

# Value creation for employees and everyone who works for us.

Our employees work each day to develop society and shape the electricity network of the future together with our customers. Ellevio is continuing to grow rapidly and is constantly on the lookout for new colleagues.

## Attractive employer

In order to attract new employees, we work to strengthen our brand as an employer, including by collaborating with colleges and offering summer jobs and work experience placements for students. We also help to spread knowledge about Ellevio and our sector through involvement in industry initiatives and an active social media presence. Our goal is for Ellevio to be seen as an attractive and inclusive company and a preferred option for both potential and existing employees. During the year we rolled out a campaign using videos on social media, with the message that being an employee of Ellevio means contributing to the creation of sustainable communities and cities.

As part of these efforts to attract and retain skilled employees, we formulated Ellevio's offering to our employees through a new EVP, or Employee Value Proposition.

## Introduction of new employees

Ellevio has grown rapidly over the past few years, with 512 employees at the end of the year. In light of such considerable growth at the organisation, it is important for new employees to rapidly gain an overview and feel at home within the business. The annual introduction day brought together 70 new employees.

## Investment in collective ability

Our strength lies in our collective ability to utilise our employees' skills in the right way. All new employees undergo training in this collective ability so they can adopt the approach that permeates the entire company – that we are better when we work together. The training course is based on research from the Stockholm School of Economics regarding efficient organisations and the abilities that need to be developed within a team in order to achieve and maintain efficiency. Internally trained coaches conduct continuous exercises with the different teams to develop their collective ability and reinforce their understanding of the importance of our collective ability for our joint success.

## Employee survey

Each year, Ellevio undertakes an employee survey that assesses the level of commitment – the Employee Engagement Index – which is based on four questions relating to job satisfaction, pride, job-seeking and recommendation. Each business unit reviews the results and produces action plans for improvement areas. The result in 2019 was 68.1 (70.5) out of 100. The fall this year can be linked to the high workload in connection with operational disruptions on the grids, as well as the major investments being carried out by the company.

## Managers and supervisors

The task of a manager is partly to guide his or her employees in the way that most effectively develops and uses their potential, both through dialogue and feedback, and partly to prioritise areas to ensure each employee is able to perform well.

## We offer you personal development and a career with opportunities to contribute to a sustainable society

### Ellevio's offering

 <p><b>Corporate culture</b></p> <ul style="list-style-type: none"> <li>Safety first</li> <li>Focus on the customer</li> <li>Governed by values</li> <li>Trust</li> <li>Openness</li> <li>Collaboration</li> <li>Diversity and inclusiveness</li> <li>Sustainability initiatives</li> <li>Social, financial and environmental responsibility</li> </ul>	 <p><b>Career</b></p> <ul style="list-style-type: none"> <li>Career development</li> <li>Internal mobility</li> <li>Evaluation and feedback</li> <li>Mentorship</li> <li>Career framework</li> <li>Learning and development programme</li> </ul>	 <p><b>Compensation</b></p> <ul style="list-style-type: none"> <li>Competitive salaries</li> <li>Bonus programme</li> <li>Annual salary review</li> <li>Salary surveys</li> <li>Equal treatment</li> </ul>	 <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Benefits portal</li> <li>Flexibility</li> <li>Insurance</li> <li>Pension</li> <li>Preventive wellness activities</li> <li>Wellness contribution</li> <li>Sports association</li> <li>Parental leave allowance</li> <li>Compressed working hours</li> </ul>	 <p><b>Work environment</b></p> <ul style="list-style-type: none"> <li>Feedback</li> <li>Work-life balance</li> <li>Personal development</li> <li>Focus on safety</li> <li>Ergonomic and activity-based office</li> <li>Systematic work environment initiatives</li> </ul>
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In order to provide clear expectations at all levels of the company, a business plan is produced every year containing overall goals for the business. These goals are then broken down into targets for each business unit/team and individual.

Each year, Ellevio gathers all of the managers at the company for a Management Day. The theme of this year's meeting was improving the customer experience. All managers were given tools to use with their teams to identify behaviours and activities that could strengthen our customer focus. The fundamental point was that we should always ask ourselves: How will this affect the customer? The customer perspective should always be considered, whether it is a minor or major decision.

In November 2019 Ellevio launched a management programme that will be mandatory for all managers. The programme consists of four parts:

- 1) Role of the manager
- 2) Working environment
- 3) Attractive employer and
- 4) Development.

