



**SUSTAINABILITY REPORT 2021**  
**RAGN-SELLS GROUP**

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# Table of contents

<b>1</b>	<b>Company and introduction</b>	<b>4</b>
1.1	<i>CEO words</i>	4
1.2	<i>This is Ragn-Sells</i>	6
<b>2</b>	<b>Our approach to sustainability</b>	<b>11</b>
2.1	<i>Introduction</i>	11
2.2	<i>Stakeholder engagement and materiality analysis</i>	13
2.2.1	Stakeholder dialogues 2021	15
2.2.2	Material topics	16
2.3	<i>Sustainability strategy</i>	17
2.3.1	Changes to our Sustainability Goals compared to 2020	19
2.4	<i>Management and Governance</i>	19
2.4.1	Governance structure	21
2.5	<i>Compliance and Risk management</i>	22
2.5.1	Compliance	23
<b>3</b>	<b>Value creation and Innovation</b>	<b>24</b>
3.1	<i>Introduction</i>	24
3.2	<i>Circular solutions and products</i>	24
3.3	<i>Innovation</i>	29
3.3.1	Our innovation companies	30
3.3.2	Collaborative projects for smarter solutions	31
3.4	<i>Digitalisation</i>	32
3.5	<i>Financial results and growth</i>	33
<b>4</b>	<b>Climate and Environment</b>	<b>35</b>
4.1	<i>Introduction</i>	35
4.2	<i>Climate and emissions</i>	36
4.2.1	Status	36
4.2.2	CO <sub>2</sub> fossil fuel emissions from transport, heat, and energy	36
4.2.3	Climate benefit of material recycling	39
4.3	<i>Environmental protection and biodiversity</i>	39
4.3.1	Status	39
4.3.2	Effluents to water and soil	40
4.3.3	Local environmental impact	40
4.4	<i>Safe handling of landfills</i>	40
<b>5</b>	<b>People and Culture</b>	<b>42</b>
5.1	<i>Introduction</i>	42

5.2	<i>Health and Safety</i>	45
5.2.1	Background	45
5.2.2	Management commitment	46
5.2.3	Risk identification and assessment	47
5.2.4	Employees' wellness and wellbeing	48
5.3	<i>Competence development among employees</i>	48
5.4	<i>Diversity, equity, and inclusion</i>	51
5.4.1	Background	51
5.4.2	Commitments and policies	53
<b>6</b>	<b>Responsible relations</b>	<b>55</b>
6.1	<i>Introduction</i>	55
6.2	<i>Responsible supply chain</i>	55
6.2.1	Identifying and managing downstream and upstream risks	56
6.2.2	Material brought back to society	56
6.3	<i>Driving public debate</i>	57
6.3.1	Background	57
6.3.2	Political presence	58
<b>7</b>	<b>About the report</b>	<b>60</b>
<b>8</b>	<b>GRI Index</b>	<b>61</b>

# 1 Company and introduction

## 1.1 CEO words

**2021 – the year when circular material flows started to be seen as a solution to counteract global warming.**

We still have time to give coming generations a possibility to decide over their own future. I am the CEO for this third-generation family-owned company that has decided to contribute to a better, more sustainable future. Our short-term sustainability ambition is to become climate positive already by year 2030. We will do this by reducing our own emissions with at least 50%. Added to this we will implement circular solutions that in total will reduce the emissions with more than our own remaining emissions.

I am very proud that Ragn-Sells is one of 18 partner companies in Business Sweden's *Pioneer the possible* programme that has the ambition to export innovations that will support a fossil free future. At the end of 2021 we, together with all these partner companies, shared our knowledge at COP26 where seven of our circular processes were in focus in 15 different sessions.

We opened our first session with a film, where both the President of Estonia, the Prime Minister of Estonia, and the EU Commissioner for Energy participated and shared their views and declared the importance of our Estonian Carbon Capture Utilisation & Storage project. Six years ago, we started our research project with the purpose of finding a way to use the large ash mountains of eastern Estonia as raw material for creating new products. By using the ash, which is a waste, and combining it with another waste stream, carbon dioxide (CO<sub>2</sub>), we will produce PCC (precipitated calcium carbonate) a widely used raw material in the manufacturing of building materials, paper, plastic etc.

Today's PCC is produced by digging up limestone from the bedrock and then incinerating it. The total potential of the project, if we use all the Estonian ashes, is to reduce the emissions with 400 million tonnes – eight times the amount of what Sweden as a nation emits annually. Our ambition is to have the first factory up and running already by 2025, and collaboration will be the key word. Collaboration between nations and with future business partners.

A sustainable future does not only mean reduced carbon emissions. It also has a social dimension and a leadership dimension with strong focus on the importance of governance. Therefore, as part of our defined sustainability goals, a safe work environment is a prioritised area, as well as having a gender balance in the leadership positions throughout the company. These are critical areas for us to secure so that we can grow and develop as a company and continue to support the transformation towards a circular society.

In 2021, all our business units not only fulfilled our financial ambitions, but they also increased their ability to collaborate. Despite the Corona pandemic and the consequences, it has had on the market and society at large, Ragn-Sells have had the highest increase in a single year, in both customer and employee satisfaction. Of course, we still have things to improve, but clearly it is an indicator that we are on the right track.

To conclude, and even though we have a heritage that dates back to 1881, I would like to say that our work towards circularity has only begun.

Lars Lindén  
CEO Ragn-Sells Group



## 1.2 This is Ragn-Sells



### Ragn-Sells Group

Ragn-Sells is a family-owned, third generation corporate group operating in four countries in Northern Europe. Our journey started already back in 1881, and since 1966 we have been at the forefront of waste management, environmental services, and recycling. We collect, treat, detoxify, and recycle waste and residual products from businesses, organisations, and households for use as feedstock in new production processes.



## Local markets

Through our long-term presence in these markets, we are able to work close to our customers, understand local needs, which allows us to bring in the knowledge and expertise of the entire Group. For more information, visit the country websites. [This is the Ragn-Sells Group \(ragnsells.com\)](https://www.ragnsells.com)

Ragn-Sells also has an ownership in several innovation companies. For more information see [Ragn-Sells associated companies \(ragnsells.com\)](https://www.ragnsells.com)

Ragn-Sells Group 2021

## RECYCLING

Securing control of the flows of  
Commodity materials



## TREATMENT & DETOX

Solving the 'Tricky waste problems'



## DEVELOPMENT OF NEW VALUE CHAINS

Establish Joint Ventures via  
cross-segment integration

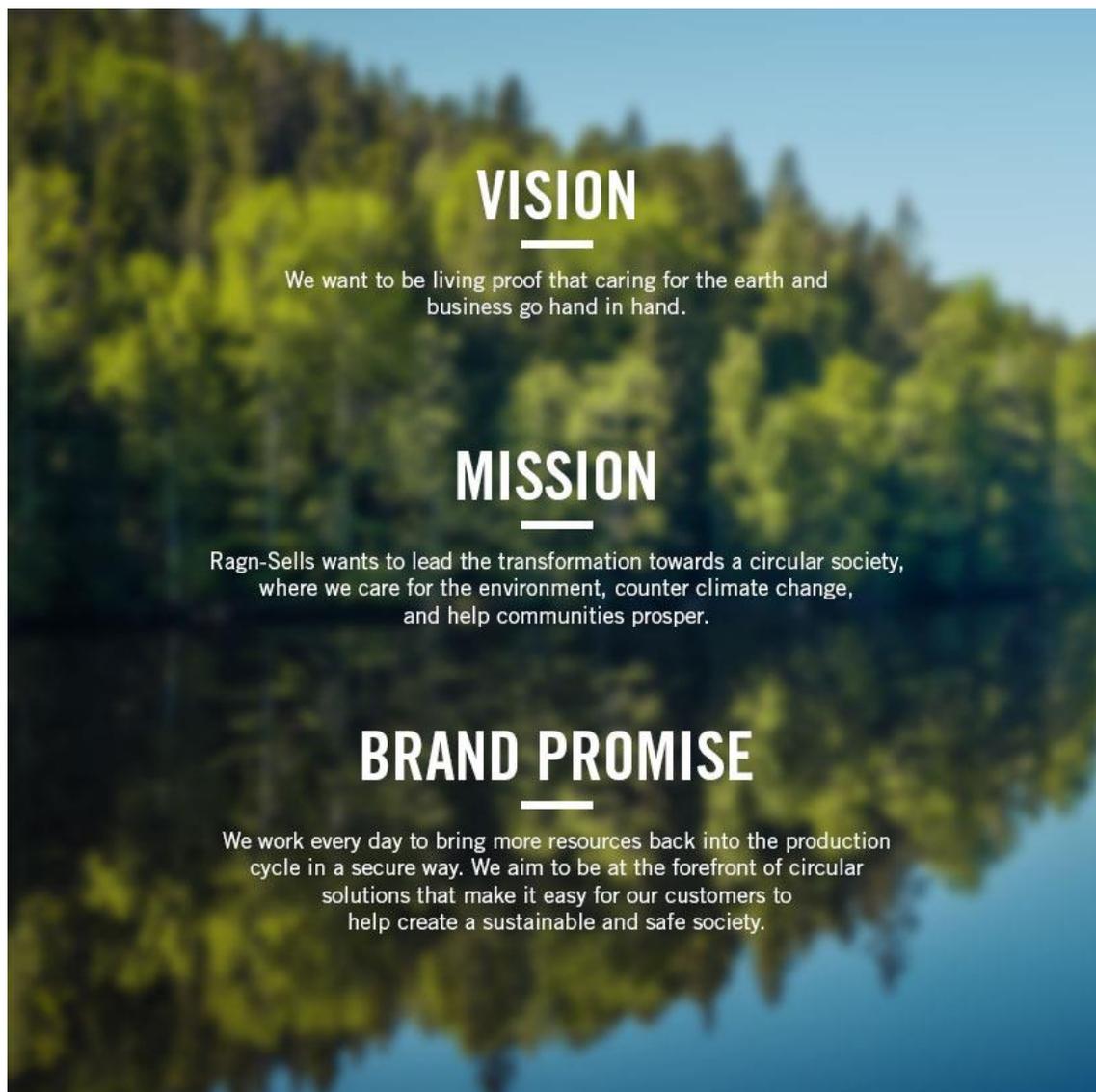


### **Business Areas**

Over the years, Ragn-Sells has transformed itself from being a traditional waste management company to a company developing advanced recycling methods and driving the transition to a circular economy.

Today, we operate through three business areas:

- **Recycling** that collects and recycles.
- **Treatment & Detox** that manages large plants for treatment and detoxification.
- **New Value Chains** whose task is to develop new recycling flows and cross-industry collaborations.

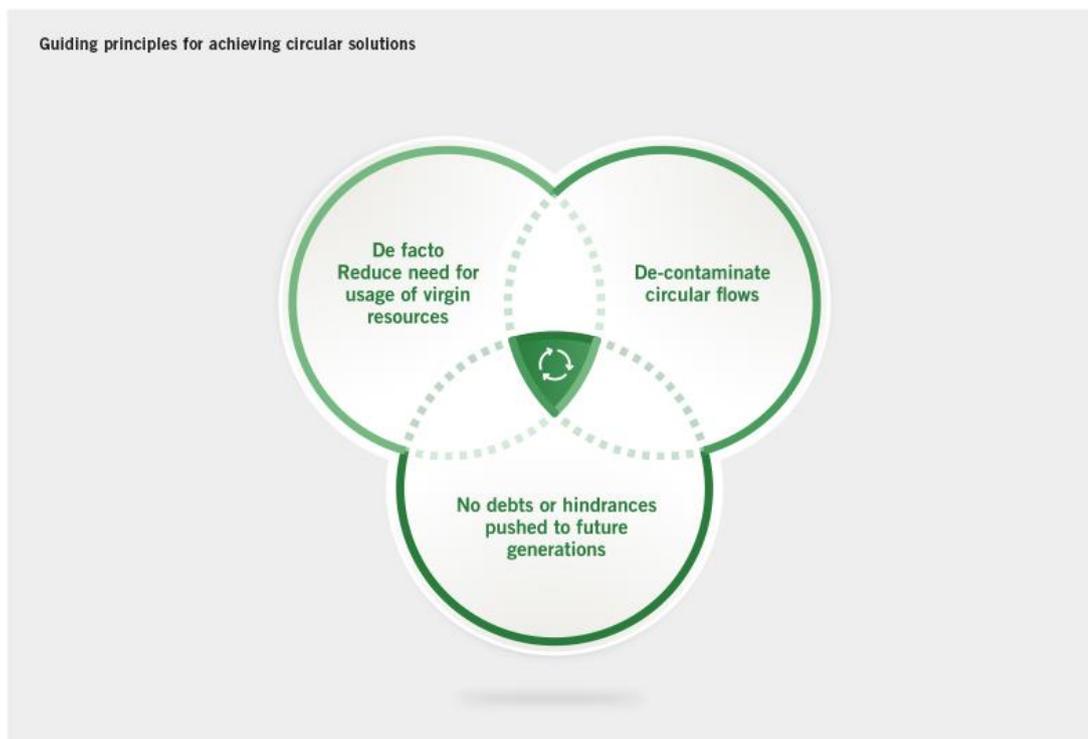


### **Ragn-Sells vision, mission, and brand promise**

Since establishment, every generation at Ragn-Sells has maintained a vision of a sustainable society at the heart of taking the company to the next level. All our actions are anchored in our values; Simplicity, Drive, Accountability, and a Holistic view. In 2021, we were awarded as one of Sweden's Best Managed Companies, which further confirms that our strategic focus, operational structure, corporate culture, and economic development are geared towards continuously developing the company.

***We want to be living proof that caring for the earth and business go hand in hand.***

The above sentence encapsulates our company vision and sustainability story. Also, the words of our founder Ragnar Sellberg keep guiding our mission and brand promise: "I want to believe that our world is too beautiful to end".



### Our core principles

Our way of working is to contribute to keeping society within the planetary boundaries. This means fighting against the mis-management of natural resources and the negative impacts on the climate.

We are firmly convinced that waste is a resource, which when treated and detoxified has an equal or even a higher value than virgin resources. Therefore, the below three core principles will keep guiding our mission towards a circular economy. These principles are symbolised with three overlapping circles, each representing a key criteria for making decisions on where to invest in the future. When all three principles are met, we secure that we have a sustainable business solution to build on.

We are convinced that these basic principles are necessary to follow to achieve a circular economy and a functioning market where waste replaces virgin resources.

