



# SUSTAINABILITY REPORT 2019

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Ragn-Sells Group

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## Company & Strategy

### CEO words – Circularity is critical to reach a sustainable future

2019 has been a year that sticks out in the history of Ragn-Sells. We have put circularity on top of the agenda throughout the company. We have decided upon a 2030 vision where the main goal for Ragn-Sells is to become climate positive through innovative circular solutions that both detoxify and recycle back critical resources to society. We have also introduced a new leadership model where Communication, Collaboration, Commitment, Compliance and Competence are addressed as key components on how we should lead and act to achieve our 2030 vision.

Scientific evidence from 2019 proves that by introducing circular solutions in society almost 50% of carbon emissions will be eliminated. It is therefore critical to recover and recycle already extracted resources and to close material loops in order to even have the slightest chance of reaching the Paris agreement. Our message is clear; It can be done! However, society and policymakers need to support with circular policies, circular procurement practices and taxes that promote and stimulate circularity. Is it possible to recycle everything? No, not without treatment, not unless unwanted substances are taken out, and furthermore, we must understand the importance of allowing large scale recycling.

#### What achievements from 2019 am I most proud of?

All the investigating, planning and preparation work that has laid the foundation for the Ragn-Sells board decision in early 2020, to approve our largest investment ever in Ragn-Sells. In total, more than 50 MEUR will be invested in a new plant for the treatment of fly ash from waste-to-energy processes using the Ash2@Salt technology. We have also been able to set the circular agenda in all our markets, where the interest and awareness from both national, European and global policymakers is increasing for our circular solutions.

We know that we are on the right track. That's why we became especially happy and proud when our innovation to extract nitrogen out of wastewater received the Swedish award "Innovation of the year", and that our colleague, Dr Yariv Cohen, was honoured with the "Chemist of the year" award in Sweden.

#### What I hope for in the next 10 years?

I am convinced that Ragn-Sells sustainability ambitions will in 2030 have contributed to both detoxifying and recycling back critical resources to society, that we as a company have reduced our carbon emissions and become climate positive, and finally, that we are perceived as a role model with a leadership based on collaboration!