### Equality and diversity

Ellevio considers diversity among employees to be an asset and works actively to increase diversity at the company in terms of skills, gender and ethnicity. We work to gradually achieve a more equal gender distribution across the company. In 2018 Ellevio's equality group was formed, containing representatives from different parts of the business whose task is to highlight these issues and propose measures where shortcomings have been identified. During the year we obtained clear proof that our equality efforts are yielding results. There was a major rise in the proportion of female employees and the proportion of female managers.

Ellevio's equality targets include continuously working to:

- Maintain an equal distribution between men and women in the management team, 60 percent women today (50).
- Increase the number of female managers at the company, 22 percent today (21), excluding the management team.

- Increase the total number of women at the company, 31 percent today (27).

When it comes to ethnicity, we want to reflect wider society. Currently, 10.5 (9) percent of our employees have a non-Swedish cultural background, which is however lower than wider society where 19 percent of the Swedish population was born outside Sweden.

We at Ellevio and across the wider energy sector have more work to do to achieve an even gender distribution, and we need to look at new perspectives to make the sector more attractive to women. For this reason, we have launched "Switch – an equality initiative." We collaborate with, among others, Stockholm's football association, Female Legends and Popkollo, who all work to establish better conditions for girls to develop in each area. The idea behind these collaborations is to be visible in their channels and reach out to our target groups via new contexts. Another way we do this is by participating in our business partners' events.

### Ethics and Code of Conduct

Ellevio's core business operates as a monopoly, which means we have a profound responsibility to the wider community. It is important that we live up to the demands and expectations of our customers and other stakeholders, as we want to earn their trust. Our values – reliability, commitment and development – must serve as guiding principles for every employee and permeate everything we do. The health, safety, well-being and equality of employees and other people are vital issues for our business. Ellevio is to be an inclusive, safe and attractive workplace and contractor.

The way we should conduct ourselves is described in our Code of Conduct. Varied training courses, workplace meetings and internal audits ensure that the Code of Conduct is followed.

Read more about our employees in the Sustainability disclosures section.

## Our values

Ellevio is to be an organisation where everyone takes responsibility for their own development, as well as that of their team and the company. Our values of reliability, commitment and development guide us in everything we do.

### Reliability

Our customers should be able to rely on our electricity network and on those of us who work at Ellevio. We are available around the clock to provide the technology and expertise required to supply electricity all the way to customers' homes.

### Commitment

It should be evident that we care about our customers and community and that we listen.

We are driven and take sustainable action in terms of the safety of all who work for us, our impact on the environment and our responsibility as an employer, business and supplier.

### Development

We think innovatively in matters both large and small. We continuously develop and improve our services and look for new expertise while sharing our own, with the aim of ensuring that Sweden's electricity network is developed in a long-term and sustainable manner. Our network should be constructed in a way that meets society's existing and future energy needs. We are building the electricity networks of tomorrow, today.

## Health and safety

We have a vision of an accident-free and safe workplace. To achieve this, we need to improve the safety culture and increase the amount of safe behaviour so that all work is carried out in a safe manner, both at our workplace and particularly among our contractors.

Ellevio does not currently have any employees who work out in the field, as all physical work on our electricity network is conducted by contractors. It is this work that leads to the majority of our work-related accidents, and we have a great responsibility in terms of laying the foundations of a safe workplace for our contractors. The contractors we engage must not only be experts in their fields; they must also have knowledge of and training in health and safety procedures and demonstrate safe behaviours to create a safe workplace.

## Collaboration med our contractors

In 2016 Ellevio launched the "Safe workplace" programme that forms part of our health and safety management system. The programme aims to further improve processes and work methods, as well as change behaviours. Our aim is to become more proactive in our efforts to create a safe work environment for those who work at and for Ellevio.

Ellevio has chosen to use a method known as behaviour-based safety (BBS). This is based on research within behavioural psychology and is a proven effective method in influencing safe behaviours and building a strong safety culture.

In 2019 we took the next step in this initiative, implementing a major project together with three of our largest contractors that focused on safe behaviours among contractors disconnecting the power when working with low levels of voltage. That means on one hand, securing that the power is switched off before electrical work and on the other, ensure that it is switched off during the entire work. This is one of the most accident-afflicted tasks according to both our own statistics and those from the National Electrical Safety Board, and during the course of the project safe behaviours increased by 50–60 percent in the relevant teams.