1. De facto reduce the need to use virgin resources
2. De-contaminate circular flows
3. No debts or obstacles pushed to future generations

## 2 Our approach to sustainability

### 2.1 Introduction

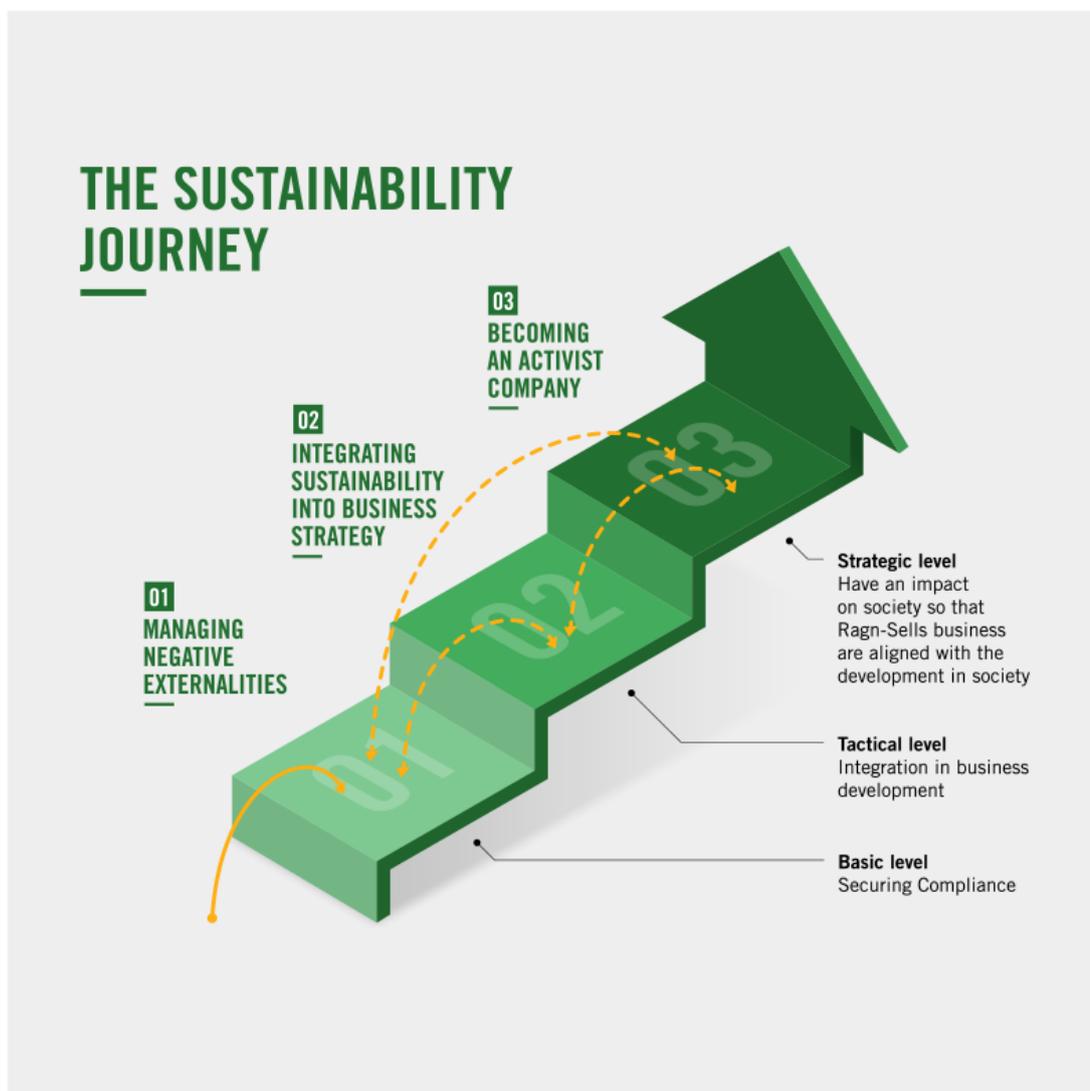
During the year 2021, the 2020 sustainability strategy, guided our work approach towards sustainability and a fully circular economy. This strategy, discussed more in detail in the chapter Management and Governance, is strongly anchored and aligned with the UN's Agenda 2030 and the Sustainable Development Goals (SDG's). Of particular relevance to our business is SDG 9 Industry, Innovation, and Infrastructure, SDG 12 Responsible Consumption and Production, SDG 13 Climate Action, and SDG 17 Partnerships for the Goals.



As stated in the previous chapter, our mission is very clear – we want to lead the transformation towards a circular society, where we care for the environment, counter climate change, and help communities prosper. We believe in a world where waste streams are replaced by fully integrated flows of circular resources between citizens, industries, and society, built on trust, partnerships, and sustainable solutions.

Driving this transformation from a linear to a circular economy requires new types of business models, thought leadership, as well as committed partnerships with a variety of market actors. Ragn-Sells strives to be this thought leader and a role model, who in collaboration with partners – customers, suppliers, local communities, and authorities – finds new circular material flows to maximise the value of scarce resources. Both at our company level and at the level of the whole society, this transformation can be seen as a journey which requires collective commitment and efforts at several levels.

We defined the framework and logic of our own sustainability journey already in 2020. The figure below illustrates our approach and progression from compliance to strategic sustainability.



**On the basic level** the focus is on managing negative externalities through compliance, such as ensuring that our operations cause no harm to people or the planet. Additionally, a clear focus on strong financial performance and corporate governance further strengthens our license to operate. In 2021, the highlights of our compliance work have been continuous improvement in mitigating activities within all of the compliance areas. Compliance is discussed in more detail under the chapter Compliance.

**On the tactical level** we have focused, for the past years, on fully integrating sustainability into our business strategy and business development. A critical part of this integration is to understand and influence market demand for more sustainable and circular waste management solutions. This again requires continuous, dedicated and transparent engagement with stakeholders.

**On the strategic level**, our ambition is to become an activist company by taking an active part in the public dialogue and sharing our knowledge with relevant stakeholders. Examples of our public engagement in 2021 are provided in the chapter Stakeholder engagement. Collaboration and inclusion continue to be our preferred strategy to shape the market, create new ways of doing business, and eventually transform the society into a circular economy. In 2021 we therefore wanted to update our materiality analysis and get feedback from our stakeholders for even better engagement and collaboration in the years to come.

## 2.2 Stakeholder engagement and materiality analysis

Collaboration and effective dialogue with different stakeholders help us in meeting their expectations and needs, but also to learn from good practices by other players in the market and society at large. In this chapter, we elaborate on our overall stakeholder engagement, present the results of our materiality analysis, and share our thoughts based on stakeholder feedback received on how to strengthen our engagement even more.

Our prioritised interest or stakeholder groups are those assessed to have the greatest influence on us and/or be most affected by our operations. These groups, as illustrated in the figure below, are customers, suppliers and sub-contractors, owners, employees, local communities, politicians, and partners. Engagement with employees is discussed in more detail under the chapter People and Culture, whereas examples for engagement in 2021 with other groups are given below.



**Customers:** We annually support thousands of customers with their waste management. Our Customer Portal is the daily way of engaging with our customers through enabling them to order services and get information on waste flows, invoices, and statistics. We conduct customer surveys on an annual basis. Our customers' main expectations on us include good service, professional and friendly treatment, delivery precision and transparency. Customers also value innovation and digital solution development, our support of the Sustainable Development Goals (SDG's), and strategic partnerships.

**Suppliers and sub-contractors:** We work with a considerable number of suppliers and sub-contractors across all our operating countries. Upon contracting a new supplier/sub-contractor, they complete our supplier questionnaire in terms of a quality, environment, work environment, and data security perspective, as well as agree to comply with our Business Partner Code of Conduct.

We follow-up and monitor that the supplier meets the criteria in the supplier assessment and agreements. The supplier classification is made to facilitate the follow-up and find the most critical suppliers for our business and our end customer.

We also hold regular status meetings which aim to check for any complaints or deviations from the agreement.

**Owners:** Board meetings and financial reporting are the main channels for conducting dialogues with our owners. In 2021 it became even clearer that our owners expect a stable and predictable business which provides customer benefits and care for the environment.

**Local communities:** We keep a close dialogue with local stakeholders, not least to make sure that we are managing complaints from the local community regarding our operations in a correct manner, such as any odour and noise disturbances. Local information and communication are also valuable for this stakeholder group.

**Politicians:** A continuous dialogue with politicians in all countries and at EU level is led by specific persons at Ragn-Sells, such as our CEO, Head of Sustainability & Public Affairs, and Profit & Loss unit heads. You can read more about our engagement for political legislation and industry regulations in the chapter Responsible relations.

**Partners:** We are in almost daily contact with some of our partners to exchange information and share challenges and opportunities. Examples of two of our business partners is Gelsenwasser and GC Rieber Salt. Read more about them in the chapter Circular solutions.

In order to identify the topics that Ragn-Sells should specifically focus on in our efforts for sustainability and circularity, we regularly conduct materiality analyses that involve our key stakeholders. Through this structured engagement process and in-depth analysis, we are able to understand what the most critical economic, environmental, and social impacts that our operations might have, and which issues may substantially influence our stakeholders' decisions.

In 2021 this materiality analysis entailed conducting a survey, in-depth interviews with selected stakeholder representatives, and a roundtable discussion with industry leaders predominantly from the construction and real estate sector. Applying a broader set of methods for hearing and learning from a diversity of stakeholders compared to previous years, is a demonstration of our efforts to strengthen these ongoing dialogues, which also serves as crucial inputs for our future sustainability work.

More detailed information on the three methods used and the outcome from these, are given below, but the key takeaways, which we will integrate in our strategic and daily operations, can be summarised as follows:

- **Become a front-runner:** Ragn-Sells is regarded as a serious and compliant company in spearheading a more sustainable and innovative waste management industry. There is a good foundation for us to become a real front-runner across the whole waste hierarchy, as well as an active initiator of stronger, more connected, but also more responsible value chains.
- **Communicate more transparently:** While our internal work to increase understanding on the urgency of climate and sustainability actions is much appreciated, we need to improve on communicating more openly and actively across all our operating countries on the work we do at the basic, tactical, and strategic level. The stakeholder process was highly valued both by internal and external stakeholders, and we have made a firm commitment for a continuous process, for instance through roundtable discussions and occasional surveys.

## 2.2.1 Stakeholder dialogues 2021

**Survey:** Between October and November 2021, a survey questionnaire was sent out to 346 stakeholders including employees, customers, suppliers, owners, investors, and board members, and covering all operating countries (Sweden, Norway, Denmark and Estonia). Altogether, 90 responses were received corresponding to an overall response rate of 26%. Through the questionnaire, we were able to gather information about stakeholders' views on our sustainability work, and on the topics we should focus on today and going forward.

**Interviews:** During November, we conducted 10 interviews with different types of stakeholders, which allowed to complement and validate the information collected through the survey, and also to have more profound discussion on some of the most relevant issues. The interviews included questions around overall views on Ragn-Sells' sustainability work, the focus areas and topics, as well as on sustainability related risks, opportunities, and expectations.

**Roundtable discussion:** In November, we also organised a roundtable discussion with six key stakeholders representing different roles in the property and construction business. This dialogue had the purpose of obtaining a better understanding on their organisations' approaches to circularity, and to capture perspectives on ways to collaborate in order to accelerate the transition to a circular economy.

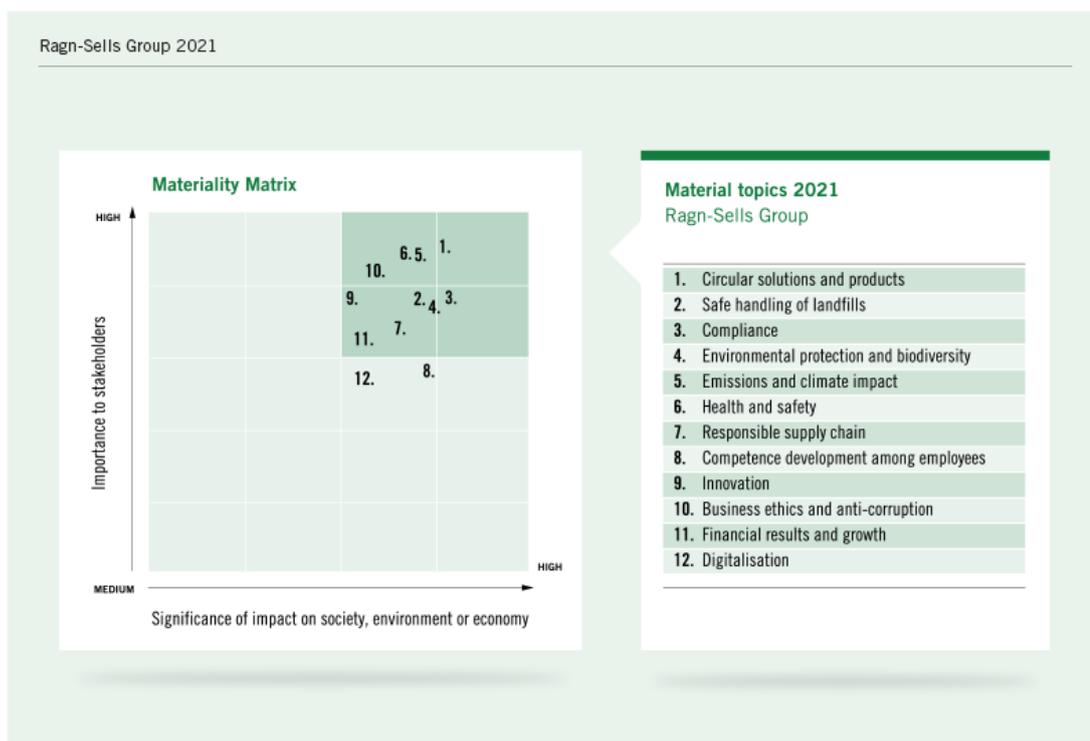
### Key topics – Rang-Sells stakeholder interviews

Stakeholder group	Method	Important topics and expectations
<b>Experts</b>	Interviews	<ul style="list-style-type: none"> <li>• Circular solutions and products</li> <li>• Compliance</li> <li>• Business ethics and anti-corruption</li> </ul>
<b>Employees</b>	Survey	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Circular solutions and products</li> <li>• Safe handling of landfills</li> </ul>
<b>Customers</b>	Survey	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Innovation</li> <li>• Emissions and climate impact</li> </ul>
<b>Partners</b>	Survey	<ul style="list-style-type: none"> <li>• Environmental protection and biodiversity</li> <li>• Safe handling of landfills</li> <li>• Energy efficiency</li> </ul>
<b>Owner/ Board members</b>	Survey	<ul style="list-style-type: none"> <li>• Circular solutions and products</li> <li>• Health and safety</li> <li>• Innovation</li> </ul>
<b>Decision makers</b>	Survey	<ul style="list-style-type: none"> <li>• Circular solutions and products</li> <li>• Compliance</li> <li>• Commitment to environmental initiatives / projects</li> </ul>
<b>Policy makers</b>	Survey	<ul style="list-style-type: none"> <li>• Circular solutions and products</li> <li>• Regulations and standards</li> <li>• Circular procurement</li> </ul>
<b>Industry leaders</b>	Survey	<ul style="list-style-type: none"> <li>• Transitions from linear to circular business models</li> <li>• Legislative context of circularity</li> <li>• Market/stakeholder communication to promote circularity</li> <li>• Pricing and long-term investments</li> <li>• Industry collaboration</li> </ul>

### 2.2.2 Material topics

The results of the stakeholder dialogue, particularly the survey and the interviews, were compiled and analysed, and subsequently used as the foundation for an internal discussion around impact. More precisely, what is our outgoing impact on people and society, the economy, and the environment, including both positive and negative, as well as actual and potential short- and long-term impacts.

The figure below illustrates our stakeholders' concerns and expectations vis-à-vis the degree of our significant impact on these issues.



## 2.3 Sustainability strategy

Our overall sustainability strategy is profoundly anchored in the Ragn-Sells’ vision of being living proof that caring for the earth and business go hand in hand. We are proud to state that sustainability has already been part of the Ragn-Sells DNA for a long time, but at the same time we remain humble towards our stakeholders and the society at large to understand their concerns and to address the urgent need to sharpen our efforts towards climate positivity. One of the very rewarding outcomes from the materiality analysis has been to realise the strong alignment between the views of our stakeholders in terms of the preferred focus areas, and the Ragn-Sells sustainability strategy.