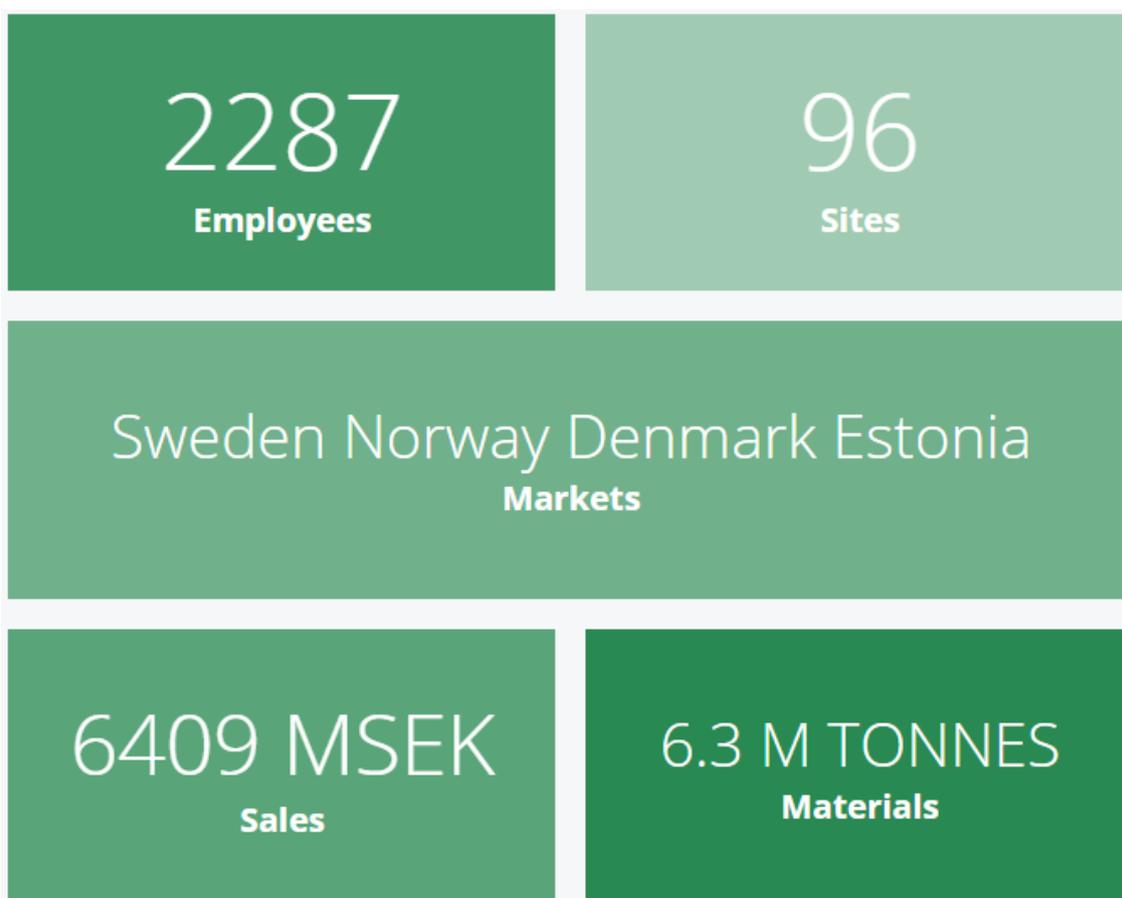
Lars Lindén  
CEO Ragn-Sells Group

## This is Ragn-Sells

Ragn-Sells is a privately held corporate group, operating companies in four countries. Since 1966, we've been involved in waste management, environmental services and recycling. We collect, treat and recycle waste and residual products from businesses, organisations and households.

*"To be living proof that caring for the earth and business go hand in hand"*

That is our sustainability story in one sentence, as well as our company vision. We are a family owned third generation company, originating from 1881. Every generation since has kept a vision of a sustainable society at the heart of developing the company. And as cornerstones all actions should be based on Simplicity, Drive, Accountability and a Holistic view.





## Our business is contributing to society

Today's transformation from a linear to a circular economy means that contemporary business models may not exist in the future. Therefore, Ragn-Sells has decided to drive sustainable change as a thought-leader through partnerships with society as well as with existing and future business partners.

Ragn-Sells has identified three basic principles to guide the development of our business. These principles are symbolised with the three overlapping circles each representing a key criteria for us in making decisions on where to invest in the future.



We believe that our model for developing circular solutions, where resources are used over and over again, needs to live up to:

