2020, plastics were not sorted out to the extent we wished, so in 2021 we had a dialogue with our various waste suppliers regarding the possibility of recycling plastic. The difficulties lie partly in being able to sort correctly, as we have many different plastic articles, and partly because they are very dirty and then it is a question if material recycling is possible. In 2021, we have gone from one project to material recycling of plastic to three projects. We have gone from recycling 196 kg of plastic to 5,335 kg of plastic in 2020. We also try to reduce the generation of plastic waste by requiring suppliers to see the excess amount of plastic packaging.

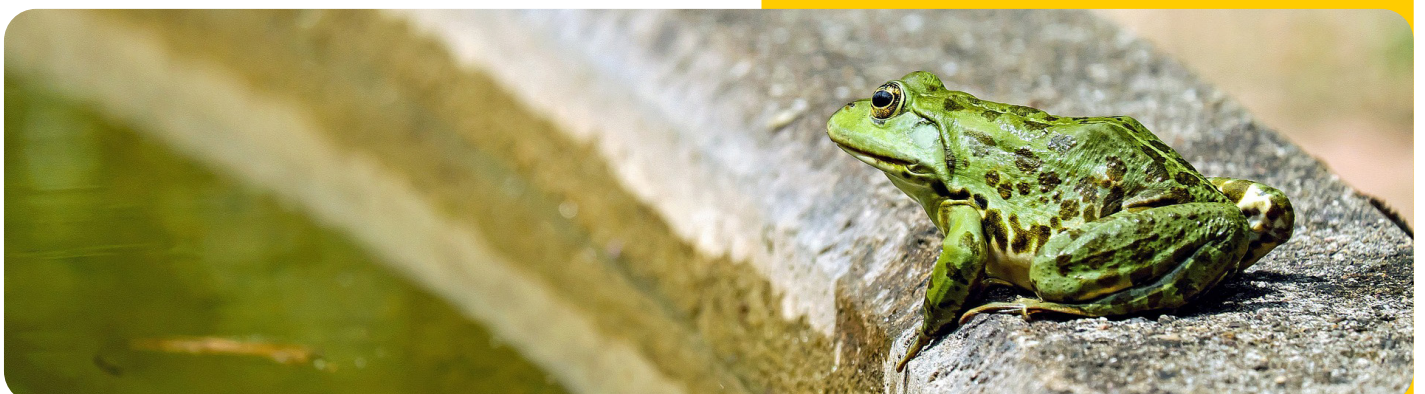
## Great Stories

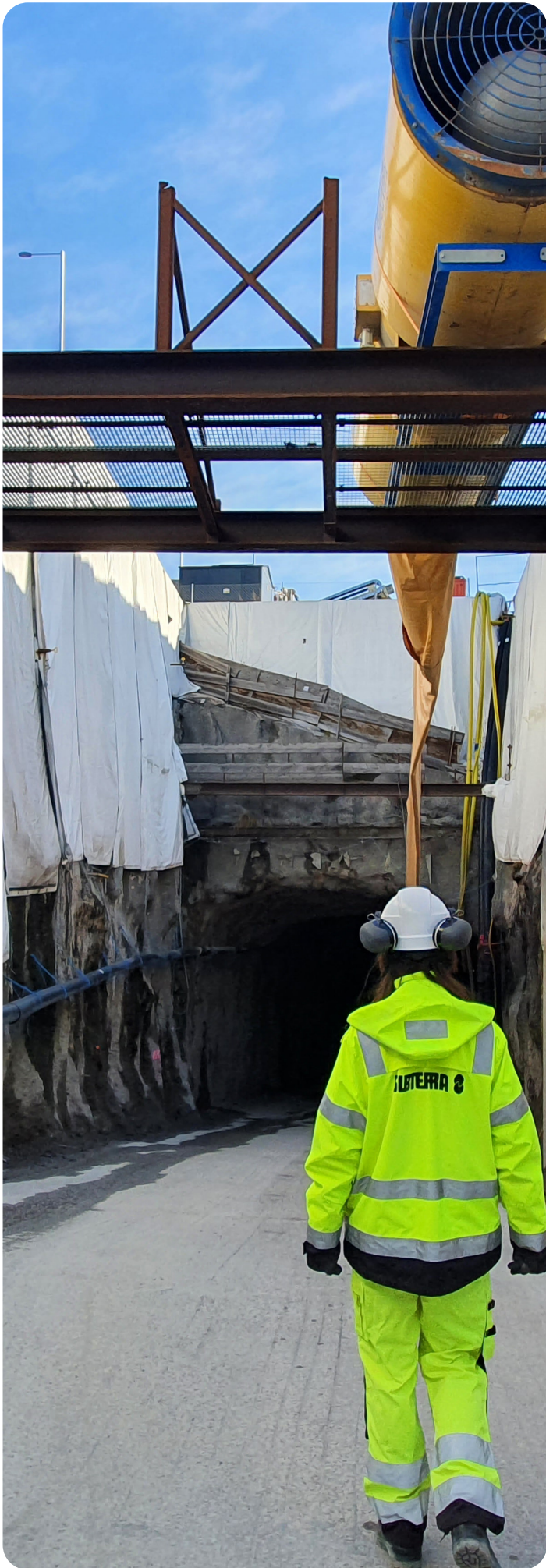
### BIOLOGICAL DIVERSITY

In addition to the impact on nearby residents, we also impact on the living environment in connection with our projects. For example, our site is in Järfälla adjacent to Norra Igelbäcken Nature Reserve. This means, among other things, that the requirements are extra high regarding the water we discharge into Igelbäcken. The client conducts measurements in Igelbäcken, which has shown that the water that comes from our site is so clean that the levels of some environmentally hazardous substances have even dropped since the work started.

Igelbäcken is known for its presence of the rare and red-listed fish species in Sweden - the stone loach, *Barbatula barbatula* (Linnaeus, 1758). The first stone loach that was found in Igelbäcken was in the summer of 1896. The stone loach is classified as vulnerable and is a symbol of the Kista district at Järvafältet.

In addition to stone loach, there are several frog species in the area and all of Sweden's 13 frog species are protected. Sometimes we get visits from the frogs so we carried out a number of successful rescue of amphibians that had ended up in our water plant after falling into a long gutter and then being pumped to our water plant. To prevent more frogs fall into the gutter, we installed a ramp so the amphibians can get up on their own. We installed a special built grid for several wells that are connected to the water gutters.