The overall goal of the Ragn-Sells’ sustainability strategy, which has guided us the past years, and will continue to guide us for the coming years, is formulated as follow:

Ragn-Sells sustainability ambition is:

***To be climate positive by 2030 and to drive the transition to a society based on circular principles in a low carbon economy.***

- In practise this means that by 2030 we have reduced our own carbon emissions with at least 50% compared to 2019.
- Furthermore, through new circular innovations and solutions, such as detoxification, resource recycling, emission reduction or capture, implemented together with our business partners, we contribute positively so that carbon emissions are avoided or stored elsewhere.

These together ensure a positive climate impact.

To achieve this commitment, we have identified seven specific goals related to environment, social issues, and governance (ESG) to be achieved by 2030. These are listed below, whereas progress towards achieving these visionary goals is discussed under specific sub-chapters further below.



- 01 DIVERSITY**  
AGENDA 2030
- 02 WORK SAFETY**  
AGENDA 2030
- 03 RESOURCE FOCUS INSTEAD OF WASTE FOCUS**  
AGENDA 2030
- 04 REDUCE CO<sub>2</sub>e EMISSIONS**  
AGENDA 2030
- 05 CIRCULAR SOLUTIONS**  
AGENDA 2030
- 06 TRANSPARENT MATERIAL FLOWS**  
AGENDA 2030
- 07 RECYCLED MATERIAL IN PROCUREMENT**  
AGENDA 2030

**Diversity:** The culture in Ragn-Sells is inclusive and non-discriminative where diversity and gender balance amongst company leaders is the norm.

**Work safety:** Our work safety is industry leading, and we are perceived as a role model.

**Resource focus instead of waste focus:** The established waste hierarchy (part of the EU legislation) has been replaced by a resource instead of a waste focus principle that emphasises the importance of securing the availability of circular resources.

**Reduce emissions:** Ragn-Sells has reduced the footprint from our operations and facilities in line with, or better than, the Paris agreement.

**Circular solutions:** Through collaboration with partners and society we develop and deploy refined and value-creating circular material flows, with the aim to increase material recycling and avoid emissions.

**Transparent material flows:** The depositing of our downstream material on the world market is monitored and audited in a transparent and compliant manner, and is the norm in society.

**Recycled material in procurement:** At least 50% of all our procurement is sourced from recycled resources.

### 2.3.1 Changes to our Sustainability Goals compared to 2020

In 2021 we revisited our sustainability goals and concentrated them from 10 to 7 goals. This has been done by merging goals, as well as integrating them into our ways of working.

The changes are:

- The former *Material banks as norm in society* goal has been merged with the *Resource focus instead of waste focus* goal.
- The *Value based business principles* goal has been integrated into our way of working and competence development activities as a key component in our Ragn-Sells Sustainability Story describing how we act in the market.
- The *Employee competence changing society* goal has been integrated into each of the remaining 7 sustainability goals.

## 2.4 Management and Governance

Our overall management approach to sustainability is steered towards creating trust internally and externally that enables us to be a driving force for sustainable business development and circularity. The building blocks of creating such a company culture and collaboration model with partners are illustrated in our 5C leadership model – Communication, Collaboration, Commitment, Compliance, and Competence. This model was launched in 2019 and has since then framed our journey in terms of appropriate leadership action and engagement across the whole organisation in the shift towards circularity.

### **Communication**

We are increasing our ability to communicate, allowing everybody, inside or outside Ragn-Sells, to contribute to our sustainability goals. We listen to each other and seek dialog. We give constructive feedback that leads to greater results.

### **Collaboration**

Through collaboration we help each other succeed by sharing knowledge, networking, and creating common goals to support one Ragn-Sells, and also to accelerate circularity together with our external stakeholders.

### **Commitment**

We are committed to Ragn-Sells and are loyal to decisions that are taken. By setting clear and measurable goals for each employee, we inspire people to be Committed. We strive to continuously improve as individuals and as an organisation.

### **Compliance**

By caring, taking responsibility, and being compliant with external laws, regulations, and standards, as well as internal policies and guidelines, we maintain trust as a circular economy transformation partner. Compliance is an ongoing process that sets expectations for our behaviour, helps us stay focused and work through operational excellence.

### **Competence**

We develop our skills and competence through our ongoing work and specific competence development. With the appropriate competence, we can support our customers in their circularity journey.

Detailed information on managing and developing our human resources is given in the chapter People and Culture.

### **Ragn-Sells: One of Sweden's Best Managed Companies 2021**

On 23 September, Ragn-Sells was presented as one of Sweden's Best Managed Companies 2021, a quality award by the consulting and auditing company Deloitte in collaboration with Nasdaq. Sweden's Best Managed Companies is a quality award given to Swedish private companies based on criteria that assess strategic focus, operational structure, corporate culture, and economic development.



## 2.4.1 Governance structure

To harmonise our sustainability efforts across the whole company and all country offices, Group Functions have been established to coordinate our actions across country borders. Each Group Function is responsible for implementing actions towards their strategic targets and goals as per our sustainability strategy and material topics.

In order to coordinate the governance of Ragn-Sells there is a cross-group organisation in both Group Functions and Functional Domains. Coordinating our efforts on sustainability falls under the responsibility of the Group Function Sustainability & Public Affairs.

Reporting on sustainability performance is conducted on a monthly basis to the Executive Leadership Team (ELT) and on a quarterly basis to the Ragn-Sells Group Board. Our Group Function Sustainability team is headed by our Sustainability & Public Affairs Director, who has the responsibility to coordinate the Group’s overall sustainability performance.

The economic planning is performed through the Group strategy development, the respective business planning, and budgeting processes. Steering and follow-up is performed in our business units through specific KPI’s and certain targets per country. Deviations from set targets lead to specific action plans that are followed up at the specific business unit level.

### **Membership of associations:**

- BIR (Bureau of International Recycling)
- ERFO (European Recovery Fuel Organisation)
- ETRA (European Tyre Recycling)
- EuRIC (European Recycling Industries)
- FEAD (European Federation of Waste Management)
- ICC (International Chamber of Commerce)
- SIWI (Stockholm International Water Institute)
- ÅI (The Swedish Recycling Industries’ Association)

Our different country offices are certified according to the following ISO standards.

<p><b>Sweden</b>                      ISO 45001:  <i>Occupational health and safety</i>                      ISO 9001:  <i>Quality management</i>                      ISO 14001:  <i>Environmental management</i></p>	<p><b>Norway</b>                      ISO 45001:  <i>Occupational health and safety</i>                      ISO 9001:  <i>Quality management</i>                      ISO14001:  <i>Environmental management</i>                      ISO 26000:  <i>Social responsibility</i></p>
<p><b>Estonia</b>                      ISO 45001:  <i>Occupational health and safety</i>                      ISO 9001:  <i>Quality management</i>                      ISO 14001:  <i>Environmental management</i></p>	<p><b>Denmark</b>                      ISO 45001:  <i>Occupational health and safety</i>                      ISO 9001:  <i>Quality management</i>                      ISO 14001:  <i>Environmental management</i></p>

## 2.5 Compliance and Risk management

This chapter discuss our commitment, performance, and actions around business ethics and compliance. It also includes an overview of the achieved work and planned actions with regards to the overall risk management. Being compliant relates to a broad spectrum of business and sustainability issues, such as corruption, bribery, competition, the provision of safe and quality products and services, labour issues such as health and safety, and workplace discrimination.

Concerning sustainability risks that our business operations may be connected to, risks related to the identified material topics within the of environment and social issues are elaborated on in more detail under the respective sections in the chapters Value creation and Innovation and Responsible relations.

The Ragn-Sells Group continues to be firmly committed to conducting its business and pursuing its interests in a legal and ethical manner. Given that we have businesses in many countries, and we are involved in a wide range of processes, services, and products, we assume a very comprehensive perspective on business ethics and strive for an ethical business conduct cutting across all levels of our operations. In the Ragn-Sells' Code of Conduct it is underlined that we insist on honesty, integrity, and fairness, and we are committed to upholding and promoting high ethical standards in all aspects of our business. The Code of Conduct contains our position in relation to legal compliance, human rights, employees, business ethics, conflicts of interest, company assets, and exports to developing countries.

Ragn-Sells complies with all applicable anti-trust and competition legislation. We have a zero-tolerance for corruption and bribes, and any deviations are acted upon immediately. Business ethics is addressed by the Group management through the adoption of a common Business Ethics Directive. This outlines the Group's position regarding corruption and bribes, conflicts of interest, and competition law.

To increase awareness and understanding for the business ethics aspects amongst employees, an e-learning was developed in 2020, entailing three modules of anti-trust, corruption, and conflict of interest. This has been successfully deployed during the past year. The modules are available in all Ragn-Sells' working languages; Swedish, Danish, Norwegian, and Estonian. All employees are encouraged to conduct the training, which is mandatory for all managers and white-collar employees. Attendance levels are generally high in all countries but need to be constantly prioritised in order to maintain adequate attendance levels in the coming years.

During 2021, no confirmed cases of corruption were reported (2020: no cases). Furthermore, there were no confirmed cases of employees being dismissed or disciplined for corruption, nor were there confirmed incidents leading to the termination of contracts with business partners for such a reason. No lawsuits were brought against any of Ragn-Sells' companies within the field of competition law (2020: no cases).

## 2.5.1 Compliance

Our overall compliance programme, established in 2019, stipulates the process for operating in compliance with external laws and regulations, as well as the internal ethical principles and standards. With more clearly identified risks, it is now more straight forward and clear on how to steer our work accordingly. The programme also lays out the roles and responsibilities within our organisation for prevention, mitigation, and action in case there are deviations or if any risks materialise.

The Ragn-Sells' Code of Conduct and our Business Partner Code of Conduct lay the foundation for our compliance management. The Ragn-Sells' compliance policy clearly outlines that the former is to be strictly observed by all companies within the Group, all employees, officers, and board members, and in all markets at all times. The Business Partner Code of Conduct is discussed in more detail under the chapter Responsible relations. To ensure awareness and understanding of the Code of Conduct, we continue to implement our educational programme for employees. All our employees are required to undertake the training, and in 2021 the majority of employees completed the training.

We strive to promote transparency and openness with regards to compliance and possible deviations. Employees are encouraged to seek advice on integrity, and ethical behaviour from their direct manager, or anyone in the management team, in order to reduce the risk of misconduct. Employees are also encouraged to raise their concerns on potential violations of the Code of Conduct and its underlying policies and instructions. Incidents of suspected misconduct are reported either to the direct management, or alternatively through an internally hosted whistleblowing channel reporting directly to the Group CEO. In May 2021, an external whistleblower channel was also introduced. Information about this measure has been communicated in several different languages. We are committed to ensure that persons reporting on potential violations or misconduct suffer no harassment, retaliation, or adverse employment consequences. The reported cases of misconduct are investigated locally or centrally, depending on the nature of the issue, with a clear escalating process up to the CEO.

During 2021, no incidents were reported through the whistleblower channel. No convictions related to violations of human rights, labour law, or other violations of legislation related to social aspects such as discrimination or harassment, were reported for 2021 (2020: no cases).

## 3 Value creation and Innovation

### 3.1 Introduction

This chapter provides an overview of how we work, both internally and externally with different stakeholders, to develop innovative solutions and services that create value from the perspective of environment, society, and economy at large, and in terms of Ragn-Sells as a business. This chapter also addresses four of the material topics, namely Circular solutions and products, Innovation, Financial results and growth, and Digitalisation.

Inherently, in everything we do, we strive to create value for nature, people, and our own business. We are proud of the products and services that turn waste into circular assets, and are committed to continuously improving, innovating, and reinventing ourselves. In this process we collaborate closely with partners, scientists and academia, and are keen to listen to signals from our customers and stakeholders. The following quotations from the recent stakeholder engagement process provide assurance that we must continue this journey of value creation and innovation.

*" I believe Ragn-Sells can make a difference globally by communicating, forming opinions, influencing legislation, offering circular scalable solutions, and getting politics and businesses to understand the importance of circularity."*

*" I would like to see new business models that slightly challenge the legislation that exists today."*

*" Work more with the circular economy. Work more to develop your industry and be a pioneer. Move the industry forward."*

### 3.2 Circular solutions and products

A circular economy means reusing resources instead of depleting them and closing the loops so that no resources are wasted but used as raw material in another part of the production cycle. At Ragn-Sells this implies a transformation from a waste management company into a raw material producer. We develop solutions that is following these three fundamental criteria's:

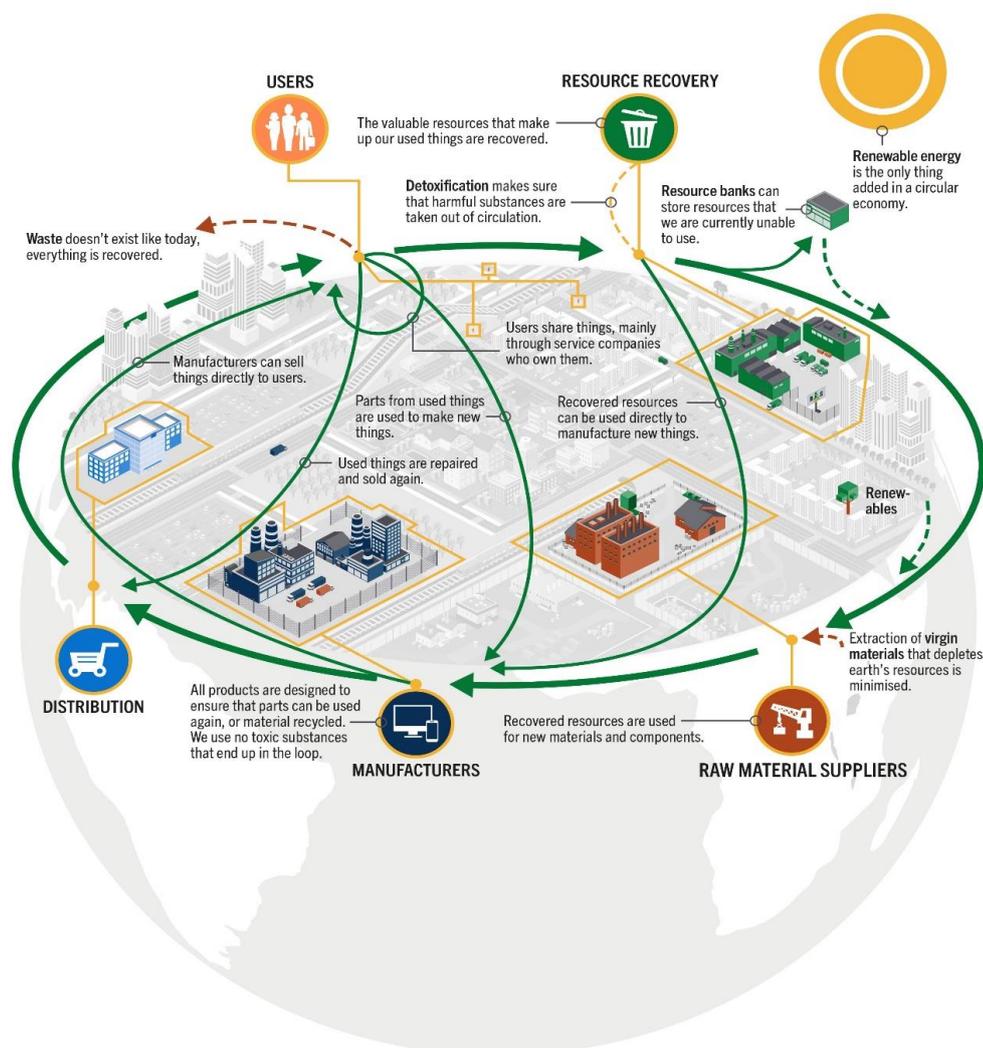
- 1) **De facto reduce need for usage of virgin resources**  
Ragn-Sells' operation aim to produce raw materials from waste so that others can use them to produce new products. We need to be careful with what the global production systems have already taken out from our geosphere and make sure to use these resources over and over again for as many times as possible.
- 2) **De-contaminate circular flows**
- 3) **No debts or hindrances pushed to future generations**  
In the environment, historically (and in the future), there are toxins that need to be taken out of the eco-loop. We remove toxic materials from the waste before we circulate it back into the eco-loop.