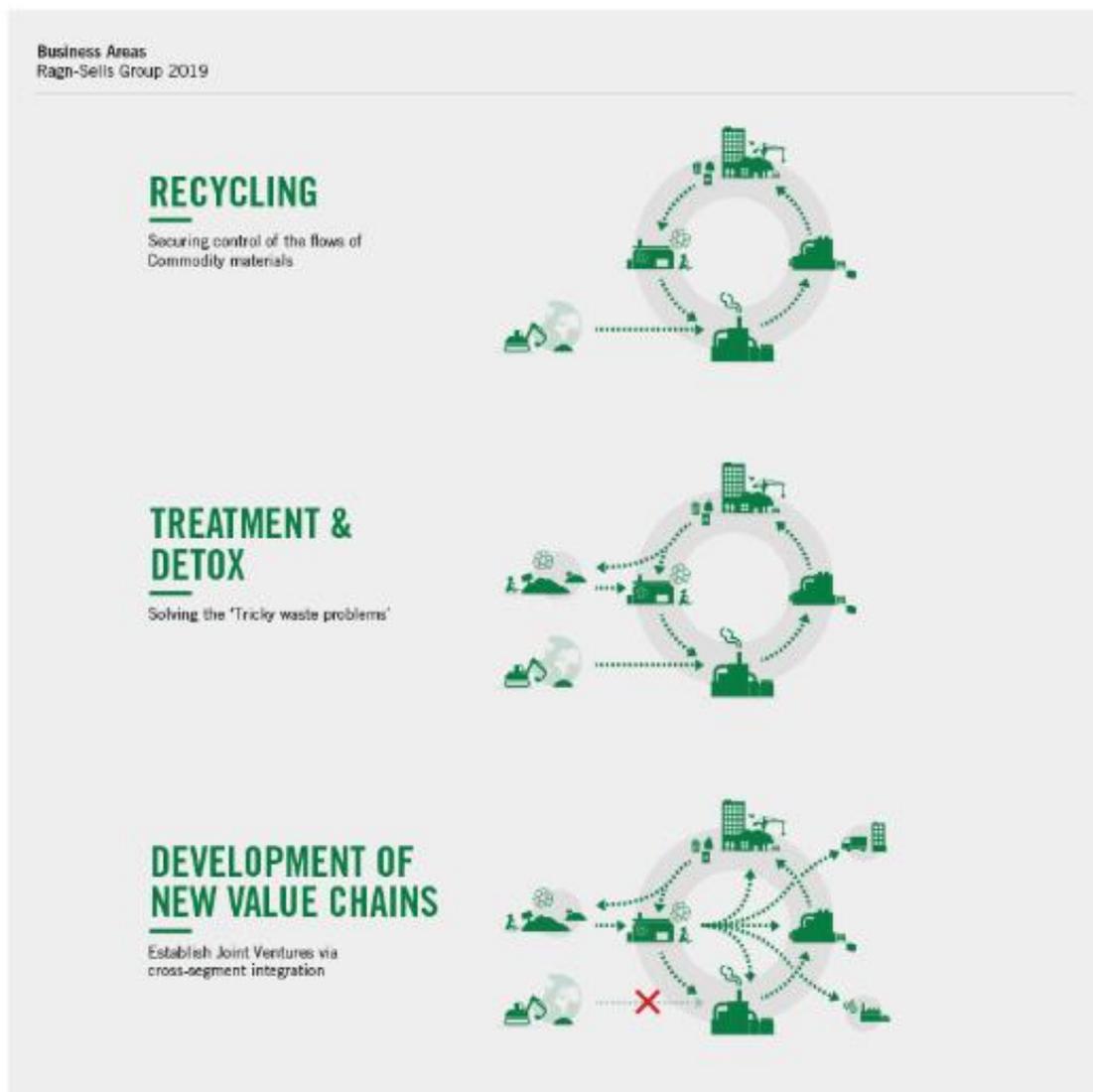
- De facto reduce the need to use virgin resources.
- Decontaminate circular flows.
- No debts or obstacles pushed to future generations.

The aim is to find business opportunities where all three principles are met. We are convinced that these principles must be the guideline in order to create a functioning global market where circular resources contribute to reducing the risk of global warming and do not cause harm to future generations.



## Business areas

Ragn-Sells Group is organised into three business areas; Recycling, Treatment & Detox and New Value Chains.



### Business area: Recycling

Recycling collects and recycles waste in order to bring the recycled materials back into new processes. Our key role is to collect the right materials, combine them with similar materials and ensure the quality of the outcoming materials according to the receiving customers' expectations. We also see increased requirements from authorities, pushing the market in this direction. We welcome this transition and intend to meet the new challenges by constantly aiming to work smarter and to utilise vehicles and facilities better, always with the customer in focus.

### **Business area: Treatment & Detox**

Some waste streams require a more complex treatment method, and the treated material might not be harmless enough to recirculate back into society. Ragn-Sells' mission is to decontaminate these materials and to prevent the toxins from re-entering the material loop. Ashes and contaminated soils are examples of waste types managed by our business area Treatment & Detox. With extensive experience and knowledge within the field combined with a constant effort to find new, innovative solutions, we strive to continuously improve the management of these waste streams. Ragn-Sells' safe landfills are either used for final disposal or as temporary storage for materials, also known as material banks, that could be used in the future when Ragn-Sells, with the help of innovative solutions, finds new ways to treat and use them.

### **Business area: New Value Chain**

Ragn-Sells strive to establish joint ventures via cross-segment integrations, implementing new ways of working and techniques to recycle waste to resources. Using waste to replace virgin resources provides enormous opportunities to reduce carbon footprint. Realizing this, in practice is however difficult for any industry on its own – no industry can solve this itself.

## **About the report**

Ragn-Sells Group presents its third sustainability report prepared in accordance with GRI Standards: Core option. The report is a compilation of Ragn-Sells Group's 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 topic.