## Great Stories CEEQUAL

In 2021, four of our five projects had the requirements from the client to work with CEEQUAL. In 2021, we have completed two CEEQUAL project, Access tunnels in Hagastaden and Sundstabacken. We have received the results for Sundstabacken and once again we hit Excellent with 82%. We are very proud of the entire project team's effort. Luca Tuana Franguel, HSQE coordinator, worked very intensively with the sustainability work in Sundstabacken.

"I have previously worked in the construction industry where I worked with BREAM, which is a similar sustainability certification but for the construction sector," says Luca. He can see that the industry is still new on this topic. "We have done a good job here in Sundstabacken but we can get better," he continues. "By introducing a 'CEEQUAL workshop' at the start of the project which can set the framework for the project and provide a common approach, we can then get a sharper focus on sustainability and get better CEEQUAL results. Good collaboration within the project and with the client as well as a climate that promotes innovation are important success factors for good sustainability work. We have really had that in Sundstabacken," says Luca.

In all of our projects, HSQE coordinators felt that they would like to carry out better climate calculations and be able to show the climate benefits that our sustainability work provides. Unfortunately, today the climate calculations we receive from the clients are deficient, which makes it difficult for us to calculate the correct impact on the climate. We hope that it will be better in the future so we will be able to make better decisions that have the greatest effect on the climate.

After working with CEEQUAL in several projects, we see that CEEQUAL is a good tool for Subterra's overall sustainability work. It gives us good incentives to improve several of our internal processes, which in the long term has a positive impact on future CEEQUAL projects. In 2022, we will continue to integrate several of the areas and requirements in CEEQUAL into our management system.



# HEALTH & SAFETY

## Subterra is certified in accordance with ISO 45001:2018 and conducts in line with our systematic health and safety work.

Subterra's health and safety organisation is made up of a HQSE manager at central level who works with the systematic health and safety work. In all projects, there is an acting BAS-U that is supported by HSQE coordinator or the Health & Safety officer.