***Through collaboration with partners and society we develop and deploy refined and value-creating circular material flows with the aim to increase material recycling and avoid emissions. (Sustainability goal #5)***



Today, almost half of the global climate impact, and 90% of water scarcity issues, are linked to the way we extract resources and produce goods and food. We really need to rethink – and fast. We have to generate new raw materials without exhausting our planet’s resources and fuelling the climate crisis. The figure below illustrates the various elements of a circular economy.

In a circular economy we’ve managed to close the loops so that all resources we have once taken from the earth stay in the loops. In a circular economy, there is no waste. Leftovers from one part of the circle get used in the next step. Thinking circular from the start, we design for no waste at the drawing table. We use no toxic substances that end up in the loop, or components that can’t be taken apart and recycled. In that way, materials retain their value, regardless of how many times we use them.



The specific goals in our sustainability strategy point out the fundamental role that circularity plays in our strategy and business operations. Through collaboration with partners and society we develop and deploy refined and value-creating circular material flows, with the aim to increase material recycling and avoid emissions. Below we describe some of them.

### Ragn-Sells' Ash2Salt treatment plant

Ragn-Sells' new Ash2Salt plant is being built in Upplands-Bro outside of Stockholm and will be operational in the second half of 2022. The Ash2Salt plant washes the fly ash and recovers the salts; sodium chloride, calcium chloride, and potassium chloride, for various commercial applications. The Ash2Salt technology means that operators of waste incineration plants can now choose a circular alternative for their fly ash instead of opting for landfill.



### Successful circularity means collaboration and change

Pivoting away from a linear economy to a sustainable society requires developing new value chains, the full frameworks of steps businesses take to conceive and deliver products. Ragn-Sells is committed to the shift towards a circular economy. And to do that, the company must forge new partnerships and develop new business models. [Read more](#)

### Construction of a new plant takes shape

Fly ash is formed when flue gases from waste incineration are cleaned. The 300,000 tonnes of fly ash produced in Sweden each year contain large amounts of valuable raw materials such as potassium, sodium, and calcium in salt form. With the Ash2Salt technology, developed by Ragn-Sells' innovation company EasyMining, an average of 200 kg of salts per tonne of ash can be extracted. [Read more](#)



### With 90% lower carbon footprint

GC Rieber Salt will handle sales of all the recovered salt from Ragn-Sells – products with more than 90% lower carbon footprint than the same salts from traditional production. [Read more](#)

#### **RagnCycle™ mobile application and Waste to Resource e-learning**

In 2020 we developed the RagnCycle™ mobile application and the e-learning module Waste to Resource. The former supports customers in their daily waste management and provides information on circular materials. The e-learning describes the importance of sorting for optimal handling, the value of recycling in a world with limited resources, the laws and regulations for compliance and correct treatment, as well as forming a foundation for the customers environmental certification (ISO 14001).

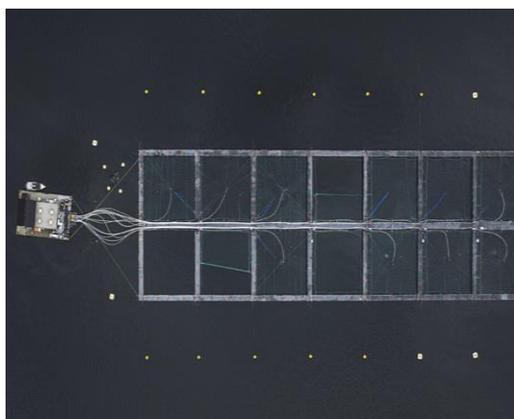


### Ragn-Sells increases recycling at commercial centre

Ragn-Sells and Skandia Fastigheter are collaborating in Väla Centrum to reduce waste and increase recycling by tenants. A new collection system was introduced in 2020, which has resulted in a clear reduction of combustible waste, but also in better access for tenants to data on the different waste volumes. [Read more](#)

### Handling of dredged material in Gothenburg

In Gothenburg Ragn-Sells' has been involved through its Marieholm plant to treat contaminated dredge spoil from the seabed, caused by maintenance dredging at the Port of Gothenburg in early 2021. Dredge is regarded as contaminated waste and its handling is strictly regulated. The masses have been stabilised and deposited at the Ragn-Sells facility in Heljestorp, Vänersborg. [Read more](#)



### Advanced aquaculture

In Norway, Ragn-Sells Aquaculture is collaborating with Lift Up, AquaPro, and AMOF-Fjell to improve waste collection and handling from open rainbow trout farms. Valuable resources such as phosphorus found in fish farming waste sludge, which mainly consists of fish faeces, waste feed, and dead fish, is separated with the newly developed combi filter. Dead fish and fish sludge are used in the production of bioenergy, fuel, fish oil products, and organic fertilisers. [Read more](#)

**At least 50% of all our procurement is sourced from recycled resources. (Sustainability goal #7)**

We want to walk the talk ourselves by also requesting our suppliers to use recycled materials in their production. By procuring products with recycled content, we promote the change to a circular economy. Here we are also cooperating directly with producers with for example our FAIR Plastic™ pellets raw material, building up a product line to support our customers sustainability agenda as well. In this goal we also cooperate with *Exponential Roadmap* and the *1.5°C Business Playbook on Supply Chain Management*.

### 3.3 Innovation

Through different types of research and innovation projects we develop, implement, and improve approaches to resource management aiming to detoxify and maintain the value of societies circular resources. We develop resource-focused circular processes in close collaboration with universities, research institutes, customers, and other stakeholders in society. We also actively support cooperation through multi-sector symbiosis exploration. Our facilities provide good opportunities to develop and test new methods and solutions in practice, and we have an established position as a market leader and a trusted partner regarding innovation and business adaptation.



Innovation supporting the circular economy requires collaboration across different industries and value chains. Ragn-Sells joined eight (8) new external multi-stakeholder collaboration projects in 2021 supported by national and international research and innovation programmes. Additionally in 2021, Ragn-Sells advanced necessary partnerships connected to many of our innovations. A few examples of partnerships fostered in 2021 are:

- EasyMining, a company in Ragn-Sells Group, and the German utilities company Gelsenwasser, signed an agreement for the creation of a joint company named Phosphorgewinnung Schkopau GmbH (PGS). The objective of the joint venture is to build the world's first phosphorus recovery plant based on the Ash2Phos technology, with construction process starting already in 2022.  
[Gelsenwasser and EasyMining announce joint venture in Germany \(ragnsells.com\)](https://ragnsells.com)
- The global cleantech company Hitachi Zosen Inova and EasyMining entered into an agreement where Hitachi Zosen Inova, as a licensee of the Ash2Salt patent, will expand the market for this unique technology outside the Nordics.  
[Hitachi Zosen Inova expands the market for EasyMining's unique Ash2Salt solution \(ragnsells.com\)](https://ragnsells.com)
- Ragn-Sells and Tarkett, a world leader in flooring and sports surface solutions, signed a Letter of Intent with the objective of jointly developing carbon negative material loops. These material loops are based on Ragn-Sells' unique solution that extracts

resources from waste from energy production in Estonia and uses captured carbon dioxide to produce a carbon negative PCC product.

[From ash piles to a carbon negative raw material – Tarkett and Ragn-Sells partner to fight climate change \(ragnsells.com\)](#)

- Ragn-Sells Recycling entered the development company Barkarby Science as a new owner to participate and support innovation within smart and sustainable cities in [Barkarbystaden, Järfälla](#).

Ragn-Sells R&D Committee, with representatives from all our business areas and geographies, coordinates our drive for new services, processes, and products. It also manages our involvement in publicly funded R&D projects. In 2021, the committee processed 20 internal ideas and conducted 10 pre-studies into circular innovations. Looking toward large projects, the committee launched two (2) new large projects, in addition to the four (4) developments already running in its large project portfolio.

Furthermore, in 2021 the work for a Ragn-Sells Group innovation strategy and the selection of strategic innovation areas for the Group was initiated to increase focus and critical competencies in select areas. For the first of these strategic innovation areas, an organisation has been established reporting to the Group Function Head of Sustainability & Public Affairs.

**The established waste hierarchy has been replaced by a resource principle that focuses on securing the availability of circular resources.**  
(Sustainability goal #3)

### 3.3.1 Our innovation companies

**EasyMining** is a Ragn-Sells subsidiary that has developed and provided innovative solutions for safe and efficient recovery of nutrients from waste. EasyMining has developed several patented processes. The Ash2Phos process recovers phosphorus and other resources from incinerated sewage sludge. With the Ash2Salt technology, commercial salts are extracted from highly chloride-containing fly ash. Another example is the method for recovering nitrogen from sewage water (RE-Fertilize). In 2021, an important milestone was achieved as Ragn-Sells entered into an agreement with Hitachi Zosen Inova for it to expand the market for the Ash2Salt technology beyond to Nordics into Europe, Asia, and Australia.

[Read more about EasyMining](#)

**Chromafora** has developed an award-winning innovation for purification of wastewater and selection of metals and organic pollutants. The SELMEXT™ (Selective Metal Extraction) technology is targeted at handling waste streams containing dissolved heavy metals, and it can be applied e.g., in mining or industrial wastewater treatment. The SELPAXT™ product is a completely new way of treating water from perfluorinated alkylated substances (PFAS), which is commonly occurring in ground or surface water at places where firefighting foam has been used or stored.

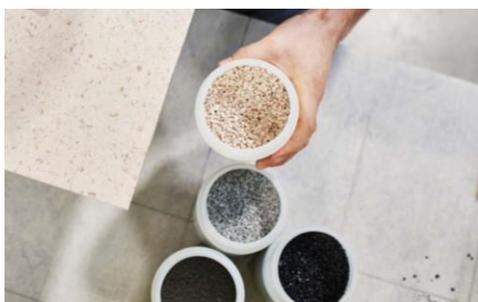
[Read more about Chromafora](#)

**MOSAB** is a knowledge company specialising in the handling of excavation masses for instance in connection with civil engineering projects, in which Ragn-Sells has been the majority owner since 2019. MOSAB works to create efficient routines for recycling excavation material such as gravel and sand and treat them to become raw material for bearings and asphalt.

[Read more about MOSAB](#)

### 3.3.2 Collaborative projects for smarter solutions

In 2019 we launched the **reThink™ certification** to help our customers review their waste management and increase their awareness of the degree of sorting, landfill share, and proportion of recycled material, with the ultimate aim to make their waste management more efficient and sustainable in line with the EU's environmental targets and the SDGs. The flooring manufacturer Tarkett, is one of the companies to receive the certificate for one of their production lines and plans to implement the system throughout the factory.



#### From ash to floor

The flooring company Tarkett and Ragn-Sells have partnered up to help fight the climate change. The objective is to create carbon negative raw material for floors derived from the historic ash piles of East Estonia made up of the residual waste from 50 years of Estonian energy production.

[Read more](#)

#### Developing a carbon negative calcium carbonate product from oil shale ash

Over the last 50 years, more than 600 million tonnes of oil shale ash have been disposed in Estonia, placing an enormous burden on the environment due to the high PH of the ash. To date, less than 1% of the oil shale ash generated in the production of electricity has been repurposed. The aim of the Ragn-Sells OSA project is to produce a clean, carbon negative calcium carbonate, from these ashes.



#### Industrial trials of oil shale ash valorising technology

In April Ragn-Sells Estonia sent four tonnes of oil shale ash to a Finnish laboratory, where industrial tests of calcium carbonate production technology now will start. This is the last pre-phase of the scientific research before the design of the plant and the start of the production scheduled for 2025 according to the current timetable. [Read more](#)

### The OSA (Oil Shale Ash) project – a climate neutral production process

- *Minimal emissions*  
Ragn-Sells' production process will operate within a closed system and will not produce emissions. The ash hills and the production plant will be located in close proximity to each other thus keeping emissions from transportation and similar to a minimum.
- *Re-use of water*  
Water circulates in a closed Zero Liquid Discharge System and be used again and again.
- *Residue*  
The production of ultra-pure calcium carbonate will result in residue that is rich in silicones. Since this material can be used as a filler, it will not be disposed of, and all residues will be repurposed.

Ultra-pure calcium carbonate is widely used as a raw material in many industries, including in the manufacturing of building materials, paper and plastic. Virgin calcium carbonate has an enormous carbon footprint. 16-22 million tonnes are extracted every year around the world (post-processing volume). It's a heavy production (comparable to the cement industry). For one (1) tonne of virgin PCC product, a corresponding one (1) tonne of emissions are generated.

## 3.4 Digitalisation

In 2017 the Ragn-Sells Group strategy emphasised the megatrend of Digitalisation. That was identified as a major topic in the transition to a circular economy. Ragn-Sells work on digitalisation is performed and organised in the Group Functions Information Technology (IT) and Research & Development (R&D), each reflecting different time horizons and market needs. Decisions on projects are taken in the respective for a (the R&D Committee and the Business Change & Control Board respectively). To ensure good cross-communication GF IT is also represented in the R&D Committee.

### Two projects related to digitalisation: RAGGIS and Tyres sorting

- RAGGIS is a newly implemented GIS system which include aerial images of sites that gives better overview, control, and synergy effects – vital for the future development of our sites.
- In the tyre sorting project, we have successfully been able to, in industrial scale, sort tyres into different qualities using AI (Artificial Intelligence) and high-resolution cameras.

In our view, no single company can become circular on their own, circularity requires collaboration. Collaboration in turn will require more and better sharing of data and traceability. Therefore, together with several other partners, is Ragn-Sells involved in two large projects in this area; the recently started CIRCLA project funded by Vinnova (see also [Circla \(circla.se\)](https://www.circla.se)) and the Onto-DECIDE project that has being granted 3.3 MEUR funding by the EU programme Horizon. The Onto-DECIDE project that will start up 2022.

## 3.5 Financial results and growth

Sustainable financial flows create incentives for investments in environmentally friendly technologies, improve global environmental standards, and support the industry to innovate. We warmly welcome this development and look forward to continuing our own investments in product development, production ability, and sales improvement in order to further accelerate the circular movement. A stable economic performance is a prerequisite for us to be able to continue to develop our business in line with our strategy.