This report has been audited by an independent authorized public accountant. The report is presented annually and the latest report was published in 3 April, 2019. Ragn-Sells Group follows an annual reporting cycle for sustainability reporting. The period covered in this report is 1 January 2019 to 31 December 2019, and covers entities included in Ragn-Sells Group.



For further information regarding the report and Ragn-Sells Groups' Sustainability work, please contact Pär Larshans, Head of Sustainability & Public Affairs [par.larshans@ragnsells.com](mailto:par.larshans@ragnsells.com)  
For information about our business operations and previous sustainability report, visit our website [www.ragnsells.com](http://www.ragnsells.com)

## **Sustainability strategy**

Ragn-Sells long term sustainability strategy supports the Sustainable Development Goals and Agenda 2030. We have identified four focus areas that will guide Ragn-Sells towards a sustainable and responsible business in 2030.

Read also about our [sustainability management](#) and [governance](#) of Ragn-Sells.

## Ragn-Sells four focus areas:



Collaboration and compliance in combination with value-based business principles is the key enabler to a circular world.

In everything we do, our aim to create value; for nature, people, and for our own business. We are proud of our products and services that turn waste into treasures. Our value creation is made possible by improving, innovating and reinventing ourselves. On this exciting journey, collaboration is key.

- Our Go to Market model is fully operational where value-based business principles permeates everything we do.



Our competent employees will support our quest to transform society into circularity.

Ragn-Sells' competent employees are our most important asset and will support our quest to transform society into a circular economy. Their work enables us to be a driving force for sustainable business development.

- Our work safety is industry leading and we are perceived as a role model.
- The culture in Ragn-Sells is fully collaborative and non-discriminative, where gender balance amongst company leaders is the norm.
- Employee competence around circularity is a driving force to develop business partners and inspire society.



Changing the mindset in society from waste to resource is fundamental in making the world climate positive.

Through our operations, we have both a positive and negative impact on the environment. Our conviction is that waste is a resource and working both upstream and downstream is a prerequisite in creating circular material flows and to maximize the value of resources

- The established waste hierarchy has been replaced by a resource principle that focuses on securing the availability of circular resources.
- Our landfills have developed into material banks.
- Ragn-Sells has reduced the CO<sub>2</sub>e footprint from our operations and facilities in line with, or better than, the Paris agreement.



Partnerships and cooperation with others are crucial to transform our linear economy to a circular society.

Our engagement with other industry players, political representatives and business leaders is of great importance to us. It stimulates technological progress, innovation and ambitious initiatives that put us in the forefront of the movement of circular development.