### Health & Safety goals

The most important health and safety aspects at company level have been identified on the basis of the projects' risk analyses. The following health and safety aspects have been selected for detailed goal follow-up:

- ✓ work with tunnel machines
- ✓ ergonomics
- ✓ fire
- ✓ unclear boundary between work and leisure

Based on this, the health and safety company-wide goals work with action plans that have been developed for 2020-2022. These constitute the minimum level for project-specific goals. In addition to this, the projects are supplemented with requirements and conditions from other stakeholders in the current project. The project-specific health and safety work is clarified in the project's health and safety plan, which is the overall governing document for the project's health and safety work. In 2022, we will update our health and safety aspects, which will form the basis for the new goals for 2023-2025.

### Covid-19

As a result of the Corona pandemic that started in 2020, Subterra has adapted its operations to comply with current recommendations and requirements, for example, meetings have gone digital. There has been cluster infection in projects in periods and we have followed up all those who have become infected and reported this to the Swedish Work Environment Authority and that tracing has been carried out.

### Safety committee

From 2021, a safety committee will be implemented quarterly at central level. Participants who are invited

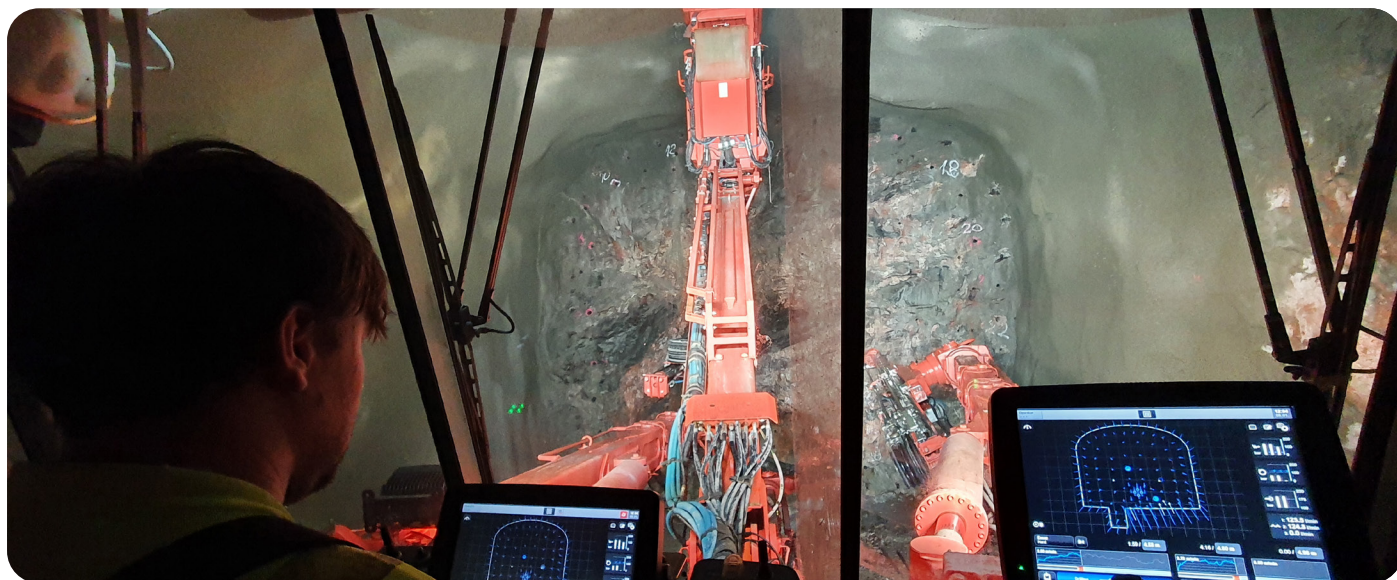
are all safety representatives, health & safety officers from all projects, HR, HSQE manager and CEO. The health & safety officer also has the opportunity to invite other participants from the project if desired. At the meeting, we highlight what has happened / is happening in the projects from a health and safety perspective. HR always reports the statistics for attendance and informs about what has happened and what is going on. For example, we have conducted employee surveys, health checks and medical check-ups, training and more. HSQE manager discuss health and safety related topics such as accidents, incidents and risk observations. The goal is to have a good dialogue and collaboration. We look forward to having some physical meetings in 2022.