A safety handbook was produced in 2018 to promote the safety initiatives of contractors, which serves as an introduction to our safety initiatives and the safety culture we strive for. It establishes the safe behaviours we want our contractors to adopt during different work tasks. In 2019 Ellevio continued efforts to implement the handbook's guidance among our contractors and participated in workplace meetings among all of our major contractors at which the handbook was presented.

## Training and skills

For the second year in a row we carried out our internal safety day in both Stockholm and Karlstad. During this year's safety day, we focused on work in the field and getting our contractors to become more involved. We arranged two stations where employees were able to test safe working methods relating to tree-felling, pole-climbing and cable-cutting.



We have taken stock of the need for safety training as part of our aim to increase awareness of safety and the work environment. Focus has been placed on employees who have “one foot in the field”, for example project managers and network planners. The training package will be launched in 2020 and will initially affect 200 key individuals.

Furthermore, all project managers in Stockholm, some 60 people, underwent a half-day training course in behaviour-based safety. During the year we launched a training course with the aim of creating a group of internal coaches who can continuously train people in the areas of change management and safe behaviours.

### Sector initiatives

With the aim of learning from other sectors and sharing our experience, Ellevio was the first energy company to join the construction sector’s “Håll Nollan” (Keep to Zero) safety initiative, which aims to reduce work-related accidents at construction sites. In 2019 Ellevio was nominated for Håll Nollan’s work environment award, together with three other finalists.

Ellevio annually awards the Ellevio Safety Award. Its aim is to highlight the importance of systematic safety initiatives and reward successful ideas that contribute to a better safety culture within the electricity network sector. This year’s award was given to Kraftringen for their structured safety initiative that focuses on the manager’s role and openness.

### Site audits

Ellevio invests substantial resources in preventing accidents through training and follow-up work. Compliance with sustainability requirements is ensured among contractors out in the field, and any shortcomings are reported and remedied immediately. In 2019, 301 (334) unannounced audits were made to ensure compliance with Ellevio’s requirements governing safety, environment and quality. The unannounced site audits are an important tool in terms of identifying potential areas of improvement and enabling a continuous dialogue.

In 2019 Ellevio updated its evaluation form and trained the teams that carry out the audits. We also introduced procedures for reporting deviations to the contractors and following up on whether the deviation was remedied.

The results of the unannounced site audits form the basis of our safety index, which supplements our more reactive key indicators in the form of the LWIF (Lost Workday Injury Frequency). One of the conclusions drawn from the audits is that the work environment is not always prioritised in the necessary way during the planning stage, and that resources are lacking on site to clearly delegate responsibility for the work environment. Work is halted in the event of serious deviations, and this occurred on one occasion in 2019.

Read more about Ellevio’s health and safety efforts in the Sustainability disclosures section.



# Safe workplace.



We want to create an accident-free and safe workplace for everyone by increasing safe behaviours and safe working practices. We must improve the safety culture throughout Ellevio and for all those who work on behalf of the company.

## We work in a safe manner or not at all

- We are open and honest about all working environment and safety issues.
- We help each other to consistently work in a safe manner.
- We always encourage safe behaviour and prevent risks.
- We always stop unsafe work.

## Collective understanding

- We create a positive safety climate through continuous dialogue, communication and actions across all organisational levels of the company and our contractors.
- Ambitions, priorities and objectives relating to the work environment and safety must be identical at corporate and individual level.

## Commitment and consideration

- Ellevio is characterised by a culture in which everyone's commitment to, and consideration of, each other leads to an accident-free workplace.
- We take responsibility for our own safety and that of others by remembering the shared objective that everyone should come home safely from work.

## Management

- As a manager at Ellevio, I am constantly engaged and focused on issues relating to the work environment and safety.
- All managers at Ellevio take full responsibility for the work environment and safety.

## Personal responsibility

- I take personal responsibility for safety in my work and I comply with safety regulations and adopted working methods. This is enabled by clear descriptions of roles, responsibilities and expected results.

## Number of unannounced site audits

# 301

## The number of accidents per 1 million hours worked by:

- Ellevio's in-house staff (TRIF): 0
- Ellevio's contractors (LWIF): 3.3

## Nine areas assessed out in the field

1. Planning and organisation
2. Training and skills
3. Monitoring and intervention
4. Behaviour and working methods
5. Safety relating to tools and equipment
6. Orderliness and waste management
7. Quality of work and caution
8. Safety issues and shortcomings
9. Reporting