### Financial management

The Ragn-Sells business strategy is grounded on recycling waste back to material resources. In circular economy, not only sustainable environmental and people management are needed, but also sustainable financial management is a crucial component.

The operation behind our sustainable finance is divided in to three business areas working according to our general strategy and broken down in business plans and effective target management. Each business area has clearly defined Key Performance Indicators (KPI's). Deviations from goal completion are reported to top management in the Business Review Meetings (March, September, December) in order for an action plan to be set up, with continuous follow-up. An external management audit is conducted once every year.

During 2021, we have seen rapid advancements in the field of sustainable finance. For our business, the Swedish adoption of a national strategy for circular economy clearly connects circularity and financial imperatives. This political initiative will advance behaviour change and market demand, and ultimately strengthen the climate for business and innovation so that even more circular companies can grow and develop. This is clearly in line with the European sustainable growth strategy toward climate-neutrality as expressed in the *European Green Deal*.

In 2021, Ragn-Sells' turnover was 7,564 MSEK, which indicates an increase of 982 MSEK, compared to 2020. Our total economic profit was 433 MSEK. In the table below, we display a complete list of our 2021 economic results.

## Sustainable finance

Ragn-Sells Group 2021

Direct economic value generated (MSEK)	
Revenues	7,564
Net investment	305

Distributed economic value (MSEK)	
Employees	-1,640
Suppliers and public sector*	-5,707
Sum of distributed value	-7,347
Profit from associated company	26
Operating profit	549
Providers of capital	-8
Accounted taxes	-108
Profit	433
Dividend	30

\*Including duty rates such as waste tax, oil tax, electricity tax etc.

**Read more about Ragn-Sells sustainability work related to the chapter *Value creation and innovation*:**

- [Advanced Norwegian aquaculture](#)
- [Circular solution for facing bricks](#)
- [Circular solution for flat glass](#)
- [Collaboration for a sustainable city](#)
- [Collaboration for the reuse and recycling of recyclable wood](#)
- [Construction of a new plant takes shape](#)
- [From ash to floor](#)
- [Handling of dredged material in Gothenburg](#)
- [Industrial trials of oil shale ash valorising technology](#)
- [Ragn-Sells and Norditek increase recovery rate of metals from fly ash](#)
- [Ragn-Sells increases recycling at commercial centre](#)
- [Recycling nitrogen from wastewater – as a conventionally used product](#)
- [Ragn-Sells' way of solving the oil shale ash quest in Estonia](#)
- [Setting a new standard for recycled plastic](#)
- [Successful circularity means collaboration and change](#)
- [With 90% lower carbon footprint](#)

## 4 Climate and Environment

### 4.1 Introduction

Our circular business model is designed to minimise negative environmental impact and reach our ambition of being climate positive by 2030. This chapter addresses three of our material topics that are crucial to reach this ambition, namely Climate and emissions, Environmental protection and biodiversity, and Safe handling of landfills.

The UN climate panel, the IPCC, has so far presented five reports summarising the scientific status of the climate. Overall focus has previously been on reducing fossil energy sources used in transport, heating, and industry. More recent research is now increasingly showing that we also must change how we build and produce goods and societal needs, since production is responsible for nearly half of our emissions.

That is why we at the environmental services company Ragn-Sells, are changing our old family company with its roots in the 19th century, from being the end of the road for waste that is to be disposed, to a raw materials supplier within a recycling society.



Today, Ragn-Sells' business idea builds on circular solutions and closing the loop of material flows. Many of our operations enable more material to be returned to the material cycle, with decreased production of primary resources as a result. Our business can have a strong positive environmental impact by extracting new resources from waste material and removing toxic components from the material loop. Our approach to keeping society within the planetary boundaries through our business, is clearly outlined in Ragn-Sells business strategy.

In this chapter you can read about our many interesting solutions for turning waste into resources, and our ambition and action plans for reaching climate positivity by 2030. You will also learn how we manage our negative environmental impact through limiting emissions to air, land, and water, and how we manage our landfills in a safe manner.

## 4.2 Climate and emissions

### 4.2.1 Status

Emissions of greenhouse gases are one of the most important environmental aspects for Ragn-Sells to consider in terms of our impact on climate change. We are committed to substantially reducing our emissions within the coming years to reach our ambition of being climate positive by 2030. Ragn-Sells negative environmental impact mainly derives from emissions from landfills, transport, and treatment plants. We continuously work on limiting our negative environmental impact. This includes handling, monitoring, and limiting emissions to air, land, and water, developing transport logistics, switching to renewable fuels, and performing final coverage on landfills.

### 4.2.2 CO<sub>2</sub> fossil fuel emissions from transport, heat, and energy

#### **In 2021**

A major part of the emissions derives from transport where we have taken several measures to decrease the environmental impact in recent years, including eco-driving, a review on route optimisation, updating the vehicle fleet, and replacing fossil fuels with renewable options. By switching to a greater share of bio-based fuels, we have been able to effectively reduce our climate emissions from transports.

#### **Emissions from transports**

Our emissions from business travel increased during 2021 due to more business trips and that data from the EasyMining business unit was added in the reporting.

**Ragn-Sells have reduced the emissions footprint from our operations and facilities in line with, or better than, the Paris agreement.**  
(Sustainability goal #4)

In order to achieve efficient control of the vehicle's fuel consumption, Ragn-Sells in Sweden is taking part in the large vehicle manufacturers' fleet management system. During 2021 we have procured and initiated implementation of a system for charging stations for our electrified vehicles, which measures and follows up the electricity consumption. Our vehicle fleet for company cars now consists of 88% electrified vehicles – an increase with 14% from 2020. Several of our vehicles at our operation sites are now completely electrical and solar panels are installed. The purchased electricity for all Sweden's operations is origin-marked renewable electricity.

#### **CO<sub>2e</sub> emission from our landfills**

The majority of emissions of greenhouse gases from Ragn-Sells' operations derive from landfills, which accounts for about 50-70%. The landfill gas is a greenhouse gas, almost thirty times stronger than carbon dioxide. In the process of anoxic decomposition of organic material in landfills, gas is formed.

The landfill gas in our landfills is largely generated from historically deposited organic waste. Since 2005 it is no longer allowed within the Sweden to deposit organic waste at landfills, and we therefore expect decreasing levels of emissions from our landfills in the future. In addition, organic waste is increasingly being recycled in society, which leads to a decrease of methane gas outflow and reduced emissions.

Ragn-Sells decided to measure the real methane emissions from our own landfills as of 2020. Up to now we have conducted measurements in 2020 and 2021. This explains the sharp decrease of the methane emissions presented by Ragn-Sells for 2019. In the 2019 sustainability report, the data presented was derived from theoretical calculations based on the LandGEM method developed by the US Environmental Protection Agency (EPA), which in our case does not match the actual and real emissions.

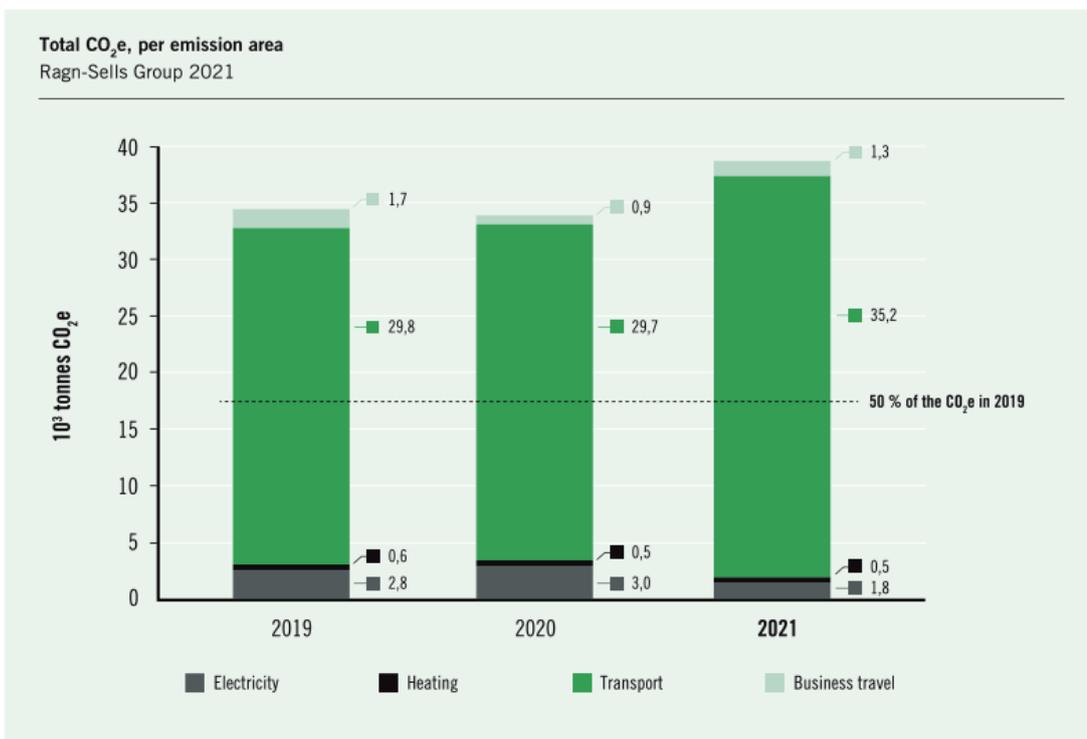
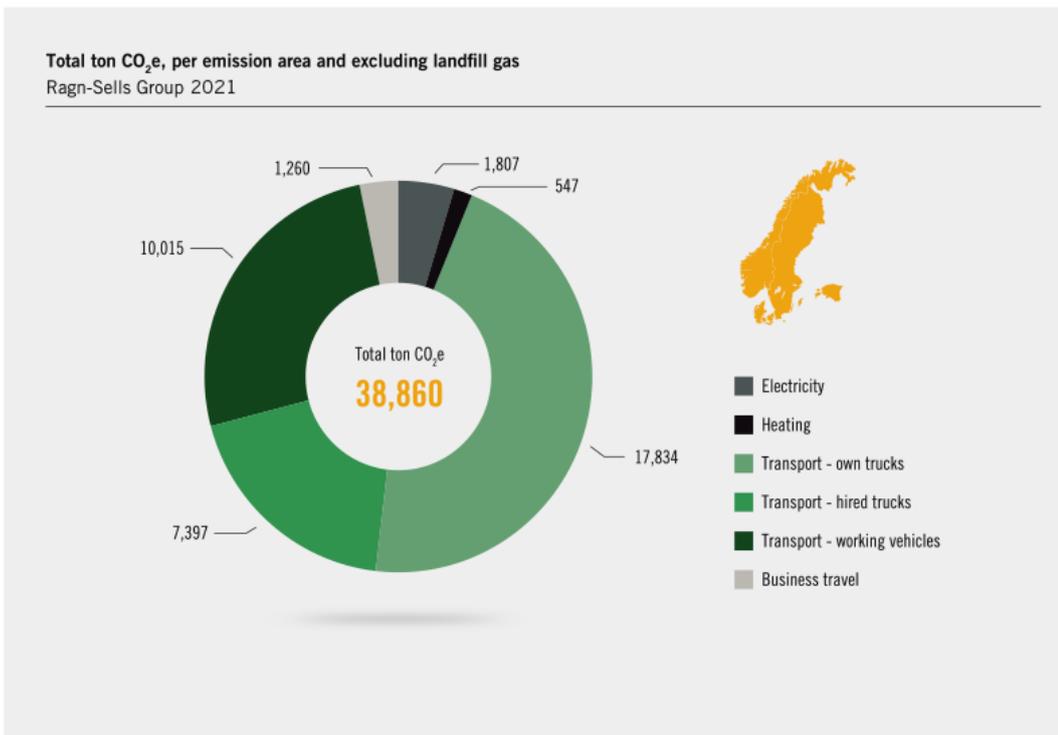
Going forward, the measurements will be carried out annually on the landfills to be able to monitor a more stable downward trend in emissions from the landfills. When we have monitored the actual landfill emissions for some years, we will have the possibility to set up relevant actions to reduce the emissions so that we are in line with our 2030 ambition.

As mentioned above, after two years of measurements, we have proven that our emissions are much lower than the theoretical model previously used but there are still uncertainties we need to be clarified.

During 2021, Ragn-Sells' total emissions of greenhouse gases amounted to 113 kton (75 kton, 2020).

These are our actions to reach a climate positive business in 2030:

1. **Eliminating greenhouse gas emissions:** We will reduce Greenhouse Gas (GHG) emissions from all Ragn-Sells operations in absolute terms by working with our partners, suppliers, and customers around the world. Where possible, we aim to eliminate them. There will be a specific challenge with our contractors and securing minimum leakage from our landfills.
2. **Promote and develop circular loops:** Always prefer recirculated resources in our procurement process and develop solutions that increase recirculation of resources. No debts or hindrances should be pushed to future generations and resources should be detoxified before circulation. 50% of the carbon emitted in the world relates to the lack of resource circularity.
3. **Storing carbon in land and invent solutions that reduces carbon emissions by using carbon capture:** We will explore and improve ways to store carbon through our landfills and how we can best support agricultural practices. We will develop our landfills to become material banks for the future and sites for carbon storage.
4. **Partnering with others:** To support the transformation of society into a circular economy requires collaboration with others and a focus on developing cross-industry symbioses. The much-needed change will only come if we work together, share knowledge and cocreate solutions.
5. **Taking actions together:** We will lead by example and engage with others to advocate for policy changes and inspire policymakers to correct action to achieve a low-carbon society.
6. **Transparency:** We will be transparent about our progress. We will only achieve our climate positive ambition when we have achieved net zero GHG emissions, supported by strong external engagement and advocacy. Detailed action plans for continuous progress are developed by each business unit in their respective business plans.



### 4.2.3 Climate benefit of material recycling

Our conviction is that waste is a valuable resource. By material recycling, circular solutions, innovations, and the right regulations, we can reduce our own as well as our customers' use of virgin materials and limit the emissions of greenhouse gases. Recycling worn-out products and waste into new raw materials is one of the most effective measures to reduce the climate impact since energy consumption is lower in the recycling of materials than in the extraction of new raw materials from nature.

One interesting development in this field took place in January 2021, when we started a new project to test the precipitated calcium phosphate (PCP) recovered from Ragn-Sells innovation company EasyMining's Ash2Phos technology. The EU has listed phosphorus as one of 30 critical raw materials, as phosphorus is critical for the EU economy and the supply is linked to several risk factors. The PCP from the Ash2Phos-technology has attractive properties as a raw material for fertilisers and as feed phosphate with a high phosphorus content, low fluorine content, and high solubility in citric acid. The PCP also has lower emissions and is more environmentally friendly than virgin phosphorus.

This is just one of many examples of the climate benefit of material recycling. The project is a collaboration between EasyMining, the Swedish University of Agricultural Sciences (SLU), and [Lantmännen](#), and it hopes to show that recovered calcium phosphate from sludge ash has the same level of phosphorus digestibility as conventional MCP (monocalcium phosphate).



#### Recycled phosphorus as feed phosphate

A collaborative project to test the usage of recycled phosphorus produced by EasyMining's Ash2Phos process has successfully shown that the phosphorus recovered from incinerated sewage sludge works as a feed phosphate for livestock. For the first time it's now possible for the market to have a recycled and sustainable feed phosphate with low climate impact. [Read more](#)

## 4.3 Environmental protection and biodiversity

### 4.3.1 Status

Our circular solutions are not only aimed at lowering emissions, but also at protecting the environment and promoting biodiversity. This includes minimising our effluents to water and soil and ensuring a sustainable local environmental impact.