### Risks

Risks are identified and managed through risk analyses, safety rounds, reported incidents and health surveys. The risk analysis is updated quarterly or more often if necessary. If an employee identifies work related hazards, Subterra has a digital reporting system, where follow-up and measures are taken when necessary. All employees can stop work if there is a risk of an accident. Retaliation for reporting risks and hazards does not occur, on the contrary, reporting is encouraged. Safety rounds are carried out on an ongoing basis and risk observations, incidents and accidents have been reported since 2020 in BuildSafe. Emergency routines have been developed centrally and adapted to the projects for how situations such as accident, fire, threat or violence are to be handled. All projects produce risk assessments with regard to health and safety.

The risk work in projects take place at the following three levels:

- 1 deals with overall large project risks and is audited at least twice a year.
- 2 deals with activity-based risks and treated in connection with risk inventory meetings held every 10 weeks.
- 3 corresponds to risks for specific work and is usually managed by work preparation or risk analysis for the individual work.



Whether these are to be established is determined by the results of the work in level one or two.

Subterra's overall goal is to work in the business for safe workplaces through information and training and to engage all employees. A safe workplace is based on both planning and coordination, education and skills, structure, order and logistics and the use of personal equipment. All personnel are notified of current routines on health and safety, emergencies and for deviation reporting on the projects.

### Accidents

Subterra is actively working to reduce the number of incidents by encouraging staff to submit risk observations. To work a lot with risk observations result in fewer incidents as we can intervene before the risk returns. Other preventive work is training efforts by operators, regular service and maintenance of machines that are documented and to start routines with daily supervision of machines.

In 2019, we had two ongoing projects and under the second half of that year, 21 accidents occurred. In 2020, which is the first full year we have data for, we had six ongoing projects with a total of 22 accidents. This means that the number of accidents per project decreased in 2020 compared to 2019.

In 2021, the number of accidents has increased to 42, which is almost a doubling from 2020. In 2021, all projects were in full production, which similar to accidents have doubled. So in comparison, accident per million turnover, we have been relatively low over the years with an average of 2.5 accidents per million.

We have not had any serious accidents during the year.

### Incidents

Based on the quarterly reports we receive from Build-Safe over incident statistics, the focus areas can be identified in addition to the risks already identified in the risk analysis.

In 2021, we have focused on fire in all of our projects, please see more about this on page 21. Regarding directed fire rounds, we have carried out 15, which is an average of three directed fire rounds per project. A total of six critical or high-risk remarks were noted and handled.

|                       | Number 2021 |
|-----------------------|-------------|
| Accidents             | 42          |
| Incidents             | 112         |
| Risk observations     | 325         |
| Positive observations | 23          |

**Table B** - Number of accidents, incidents and risk observations in 2021.

## Great Stories

# COLLABORATION & INNOVATION CREATES BETTER ERGONOMY

**Collaboration and thinking a little outside the box provides good health and safety for the project Skärholmen.**

Every year, we receive our contribution to win Trafikverket's health and safety award. We are of course proud of our third place but we are even more proud of our talented employees and our safety culture. One of our contributions in 2021 was the specially designed lift trolley.

When installing pipes in a culvert, the site management saw already in the planning phase that there was a need for ergonomic aids as the pipes are to be installed at a height of 3.4 meters. The pipes are 6 meters long and weigh 120 kg. The culvert is very narrow so the space is extremely limited. The site management contacted a supplier of lifting equipment who, together with the workers went through the work and then developed a specially designed lift trolley for the pipe assembly. In addition to better ergonomics, the lift trolley provides a safe working environment as it has clamp protection, remote control, adjustable handles, brakes and directional lock on the wheels. The trolley is also of course CE marked.

### Discrimination

Subterra does not accept discrimination, special treatment or inhuman treatment, neither from our direct employees or employees employed by suppliers or customers.

In 2021, no discrimination cases have been reported.

### Equality

The purpose is to create equal opportunities and possibilities for all employees, regardless of gender, ethnicity, religion / other beliefs, disability, sexual orientation, gender identity / gender expression or age.