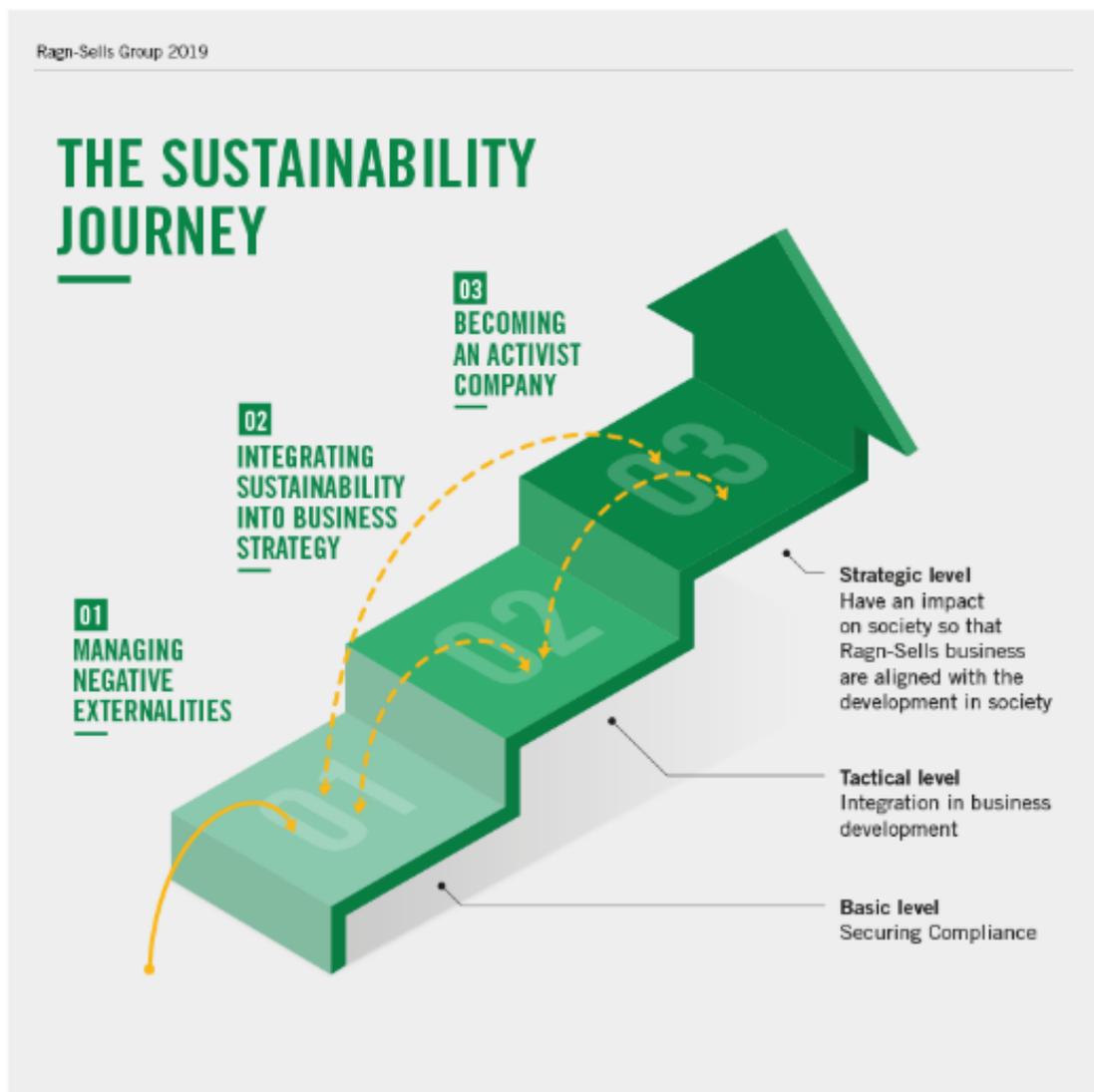
- Through collaboration and partnerships with our business partners and society we deploy world leading, refined, value-creating circular solutions.
- The depositing of our downstream material on the world market is monitored and audited in a transparent and compliant manner and is the norm in society.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

## Sustainability management

Our sustainability journey includes activities on a local, tactical and strategic level. On a local level, we ensure compliance with environmental, social and ethical aspects through our cross-group compliance management program. During 2019, we have also continued the implementation of our internal initiative “Safety first”, which promotes a safe working environment, healthy workers and equal treatment of our employees.

On a tactical level, we integrate the basic compliance mechanisms into our daily operations by setting goals and targets with clear evaluation processes. We also require that all employees have agreed with our internal Code of Conduct.

On a strategic level, we strive to be an active voice in the public debate about circular economy. Our arguments for a more ambitious legal framework promoting circular economy illustrates our strategic position where we strive to go beyond compliance.



## Governance

To harmonise and benefit from our size, we have established Group Functions to coordinate our sustainability ambitions across the country borders. Each group function is responsible for the actualization and implementation of their own strategic targets and goals in relation to each specific significant topic.

In order to coordinate the governance of Ragn-Sells there is a cross group organization in both Group Functions and Function Domains. Sustainability is part of the SCR&PA (Sustainability Corporate Responsibility & Public Affairs) group function. Reporting regarding sustainability performance is done on a monthly basis to the Executive Leadership Team (ELT) and on a quarterly basis to RSFAB (Group Board). Our sustainability department is headed by our

Sustainability and Public Affairs Manager, who has the general responsibility to overview the Group's overall sustainability performance.

The economic planning is done through the group strategy, respective business planning, and budgeting. Steering and follow-up is performed in our business units through specific KPIs 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)  
ETRA (European Tyre Recycling)  
ERFO (European Recovery Fuel Organisation)  
FEAD (European Federation of Waste Management)  
SIWI (Stockholm International Water Institute)  
EuRIC (European Recycling Industries)  
ÅI (The Swedish Recycling Industries' Association)  
ICC (International Chamber of Commerce)

### **Certifications**

Sweden: ISO 45001 Occupational health and safety, ISO 9001 Quality management and ISO 14001 Environmental management.