Environmental protection and concern for biodiversity often implicates local actions. Therefore, the operational responsibility associated with the company's environmental permits is delegated to the respective site manager. At the facilities, the precautionary principle is considered when permits and specific terms are decided. Risk analyses are conducted continuously within the framework of the company's risk management routine and according to the precautionary principle. Read more under the chapter Risk management.

Ragn-Sells ensures the conservation of biological diversity in all our operations. The operations comply with strict requirements in the facilities environmental condition and the facility-specific self-inspection that has been established based on the risk assessment that has been produced.

#### 4.3.2 Effluents to water and soil

Ragn-Sells effluents to water and soil derive mostly from treatment plants and mainly consist of metals, nutrients, and oils. Actions are continuously performed at the different plants to reduce emissions to water, both by improving the measurement and control of water quality, and by improving the water treatment processes. Ragn-Sells also participates in different cooperation forums for water collaboration and water conservation associations.

In terms of emissions to soil, the primary source is leakage of substances from the stored material, but outflows can also occur from spillage or leakage of chemicals and waste.

Ragn-Sells' operations are regulated by legal requirements and permissions and are subject to different types of analyses which are evaluated and reported to the relevant authorities.

The effluents are regulated at plant level by permit conditions or other requirements, and they are regularly monitored and controlled. Possible impacts on the surrounding environment are controlled by specific recipient control programmes. The results of the controls are continuously reported to the supervisory authorities.

#### 4.3.3 Local environmental impact

Ragn-Sells treatment plants can cause noise and odours, which are important aspects to manage as they can have a direct impact on the local environment and neighbours. Unpleasant odours in the surrounding area can occur due to the waste treatment activities at the facilities. Noise and odour from vehicles and from activities such as unloading, sorting, and crushing also have an impact on the local environment and are regulated in the site-specific permit.

### 4.4 Safe handling of landfills

A safe and secure handling of our landfills is crucial for our ability to retain and uphold our environmental permits. But we also consider our landfills as material banks, from which we can turn waste into resources. Hence, our material banks are a strong enabler in our journey towards circularity.

In the process of detoxifying the circular systems, landfills are necessary for certain types of waste. It is our top priority that storage in our landfills is safe. Ragn-Sells owns and operates a number of landfills that are subject to environmental permits, which are continuously controlled by authorities and by our own self-monitoring programmes at the landfills.

Landfill gas is generally considered to be an environmental problem due to its potential for climate change. However, it can also be seen as an energy carrier and a resource. In 2021, Ragn-Sells collected and incinerated (thus avoiding emitting) landfill gas corresponding to more than 47,476,000 tonnes at the landfill sites in Sweden. These efforts effectively collected the gas, which is then used for heating, cooling, and to generate electricity that our recycling processes can be run on. Ragn-Sells' landfills in Sweden generated over 18764 MWh during 2021.

**Read more about Ragn-Sells sustainability work related to the chapter  
*Climate and Environment*:**

[Advanced Norwegian aquaculture](#)

[Circular vehicle business](#)

[Conquering the Climate challenge](#)

[Industrial trials of oil shale ash valorising technology](#)

[Recycled phosphorus is now being tested as feed phosphate](#)

[Unique site prevents contaminating discharges](#)

## 5 People and Culture

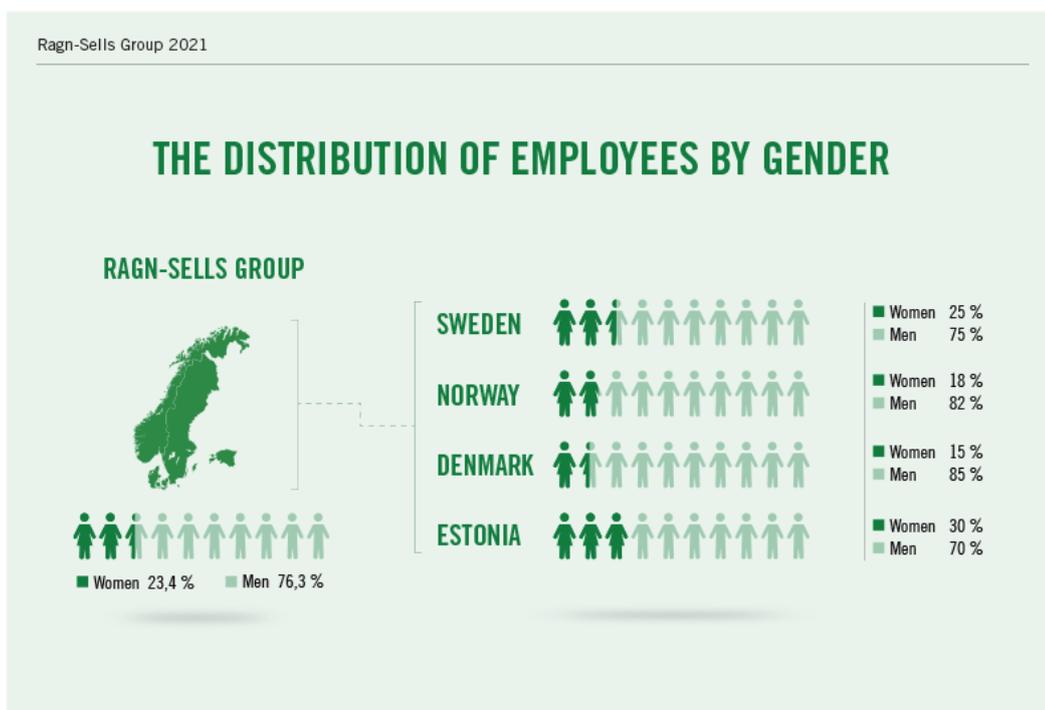
### 5.1 Introduction

Building a safe, inclusive, and visionary culture is a prerequisite in our ambition to transform society into a circular economy. Our people are at the very heart of this quest. Their work enables us to be a driving force for sustainable business development. This chapter covers two material topics, Health and Safety and Competence Development among employees, and also discuss diversity, equity, and inclusion, as this is part of our sustainability strategy.



#### Employee information

In 2021, Ragn-Sells Group had in total 2466 employees (i.e., total number including part-time employees) of which 76.3% were men and 23.4% were women. The majority of the employees (64%) were working in Sweden.



In Ragn-Sells Group:

- In Sweden all employees are covered by collective bargaining agreements.
- In Estonia, no employees are covered by collective bargaining agreements.
- In Norway and Denmark, the percentages that are covered are 57% and 63%, respectively.
- And in Denmark, 100% of blue-collar employees are covered by collective bargaining agreements.

In Estonia all employees can turn to the Labour authorities for legal compliant concerning occupational health and safety.

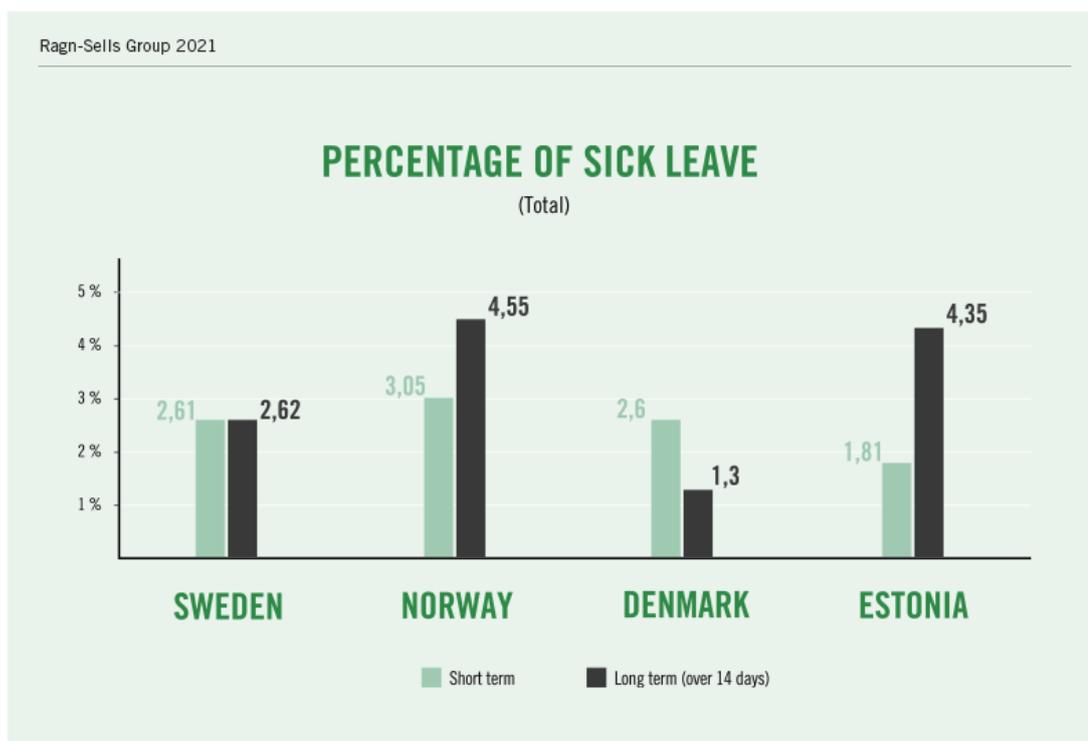
### **Ragn-Sells as an employer**

Through our bi-annual employee satisfaction surveys, we receive feedback on our employees' perception of various topics, i.e., Engagement, Leadership, Organisational capabilities, and Targets & Strategy. In addition to that, we also run strategic employee pulse surveys to get a measurement on selected important topics. Last year's employee surveys show that some employees experience deficiencies in our behaviour towards each other; there are those who feel violated and insecure at their workplace. This is of course unacceptable. With this background, we have undertaken specific actions around diversity, equity, and inclusion.

Every year we run employee surveys with the purpose to learn more about the work situation of all our employees. The results and feedback help us to develop as an organisation and as an employer. We take the employees' feedback very seriously and build action plans where appropriate. The overall employee feedback from the 2021 survey evaluates Ragn-Sells Group positively, putting us in the *Strength* category. This is the second highest category, meaning that there is potential to improve into the category *Excellent*.

### **Management through the pandemic**

The pandemic has clearly shown that remote and hybrid solutions require a different type of leadership. During 2021, we have continued supporting our employees working from home through continuous and improved actions. Besides offering technical equipment for an improved ergonomic workplace, we have also launched an application for taking active breaks. By the end of 2021 we introduced a campaign for physical activity, with tasks that employees could carry out individually or in a group. Many of our actions have been performed jointly on Group level, but some have been more differentiated to match the specific challenges of each operating country. Some common actions for all countries have been regular check-ins and additional support for co-workers with a stronger need to come into the office from time to time, as well as more frequent communication through the direct manager, intranet, information screens, and email.



## 5.2 Health and Safety

### 5.2.1 Background

Leadership is key to shaping the culture of workplace safety at Ragn-Sells. Management must foster open communication as a company norm so that employees feel supported in reporting risks or accidents. These principles are at the heart of every effort contributing to the culture of safety at Ragn-Sells. A prime example is our certification for ISO 45001 occupational health and safety management requirements. The ISO 45001 is an international system for managing workplace health and safety on both a physical and psychological level, and it marks a change in industry standards for Ragn-Sells.



#### Strengthening and shaping a system-wide culture of safety

Through group-wide initiatives, like instituting a new reporting tool and adding a new metric to measure progress, Ragn-Sells continues to shape a culture of safety across all levels. One with the goal to become the industry leader in workplace safety by 2030 and built on a foundation of mutual trust and collaboration. [Read more](#)

Across our businesses there are various potential risks related to health and safety, for employees as well as customers and subcontractors. This section invites you to read more about our preventive work and continuous efforts to minimise accidents and promote wellbeing among our employees.

**Our work safety is industry leading, and we are perceived as a role model. (Sustainability goal #2)**

## 5.2.2 Management commitment

Throughout the Group, health and safety issues are managed locally within the different companies. These issues are heavily regulated by legal requirements. To ensure the same health and safety standards in all countries where Ragn-Sells operates, local policies and procedures are in place. Accidents and sick leave are monitored by all Ragn-Sells companies.

All of Ragn-Sells' operations are governed by an ISO 45001 certified management system, implemented both out of a legal and a risk perspective, aiming for harmonisation with national legal requirements within the health and safety area. Compliance with routines in the management system is controlled through internal and external audits and continuous implementation of preventative measures.

All our employees are directly covered by our management system. Entrepreneurs and other contractors are indirectly influenced by some routines and working methods in our management system, which you can read more about in the chapter Responsible relations.

During the year, we have advanced our management commitment by establishing a Group common Safety Board with the purpose of setting the framework for Ragn-Sells future safety work.

The Safety Board will cover areas like the outcome in terms of the KPI's (Key Performance Indicators) for Lost Time Injury Frequency (LTIF), Total Recordable Incident Frequency (TRIF), progress reporting on decided safety activities for Group and sharing and communicating best practices in a structured and systematic way.

We continuously monitor health and safety in our operations. During 2021, our incident management system, ImproveRS, already implemented in our Norwegian operations, was launched in Sweden. The purpose with the ImproveRS system is to streamline the reporting of accidents and incidents, and to work more effectively with corrective measures. The system has already given a very good overview of what measures that create a good effect and what needs to be prioritised in the health and safety area. The system will be implemented in Denmark and Estonia during 2022.

In 2021 we measured against two newly developed Key Performance Indicators (KPI) for the first time – Lost Time Injury Frequency (LTIF) and Total Recordable Incident Frequency (TRIF). These KPI's have been developed to strengthen our ambitions in the area even further.

For Ragn-Sells Group the LTIF for 2021 ended at 10 and TRIF at 17. We will continue to develop and implement a variety of related activities during 2022 to ensure improvement of our safety standards, measures, and culture.

Other actions during the year include health and security training of managers in Norway and thematic weeks to highlight specific operational risks.

Throughout the Group, each manager is responsible for ensuring that the Health and Safety work is conducted in accordance with current legislation and Ragn-Sells' common guidelines. We collaborate between different units through site, department, and workplace meetings. In these meetings safety is always discussed as a prioritised key component of the standard meeting agenda. These issues are also dealt with in local safety committees, which are present in all our operating countries.

The local safety committees represent all employees and meet on a regular basis, around four times a year. Routines and responsibilities are in line with each respective country's national legislation.

### 5.2.3 Risk identification and assessment

Identifying and assessing risks on a continuous basis decrease the risk of actual accidents occurring. Therefore, our employees are highly encouraged to report any form of risk observation, and the importance of reporting accidents, incidents, and risk observations, is continuously communicated on different levels throughout the organisation.

Only managers can see what their employees have reported. This system guarantees that our employees are fully protected from any form of corrective measures or reprisals as a consequence.

Each of our local management systems include steering policies and steering documents to ensure that employees work in a safe manner. This also includes local risk assessments that are the basis for existing and changed working methods.

The risk assessments are regularly controlled both in audits and by authorities and we update our local management systems whenever we encounter a new potential risk in our operations. Each manager is responsible for safeguarding the health and safety of each employee and our employees are always free to refrain from a potentially hazardous situation without any reprisals.