Subterra works proactively with gender equality work and has a gender equality plan for 2020-2023. We strive for an equal gender distribution in both workers and staff levels. At the white-collar level, the proportion of women has increased continuously between 2018 and 2021. In 2021, we had 45% women in other senior positions and the number of white-collar women grew to 16%. We still have a long way to go but we are taking a step in the right direction.

### Employee survey

An employee survey was conducted in 2020 and another in 2021. The action plan that was developed included conducting workshops on the projects to identify concrete measures to minimise stress and risk of ill health. These workshops were conducted where possible and project-specific action plans were developed together with HR.

### Health

Subterra has agreed with Previa to provide occupational health care for all employees. To ensure good health, employees visit company health care every three years (every two years for those over 50).

During the year, the use of the wellness allowance increased by 62%, which is very good, but we still have a way to go and in 2022 we will continue to inform about the benefit.



## Great Stories TRAINING

**Subterra believes that skills development is extremely important and has invested very much on training in 2021.**

Among other things, we have developed a training package that we call WoW@ Subterra (Way of Work). The training package will be an introduction to Subterra and our processes and includes seven different blocks with a total of four half days. Evaluations have been carried out after each session and the results show that the training is very much appreciated. In addition to gaining good insight into the company, it also creates community, which is important when the company is growing. It has also been appreciated to meet outside the projects when there were not so many opportunities for it during the pandemic.

One of the most serious risk we face in our project is fire in tunnel. During the year, we carried out many activities to increase our competence in the area. In the projects Access tunnels Hammarby fabriksväg and Sundstabacken, we invited the Rescue Service to open up for a dialogue and review our fire safety and how we should act in the event of a fire in a tunnel. During the year, we have invited an instructor to train all evacuation leaders in the projects and an instructor to implement basic fire training. Unfortunately, both of these training sessions have not been satisfactory as we see that there is a shortage of expertise regarding fire safety in our area. We have therefore decided to develop and carry out our own fire training in 2022, both overall and for evacuation leaders.

## Great Stories TOOLBOX TALKS

**Information and good communication are extremely important for a good health and safety culture.**

Depending on the project size, communication occurs in different ways. In our smaller projects, we conduct toolbox meetings. Toolbox meetings are small talks that are held once a week in the Access tunnel projects. Both staff and workers attend these meetings. They are held every Wednesday morning by one of the HSQE coordinators. At the meetings, a relevant topic is discussed (most related to health and safety or the environment) for a maximum of 10-15 minutes.

*Exemples of what have been highlighted during the year are following:*

- the importance of using the seat belt for work at height
- how to handle a fire emergency situation in the tunnel and its approach
- how to use the Dissoil product in case of oil spills etc.

Toolbox talk also provides an opportunity for workers to address issues they are experiencing. For example, poor radio/Wifi signal in the tunnel, problems with waste management, shortcomings with protective equipment and so on. At the meetings, the results from the environmental and safety round that was carried out the day before the health and safety (the rounds are carried out every Tuesday and planned together with the client) and measures/improvements that have come up are also discussed. The supervisor obviously needs to be present and is responsible for implementing the measures to be taken.



# IMPACT ON OUR SURROUNDING



**Our projects always have an impact on its surrounding and third parties. How extensive this impact is depends obviously on the project's location and size.**

Tunneling in urban areas affects people and animals in their surroundings in different ways. This is affected, among other things, through noise, smell and vibrations from various types of work such as blasting, drilling, loading and transporting. While constructing tunnels, vibration from blasting is the work that affects the environment the most and mainly the foundation of nearby buildings.

## **Collaboration**

We work actively for a good relationship and ongoing dialogue with all stakeholders through the project together with the client. The focus is on information about future work and the impact it has on the local area. An increased knowledge of the project and transparency in the planning provides an increased awareness and acceptance of the project's progress.

To satisfy the curiosity of the public, we have good experiences of enabling the public to peek through the fence into the work area above ground.

Open houses and newsletters also create good conditions for a good and open dialogue with the public.