Norway: ISO 45001 Occupational health and safety, ISO 9001 Quality management, ISO 14001 Environmental management and 26000 Social Responsibility.

Estonia: ISO 45001 Occupational health and safety, ISO 9001 Quality management and ISO 14001 Environmental management.

Denmark: ISO 9001 Quality management and ISO 14001 Environmental management, and soon also in ISO 45001 Occupational health and safety.



## Ragn-Sells' materiality analysis

To identify what areas and topics Ragn-Sells should particularly focus on in our sustainability efforts, we conduct materiality analysis involving our key stakeholders on a regular basis. This approach aims to identify potential critical economic, environmental, and social impacts that Ragn-Sells might have and/or issues that substantially influence stakeholders' decisions.

### Stakeholder survey

The most recent materiality analysis was conducted in spring 2019 and resulted in an updated list of material topics. A survey asking our stakeholders which topics they deem as important for Ragn-Sells to focus on was sent to 370 recipients out of which we received 61 complete answers.

The low response rate can probably be explained by the fact that we did not reach the right respondent role within the stakeholder group and that some respondents quit before all questions were answered. Respondents are found among our owners, employees and external stakeholders representing the following groups: customers, suppliers, politicians and representatives from governmental organisations. Many of the topics identified as important in our previous survey in 2017 remains important for our stakeholders also in 2019 years survey.

### Survey result

The result of the survey was compiled and analysed, and formed the foundation for an internal discussion where Ragn-Sells' impact on the identified topics from a value chain perspective were analysed. Ragn-Sells' potential impacts, both negative and positive, combined with our stakeholders' views, form the result of our materiality analysis.

In order to focus on the issues that are of greatest importance to our stakeholder and where Ragn Sells' has the greatest impact, the number of material topics has decreased compared with previous years. In practice this means that some of the topics has been merged to categories and some topics will still be managed but are not deemed as material.

The below listed nine (9) material topics are the basis of Ragn-Sells' four focus areas; *Value creation & Innovation, People & Culture, Climate & Environment, and Responsible Relations.*

- Economic performance
- Customer focus
- Climate impact
- Responsibility in the value chain
- Innovation
- Diversity, equal opportunities and non-discrimination
- Compliance with laws and regulations
- Health and safety
- Competence and personal development

## Stakeholder engagement

Cooperation and effective dialogue with our stakeholders make up the basis for us to be able to meet their needs and their expectations on us and our business. Our prioritized interest groups are the ones assessed to have the greatest influence and/or be most affected by our operations.

During the spring of 2019, we conducted stakeholder dialogues with these groups, which include customers, owners, employees, local communities, politicians, sub-contractors and suppliers. This was done through a survey sent out to 370 recipients out of which we received 61 complete answers.

The low response rate can probably be explained by the fact that we did not reach the right respondent role within the stakeholder group and that some respondents quit the survey before all questions were answered. In below section, you can read more about how we communicate with our stakeholders, and the opinions of each group.

Our stakeholder dialogues conducted during 2019 resulted in an updated materiality analysis. The input we received from our important stakeholders forms the foundation of our sustainability focus areas.

### Ragn-Sells prioritized stakeholder groups:

#### Customers

Our customers have daily contact with our operating staff, drivers and customer's account managers. We also provide digital meeting spots on our customer portal and website and conduct customer surveys on a regular 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 UN Sustainable Development Goals and strategic partnerships.

#### Owners

We conduct a dialogue with our owners at Board meetings and through financial reporting. Owners' expectations include a stable and predictable business which provides customer benefits and care for the environment.

#### Employees

Communication with our employees is executed through our managers, who are continuously providing them with information and feedback. Employees can ask their manager questions and make suggestions for improvement, which each manager communicates further up to a higher management level. Internal communication channels are used throughout our entire organisation, such as our intranet, local information screens, education activities, employee handbooks and portals for payroll and benefits. The site managers also inform employees about the latest updates quarterly via site meetings and when possible web broadcasts. Lastly, employee satisfaction surveys and employee appraisals are executed regularly.