In the event of incidents in the business, we report to and cooperate with the relevant authorities and take necessary measures to prevent similar events from occurring again. Safety officers frequently conduct, at least once a year, but in some sites up to four times per year, systematic inspections of the sites to control and improve the health and safety environment for the employees. The systematic inspections are adapted to each different business and the safety officers are frequently trained in both risk awareness and equipment safety.

Electrical safety is implemented in our Safety First approach. Clear rules and guidelines, common routines and working methods regulate the work related to electrical safety in all of our 60 Swedish facilities. Every site has one designated person responsible for electrical safety who is in charge of ensuring compliance with the existing rules and regulations. A great support in our preventive work is our internally developed documentation, designed to ensure compliance with European electrical rules and regulations.

As part of our traffic safety policy, breathalysers are installed in vehicles, which minimise the risk of driving under the influence of alcohol.

The most common hazards in our workplace are slips, trips, falls, falls from heights, contact with sharp edges, and improper working positions. Within Ragn-Sells, hazards are defined and documented in instructions, identified locally after investigations, and subsequently reported centrally.

Creating an organisational safety culture is key to address and prevent these issues. Health and Safety is therefore part of our sustainability strategy.

We will continuously work with safety inspections at our sites to mitigate risks. A decision has also been taken by the Group Safety Board to, during 2022, develop a group-wide e-learning in risk awareness.

## 5.2.4 Employees' wellness and wellbeing

We promote our employees' wellness and wellbeing and seek to enable our employees access to a wide range of services with different occupational healthcare service providers and health-promoting workplace services. These include for example physicians, nurses, psychologists, and physiotherapists.

To reduce any negative physical burden on our employees, we continuously carry out trainings in ergonomics for both office and operational staff. We also provide a variety of equipment to optimise the workplace setting.

## 5.3 Competence development among employees

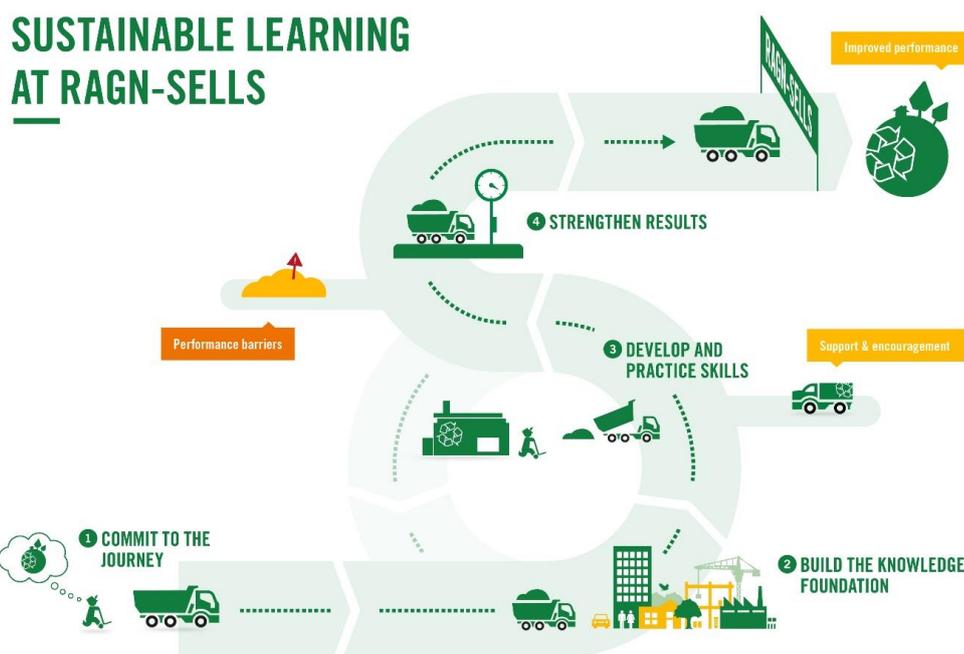
Many different professional groups work at Ragn-Sells – production staff, drivers, researchers, academics, salesmen, and administrators, among others. As they all play different, but equally important roles, we work actively with ensuring that the necessary skills are present in the many different occupational categories.

At Ragn-Sells there are great opportunities to pursue careers in many different areas. Our diverse competencies and backgrounds stimulate innovation, and competence development is strongly encouraged.

Ragn-Sells Academy is a group-wide initiative that provides learning opportunities for Ragn-Sells employees. It's designed to continue the development and growth of employees' skill sets, but also prepare the organisation for the challenges and opportunities of tomorrow. In 2021, the programme began actively incorporating a learning journey model for employee education.

### **A learning journey model that inspires commitment**

Ragn-Sells Academy adopted a learning journey model to overcome the shortcomings of more traditional education models, and all learning opportunities and initiatives are now based on this concept. In a learning journey-based initiative, whether upskilling or reskilling, a series of interactions and content are arranged to ingrain the new knowledge and skills into employee actions.



The “Sustainable learning at Ragn-Sells” illustration describes the process of Ragn-Sells Academy. In order to follow a clear learning journey, Ragn-Sells Academy develops templates for interactions and methods of support that help participants review results and effects, understand the business case, appreciate tasks critical to the operation, and retain the objectives of the coursework.



### Establishing a culture of learning

To lay the foundation of competencies and expertise necessary for future success, Ragn-Sells needs to enable its employees to develop their skills and grow professionally within the company. In 2021, Ragn-Sells Academy began actively incorporating a learning journey model for employee education. [Read more](#)

Connected to competence development is our 5C Leadership Framework, presented in the Management and Governance chapter. During the year, we have distributed information to all management groups, conducted a workshop for the Group management, and are currently working on developing a training for all leaders based on the 5C Leadership Framework.



Young Professionals is an initiative within the Ragn-Sells Academy, with the aim to secure future expertise in line with Ragn-Sells’ overall strategy. The 10 months programme targets recent graduates and offers both theoretical and practical help at the start of their professional careers. Each participant is assigned a mentor within the company with whom they have regular meetings during the first part of their employment. In parallel with the programme’s solid training package, the participants also take part in current projects in and around the operations. Last year, our three participants graduated from our Young Professionals Programme and continued to full-time roles as production engineers within Ragn-Sells Sweden.

### One year as a Young Professional at Ragn-Sells

The Ragn-Sells’ Young Professionals programme offers a rewarding, broad-based career start at the company. In June 2021, the programme ended for three young engineers who are now continuing to work full-time in their roles as Production Engineers at Ragn-Sells Sweden. [Read more](#)



## 5.4 Diversity, equity, and inclusion

### 5.4.1 Background

Diversity, equity, and inclusion, as well as valuing the differences of our employees is key to our leadership, innovation, and competitiveness. This is what brings us all together and this is what makes us a fair, collaborative, and thriving workplace. Diversity, equity, and inclusion at all levels in the Ragn-Sells Group is crucial for our success and competitive edge.

We strive to ensure an inclusive workplace where people can grow, perform well, and continuously develop. The past year, we have focused even harder on diversity and inclusion in order to build personal and organisational security and stimulate innovation.

#### Our diversity, equity, and inclusion believes':



\*) LGBT (lesbian, gay, bisexual, transgender)

**The culture in Ragn-Sells is fully collaborative and non-discriminative, where gender balance amongst company leaders is the norm.**  
(Sustainability goal #1)

Diversity, equity, and inclusion are integral parts of who we are and how we operate, and a natural element in our sustainability strategy. During 2021 we have taken several steps to integrate these values even further. This initiative of building a workplace as inclusive and as tolerant as possible, is a series of culture workshops where our employees can discuss questions and solutions regarding behaviour, equal opportunities, and non-discrimination. The programme was fully implemented in all units within the entire company during 2021.

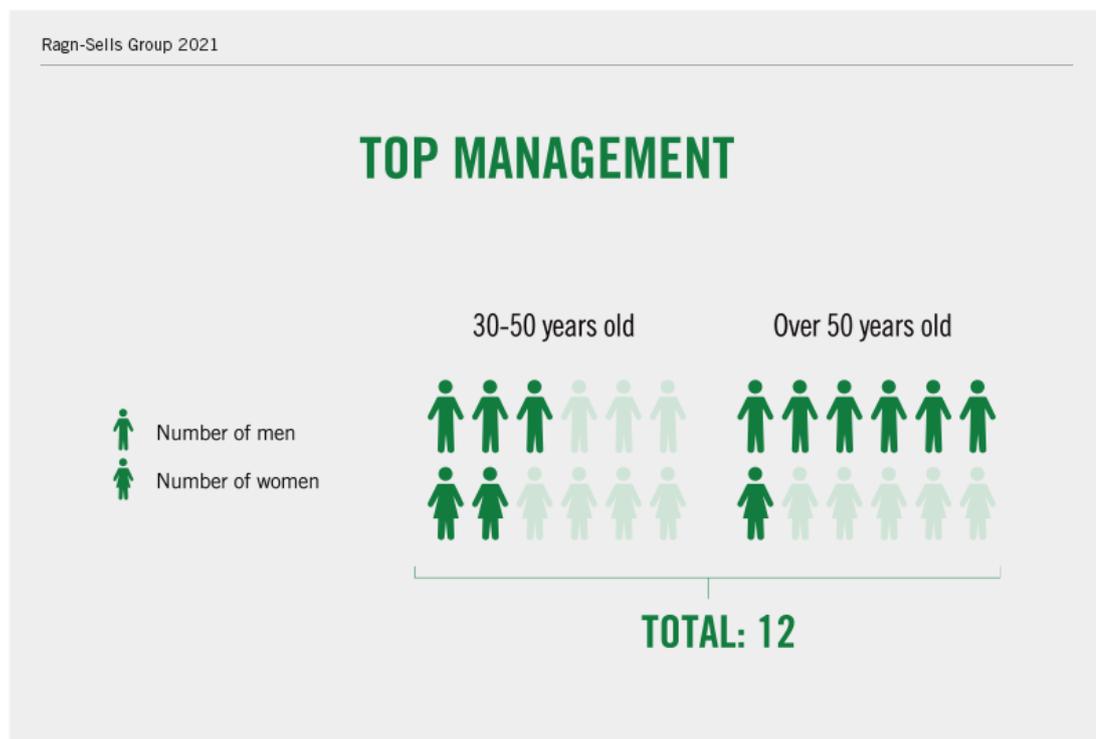


**A CEO that wants to make a difference**  
Kai Realo was named CEO of Ragn-Sells Estonia in August of 2021. She believes there are certain aspects that people see differently. “Having a mixed team is like having a rear-view mirror covering all the angles; you see different approaches to solving problems.” [Read more](#)

We believe diversity gives access to a wide variety of talents, skills, and experiences which helps provide insights into societies needs and motivations. From our point of view, diversity comes in all shapes and sizes, and we are committed to offering an inclusive workplace and a balance in the workforce at all levels and positions.

However, gender diversity is a key element in our work around equity since our industry has a history of male over-representation. Therefore, our objective is to achieve an even gender balance within the organisation. As a tool, we have developed a number of clear ambitions related to gender equality during 2021:

- At least 50% of all new leadership recruitments are to be female until 2030
- Wanted position 2025: Women in Profit & Loss leadership teams: 35%
- Women in Succession Planning: 40%
- Women in Leadership positions: 30%
- Wanted position 2030: 50/50 gender balance in all leadership positions and leadership functions



To meet our ambitions, we have several practices in place aimed at shaping a culture based on an understanding of how diversity can contribute to the business. This is an important element not least in our recruitment processes, that actively encourage female applicants. We are updating our recruitment policy to ensure that there are no obstacles or other challenges regarding female applicants, and no unconscious bias.

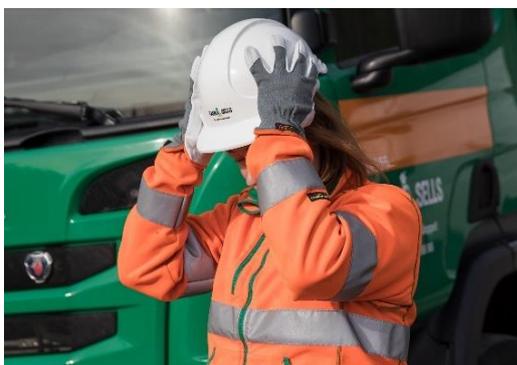


### Working towards gender equality and diversity

Ragn-Sells takes its commitment to gender diversity and equality seriously. By 2030 Ragn-Sells aims to have 50% women and 50% men in leadership roles within the company. And, as one member of the Ragn-Sells community explains, it's a goal critical to the company's future. [Read more](#)

### Developing diversity and inclusion as assets

Ragn-Sells views diversity and inclusion as vital resources. It aims for a diverse workforce at all levels and positions, including an even gender balance. But working in a traditionally male-dominated industry can make that challenging and thus all the more necessary. [Read more](#)



### Red lockers an important step towards gender equality

In the autumn of 2021, Ragn-Sells installed red lockers in 17 offices and plants in Sweden, Denmark, Norway, and Estonia. The idea of free menstrual care products in the workplace is fully in line with the Ragn-Sells' work on gender equality and inclusion. [Read more](#)

## 5.4.2 Commitments and policies

Ragn-Sells' Code of Conduct gives a clear message that the company is an equal opportunities employer, where discrimination and violence, bullying, threats, abuse, or harassment are not tolerated. An e-learning in our Code of Conduct is available for all employees.

All employees have the same rights, opportunities, and obligations regardless of gender, ethnicity, cultural background, and age. Not managing issues of diversity, equal opportunities and discrimination creates high risk. Non-compliance could affect Ragn-Sells' employees, the work environment, and therefore the entire organisation negatively.

It could also result in Ragn-Sells breaking basic principles and laws in national legislation in the countries where Ragn-Sells operates.

To increase diversity, daily practices must ensure that there are no internal barriers or discrimination with regards to equal opportunities, for example in recruitment, training, or promotion. To anchor Ragn-Sells' approach to non-discrimination throughout the organisation, efforts are made to increase awareness of diversity and equality issues with managers and employees. These issues are therefore an important part of the leadership training and value-based work.

To ensure that all Ragn-Sells employees complies with the Code of Conduct, the following activities are performed:

- All new employees conduct training in Ragn-Sells Code of Conduct.
- When recruiting, always ensure advertising and interviews provide equal opportunities.
- Review salaries annually to ensure fair wages; salaries are set based on role and responsibility.
- Whistleblower function for employees to report negative conditions.
- Conduct employee surveys bi-annually, where employees are asked to give feedback on work environment related topics.

**Read more about Ragn-Sells sustainability work related to the chapter  
*People and Culture:***

[A CEO that wants to make a difference](#)

[Developing diversity and inclusion as assets](#)

[Establishing a culture of learning](#)

[From 1 to 40 properties in 15 years](#)

[Green workflow](#)

[He will run a unique plant](#)

[One year as a Young Professional at Ragn-Sells](#)

[Red lockers an important step towards gender equality](#)

[Strengthening and shaping a system-wide culture of safety](#)

[They prevent ill health and accidents](#)

[Working towards gender equality and diversity](#)

## 6 Responsible relations

### 6.1 Introduction

In this chapter, we discuss our engagement within our supply chain as well as our collaboration with a diversity of actors to drive sustainable development in line with the Agenda 2030 and to reach the goals set in the Paris Agreement. Partnerships and cooperation are key to transform our linear economy towards a circular society. Our engagement with other industry players, political representatives, and business leaders also stimulates technological progress, innovation, and other ambitious initiatives. We work hard to secure a sustainable supply chain and we always strive to go beyond compliance.