A collaborative and well-cohesive communication with the public gives a stable impression. Our Communication Manager works in close collaboration with the Client's Communication Manager which creates good conditions for this work that need to continue throughout the project.

## **Technical and innovative solutions**

To minimise impact and disturbance on the environment, we have a strong focus on technical solutions and machines. Our starting point is that inconveniences for third parties due to, for example, dust, noise and vibration on site should not arise and we work actively with this throughout the project. New machines and equipment are used to contribute to the development of industry and reduce the impact of, for example, emissions and noise. One of the great benefits of using new technology is the reduced risk of personal injury and we work actively to remove risky elements in our contracts. New equipment is a strong contributor factor to be able to implement these changes where we as a company has an ambition to always be at the forefront.

We test innovative solutions to streamline our workplaces, create a good working environment and at the same time contribute to minimal impact on the environment.

### Good planning

Planning, information and increased understanding of the project's social benefit is the key to acceptance by those affected by the noise from the drilling. The noise is extremely troublesome as it disturbs businesses and households regardless of the time of the day it is performed. Our experience is that it disturbs less if drilling takes place during the day. At night work includes silent work such as grouting, shotcrete and bolting.

Another important part to minimise the impact on the environment is to have good planning on the flows to and from the projects and within the sites. Traffic to and from the sites needs to be integrated with city traffic in the immediate area. We always evaluate the possibility of placing transport of materials at times of the day that have less traffic on the roads. Good planning and foresight in dialogue with nearby businesses gives credibility and in this way we build a long-term relationship with these stakeholders. Stakeholders can be schools, public transport, businesses and local residents.

### Vibration meters

We always work in close collaboration with the client's construction manager to calibrate and adapt the tunnel operation. An important step in this calibration is use the vibration measurements performed at a variety of locations around the site. Based on the results of the vibration measurements, the amount of charge and ignition can be adjusted to optimise tunnel operation continuously and thus ensure that they always contain the vibration requirements that exist to protect buildings and facilities in the immediate area. A proactive work, together with the client, is to analyse the vibration measurements lead in order to minimising the risk of exceeding the vibration limit.

### Tidy site

To create a good relationship with the people in the immediate area, it is important that the site is clean and tidy in and around. It is also very important that the public can move around in the immediate area without problems and that the signage is adapted to the prevailing circumstances in the project.

To minimise the risk of dirt on public roads, we use different solutions in the projects. It may be that we install vehicle and tire washing to clean all exits from the site or use a garbage truck for wet sweeping in

connection with the contractor's exits on public roads to continuously keep clean and tidy for the public.

### Risk analysis and risk handling

On all safety rounds in the projects, we make a risk analysis to third parties. In 2021, there has been no incident or accident linked to health and safety for third parties. However, from one of our projects, we have a risk observation that applies to the noise that is coming from ventilation fans early in the morning.

We currently have no company-specific goals linked to health and safety for third parties, but we plan to develop this in 2021. Instead, our clients have goals linked to the projects' impact on their environment, which we are working towards. But the goals regarding impact on the environment differs between the projects as these are controlled by the client.

### Attitude survey

In 2021, an attitude survey was conducted from the client to four of our projects. In total 2,417 participants were interviewed who took place via their own social channels, on-town and on the web. Results showed that 84% felt positive about our projects. More results from the survey are illustrated below.

#### Access tunnel in Sundstabacken

Attitude to the site



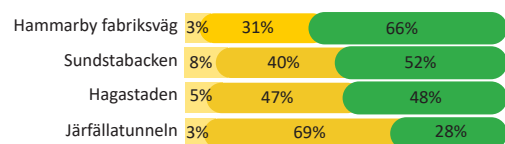
#### Four metro projects

Positive attitude to the new metro



#### Four metro projects

If the public have been affected of the work



■ Yes ■ No ■ Don't know

# ABOUT THE REPORT



The Board is responsible for this report which has been prepared in accordance with the requirements of the Annual Account Act. The report presents the sustainability issues that are most important to Subterra based on the expectations that exist from the company's stakeholders and on the economic, social and environmental impact that the company has. The report has been audited and a statutory audit report has been submitted. The opinion of the auditor is attached to the report.

The Board approved the sustainability report on March 1, 2022.

# SBT SVERIGE AB

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