The following ambitions keep guiding us towards sustainable business conduct and responsible supply chain by 2030.

- Through collaboration and partnerships with our business partners and society we deploy world leading, refined, value-creating circular solutions.
- The depositing of our downstream material on the world market is monitored and audited in a transparent and compliant manner and is the norm in society.
- At least 50% of all our procurement is sourced from recycled resources.

### 6.2 Responsible supply chain

Ragn-Sells has an extensive value chain including suppliers, business partners, and customers. In fact, we work with a large number of actors across the entire value chain. Also, we often play a crucial role in other actors' value chains both as a customer and a supplier. This creates additional demands on us to act as a responsible business partner in all our operations and in everything we do.

*“A risk is that you don't have control over the supply chain, which can trigger a change in society's view of a private actors' capability to recycle residual products.”*

*“People might be in danger when considering the whole value chain.”*

*“We expect Ragn-Sells and the material recycling industries to work with the entire chain rather than only general material recycling systems.”*

## 6.2.1 Identifying and managing downstream and upstream risks

Identifying and being fully aware of any risks, both downstream and upstream in our value chain, is the first step to ensure a responsible supply chain. In our downstream activities, both locally and globally, involvement with other actors can involve risks, such as non-compliance and deviations from environmental, social, and economic laws and regulations. In the upstream, risks include poor working conditions for entrepreneurs, hired transporters, and workers at the sites of our suppliers and customers.

The Ragn-Sells Business Partner Code of Conduct (CoC) lays the foundation for risk mitigation and management and stipulates our continuous efforts for a sustainable value chain. This Business Partner CoC sets out the basic requirements we place on our suppliers in terms of their responsibility to their stakeholders, and covers topics such as legal compliance, business ethics, human rights and labour rights, environment, and export of waste.

Most of Ragn-Sells' procurement relate to transport performed by subcontractors (hired transporters), vehicles and equipment for the operational plants, as well as fuel. Through the Business Partner CoC, we work to harmonise our procurement processes in terms of requirements on suppliers and subcontractors and their follow-up. The Business Partner CoC also guides us in minimising the above-mentioned risks through self-assessments, audits, and site visits. We also require our subcontractors to provide valid permits, tax certifications, and other required documents to ensure performance according to applicable legislation.

Furthermore, all of our suppliers must have an approved agreement, and undergo and sign a supplier assessment, which includes screening against criteria related to environment, quality, safety, and GDPR.

When entering a partnership, the Ragn-Sells contract manager regularly monitors any deviations and incoming complaints and assesses the level of severity from the perspective of environment, health and safety, and potential effect on the customer. Deviations and complaints are also reported to the Ragn-Sells sustainability department, which follows up depending on the specific situation and circumstances.

Upstream business partners conduct self-assessments. Based on these they are grouped into risk categories. If there are any signals of non-fulfilment of contracts or the Business Partner CoC, the supplier is audited. In 2021, five critical upstream suppliers were audited, of which none resulted in terminated relationships. During 2022, we will continue performing audits at high-risk suppliers.

During 2021, we also conducted audits of downstream business partners based on risk assessments covering geographical area, material and treatment type, and customer-specific details. The actions performed to reduce risks within the value chain were also applied to the actors used to transport the materials to the waste receivers. A critical part of the audit is to decide if any corrective actions are needed such as price adjustments, penalties, or early termination of agreements. During 2021, six of our critical downstream customers were audited, of which none resulted in terminated relationships.

## 6.2.2 Material brought back to society

Bringing material back to the society is at the core of our operations. We sell collected material to recycling facilities or to intermediaries that deliver material for recycling.

Ragn-Sells operates on the global market and sells to actors such as paper mills and plastic or metal industries, who utilise the materials in their production processes. Other customers include energy companies who use waste products to produce electricity and district heating.

Our customers operate primarily in Scandinavia and Northern Europe, but a smaller number are located in Asia. As part of the selling process, Ragn-Sells Recyclables unit monitor compliance with the requirements in the Business Partner CoC, for example by providing internal trainings and performing audits.

Since 2019 Ragn-Sells has used the EcoVadis platform, designed to manage and communicate the company's sustainability performance with ratings on four themes: environment, labour and human rights, ethics, and sustainable procurement, including details of relevant strengths and improvement areas. In 2021 Ragn-Sells achieved the bronze level in the EcoVadis rating system after an independent survey by EcoVadis, which assess and rates companies CSR work.

The independent research company EcoVadis evaluates, rates and ranks companies that work with sustainability worldwide. The method used is based on international CSR standards such as GRI (Global Reporting Initiative), UN Global Compact and ISO 26000.

## 6.3 Driving public debate

### 6.3.1 Background

Taking part in the public debate is an important part of our approach to sustainability, even though it's not a material topic. We sometimes describe ourselves as an activist company, strongly advocating for more ambitious regulation around circular waste management systems in various forums. Political spheres, industry initiatives, and media platforms are examples of where and how we engage to get our message out.

The climate needs more circular material flows. This is the core message in all our public engagements. During the year we have taken part in several forums on various levels. A new and exciting engagement is a collaboration with We Don't Have Time – a movement and a tech start-up that leverages the power of social media to hold leaders and companies accountable for climate change. During the climate week in New York 2021, We Don't Have Time organised one of the world's largest virtual climate conferences [“Exponential Climate Action Summit - Circularity and the Race to Zero”](#) where Ragn-Sells was the main sponsor. These kinds of events provide us with an opportunity of reaching out to a completely new group of stakeholders and introducing them to our vision, values, and solutions for a circular society. It also provides a significant opportunity for us to keep our ear to the ground and listen to stakeholder needs and expectations, and staying informed about the latest, most progressive initiatives brought forward by other industry players.

### 6.3.2 Political presence

Taking part of political discussions and regulatory development is important for us to advance the circular agenda. The United Nations COP26 climate summit in November was a crucial forum for Ragn-Sells to be part of. During the conference, several Ragn-Sells representatives participated, with the aim to influence and inspire the world's policymakers to make it easier and more profitable for more companies to use recycled materials, and how circular material flows are needed to fulfil the ambitions set in the Paris agreement. This engagement was part of Business Sweden's *Pioneer the possible* programme that has the ambition to export innovations that will support a fossil free future. We also recorded daily reports from inside COP26 along with a summary of the entire conference, to spread the message to an even broader audience. [Read more about Ragn-Sells participation at COP26.](#)

Another important political forum in 2021 was the 69th Session of the Commission Promoting Circular Economy and Sustainable Use of Natural Resources in the UNECE Region, that took place in April 2021. Pär Larshans, Director of Sustainability & Public Affairs at Ragn-Sells, was invited to speak at the conference. His message was clear;



The two-day meeting had the mission to unite 56 nations to set voluntary circular ambitions. Ragn-Sells highlighted how wastewater treatment plants in today's linear economy can become resource plants in a circular economy. Being invited as the sole representative for the business sector, this signals Ragn-Sells' position as an industry-leading player; a position we will work hard to keep and advance even further within the years to come.

**Read more about Ragn-Sells sustainability work related to the chapter  
*Responsible relations:***

[Creating demand through circular procurement](#)  
[Environmental services in a changing world](#)  
[From Wastewater Treatment Plants to Resource Plants](#)  
[Nordic collaboration for sustainable agriculture](#)  
[Recycled quota crucial for critical raw materials like phosphorous](#)  
[Takeaways with Lars Lindén](#)  
[The climate needs more circular material flows](#)  
[Wastewater and climate change - new episode of circular table talk](#)

**Links to some key press releases 2021:**

[Ragn-Sells brings climate solutions to COP26](#)  
[Meeting with Energy Commissioner Ms. Kadri Simson](#)  
[EasyMining partners with Alfa Laval](#)  
[Ragn-Sells partner with We Don't Have Time to drive circular change](#)  
[Hitachi Zosen Inova expands the market for EasyMining's unique Ash2Salt solution](#)  
[Introduce a quota for recycled nutrients in fertilisers](#)  
[Ragn-Sells live today on UNTV, UNECE 69th Commissions meeting](#)  
[Ragn-Sells one of Sweden's Best Managed Companies 2021](#)

## 7 About the report

This material references the GRI Disclosures presented in our GRI Index. The report is a compilation of the Ragn-Sells Group activities and efforts related to environmental, social, and economic sustainability.

The report constitutes Ragn-Sells Group's statutory sustainability report according to the Swedish Annual Accounts Act (ÅRL Chapter 6). In accordance with the directive, Ragn-Sells Group has chosen to present the statutory sustainability report separate from the legal annual report.

A description of Ragn-Sells Group's work and results regarding environmental, social and employee matters, respect for human rights, and anti-corruption are described continuously throughout the report. Sustainability risks are described in the Risk management chapter as well as continuously throughout the report for each material topic if risks have been identified for the specific topic.

This report has been audited by an independent authorised public accountant. The report is presented annually, and previous report was published in April 22, 2021. Ragn-Sells Group follow an annual reporting cycle for sustainability reporting. The period covered in this report is 2021-01-01 to 2021-12-31 and covers entities included in Ragn-Sells Group.

For further information regarding the report and the Ragn-Sells Group's sustainability work, please contact:

Pär Larshans, Head of Sustainability & Public Affairs, [par.larshans@ragnsells.com](mailto:par.larshans@ragnsells.com)

## 8 GRI Index

This sustainability report summarises Ragn-Sells sustainability work in 2021 and is the fifth to be reported according to Global Reporting Initiatives (GRI) standards. The report is presented annually, and the previous report was published on 22 April 2021.

This material references the GRI Disclosures presented in our GRI Index. The report has been audited by an independent authorised public accountant.

General disclosure			
Disclosure	Name of disclosure	Comments	Chapter
102-1	Name of the organisation		This is Ragn-Sells
102-2	Activities, brands, product, and services		This is Ragn-Sells
102-3	Location of headquarters		Väderholmens Gård, 191 36 Sollentuna, Sweden
102-4	Location of operations		This is Ragn-Sells
102-5	Ownership and legal form		The Ragn-Sells Group
102-6	Markets served		This is Ragn-Sells
102-7	Scale of the organisation		This is Ragn-Sells
102-8	Information on employees and other workers		Employee information
102-9	Supply chain		Responsible supply chain
102-10	Significant changes to the organisation and its supply chain	No significant changes to the organisation and its supply chain	
102-11	Precautionary Principle or approach		Environmental protection and biodiversity
102-12	External initiatives		Driving public debate
102-13	Membership of associations		Governance structure
102-14	Statement from senior decision-maker		CEO words
102-16	Values, principles, standards, and norms of behaviour		Our approach to Sustainability, Management, and Governance
102-18	Governance structure		Governance structure
102-40	List of stakeholder groups		Stakeholder dialogues 2021

102-41	Collective bargaining agreements		Employee information
102-42	Identifying and selecting stakeholders		Stakeholder dialogues 2021
102-43	Approach to stakeholder engagement		Stakeholder dialogues 2021
102-44	Key topics and concerns raised		Stakeholder dialogues 2021
102-45	Entities included in the consolidated financial statements		About the report
102-46	Defining report content and topic boundaries		Material topics and GRI index
102-47	List of material topics		Material topics
102-48	Restatements of information	None	
102-49	Changes in reporting	This year's report is inspired by GRI since all our updated material topics have not yet been assigned respective KPI's.	
102-50	Reporting period	Calendar year	About the report
102-51	Date of most recent report	Ragn-Sells Sustainability Report 2020 was published on April 22, 2021	About the report
102-52	Reporting cycle		About the report
102-53	Contact point for questions regarding the report		About the report
102-54	Claims of reporting in accordance with the GRI Standards		About the report
102-55	GRI content index		GRI-index
102-56	External assurance		About the report and GRI index

Compliance				
GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>GRI 307 Environmental Compliance (2016)</b>	103-1 103-2 103-3	Explanation, management, and evaluation	Topic boundary: The entire value chain	Compliance
	307-1	Non-compliance with environmental laws and regulations		Responsible supply chain
<b>GRI 419 Socioeconomic Compliance (2016)</b>	103-1 103-2 103-3	Explanation, management, and evaluation	Topic boundary: The entire value chain	Compliance
	419-1	Non-compliance with socio-economic laws and regulations		Responsible supply chain

	Own disclosure	Number of cases of misconduct reported through the whistleblowing system and disciplinary actions taken		Compliance
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Responsible supply chain				
GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>Responsible supply chain</b>	103-1 103-2 103-3	Explanation, management, and evaluation	Topic boundary: The entire value chain	Responsible supply chain
	Own disclosure	Total share of critical suppliers assessed through audits		Responsible supply chain
	Own disclosure	Number of contracts with critical suppliers/customers reviewed by audit were terminated		Responsible supply chain

Emissions and climate impact				
GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>305 Emissions (2016)</b>	103-1 103-2 103-3	Explanation, management, and evaluation	Topic boundary: within the organisation and the society at large	Climate & Environment
	305-1	Direct (Scope 1) GHG emissions		Climate and emissions
	305-2	Energy indirect (Scope 2) GHG emissions		Climate and emissions

Health and Safety				
GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>403 Occupational health and safety (2018)</b>	103-1 103-2 103-3	Explanation, management, and evaluation	Topic boundary: Ragn-Sells own employees and entrepreneurs	Health and Safety
	403-1	Occupational health and safety management system		Health and Safety
	403-2	Hazard identification, risk assessment, and incident investigation		Health and Safety
	403-3	Occupational health services		Health and Safety
	403-4	Employee participation, consultation, and communication on occupational health and safety		Health and Safety

	403-5	Employee training on occupational health and safety		Health and Safety
	403-6	Employee training on occupational health and safety		Health and Safety
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Health and Safety
	403-8	Employees covered by an occupational health and safety management system	Omissions are being made due to lack of data. Our ambition is to improve our data collection for our countries of operation during next year.	Health and Safety

Diversity, equity, and inclusion				
GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>405 Diversity and Equal Opportunity (2016)</b>	103-1	Explanation, management, and evaluation		Diversity, equity, and inclusion
	103-2			
	103-3			
<b>406 Non-discrimination (2016)</b>	103-1	Explanation, management, and evaluation	Topic boundary: Own employees	Compliance
	103-2			
	103-3			
	406-1	Incidents of discrimination and corrective actions taken		Compliance

Competence development among employees				
GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>404 Training and Education (2016)</b>	103-1	Explanation, management, and evaluation	Topic boundary: within the organisation and the society at large	Competence development among employees
	103-2			
	103-3			
	404-2	Programs for upgrading employee skills and transition assistance programmes		Competence development among employees

Financial results and growth				
GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>201 Economic performance (2016)</b>	103-1	Explanation, management, and evaluation	Topic boundary: Within the organisation	Financial results and growth
	103-2			
	103-3			
	201-1	Direct economic value generated and distributed		Financial results and growth

<b>Business ethics and anti-corruption</b>
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GRI Standard	Disclosure	Name of disclosure	Comment	Chapter
<b>205 Anti-corruption (2016)</b>	103-1 103-2 103-3	Explanation, management, and evaluation	Topic boundary: within the organisation and the society at large	Compliance and Risk management
	205-3	Confirmed incidents of corruption and actions taken		Compliance and Risk management