Highly valued topics for our employees are; a safe and responsible employer with good working conditions, a safe healthy and inclusive work environment and opportunities for professional development. Inspiring, motivating leaders and good communication are also important issues

for our employees, as well as the possibility to affect decisions and operations. Long-term stable growth with good profitability was also raised as an important issue in the survey.

### **Local communities**

We keep a close dialogue with local stakeholders, not least to make sure that we are managing complaints from operations in a correct manner. Topics of importance for this group includes reduction of Ragn-Sells' environmental impact and the operations' impact on local communities. Clear local information is also valuable for this stakeholder group.

### **Politicians**

A continuous dialogue with politicians is conducted through key persons at Ragn-Sells, such as our CEO, Head of Sustainability & Public Affairs and Environmental Manager, and we are actively discussing topics important for the success of our business through various networks. There is a political desire and expectation on Ragn-Sells to act as a world-class environmental company that actively contributes to developing methods that leads to a circular economy, including participation in the dialogue regarding Agenda 2030 and achieving the Sustainable Development Goals.

### **Suppliers and sub-contractors**

When contracting a new supplier or sub-contractor, they are required to complete our supplier questionnaire. We also keep a regular dialogue with our suppliers and sub-contractors through status meetings. This group's priorities include well-communicated requirements and expectations when contracts are signed.

### **Partners**

We keep daily, weekly or, at least, monthly contact with our partners where we exchange information and are transparent about our challenges. The key topic raised among our partners is for us to achieve sustainable change together through our partnerships.

## **Risk management**

Ragn-Sells' risks related to sustainability naturally differ between our material sustainability topics and throughout our value chain. A detailed description of the risks and how these are managed within the organisation is found chapter-by-chapter for each material topic throughout the report. This section is an attempt to clarify our overall framework for risk prevention and legal compliance at the Group level.

Our risks are managed in a systematic, transparent and preventive way. Our overall Compliance Programme stipulates this process, with concrete actions being transferred and implemented by the department in charge of the material topic connected to the risk. During 2019, our work to ensure compliance has been enhanced. With clearly identified risks, our preventative work is now more tangible. Our updated Supplier Code of Conduct is such an example. Parallel to this, we have also intensified our work to ensure compliance in the areas Environmental, Health & Safety and Business Ethics.

Our Code of Conduct and Supplier Code of Conduct lay the foundation for our compliance management, along with national and international legislation. We also use our public voice to push for a more comprehensive legal framework that promotes ambitious actions to accelerate

the circular economy. Such an example was our participation in COP25, where we emphasised the role of circular economy in order to reach the 1.5° degree target.

We learn from incidents and from each other. Through our management systems, the reported incidents are being taken care of in respective area. Ragn-Sells' Compliance Policy clearly outlines that we follow the Code of Conduct and work systematically and preventively regarding risks related to compliance. In the Ragn-Sells Group we follow the Code of Conduct, work systematically and preventively regarding risks related to compliance. We learn from incidents and from each other.

## Compliance Programme

Ragn-Sells' operational risks are managed through our compliance programme. The programme is the result of an overall risk analysis conducted during 2017 and highlights our most significant risks and how to deal with these on a general level. This instrument serves to provide our owners with information and understanding about our risks and the tools we apply for risk prevention. Ragn-Sells' sustainability management is responsible for the process of legal compliance, while every separate department owns the responsibility of their own implementation and actualisation. This includes our internal operations as well as all daily contact concerning actors upstream and downstream in our value chain.

## Risk Overview

### ENVIRONMENT

Our most prominent risks include environmental damage which can have a severe negative impact on the local environment in which we operate. These risks include unethical waste management downstream in our value chain and violations of permits, licenses and terms related to environmental aspects. They also include emissions to soil and water in waste treatment plants, local impact in environmental terms of noise, dust and odour from waste treatment and/or transports. In relation to climate change, our highest emissions of greenhouse gases come from Ragn-Sells' landfill operations.

### Risk management

- All companies in the Group apply the precautionary principle and comply with applicable licenses and environmental legislation. Legal requirements are continuously monitored.
- Ragn-Sells in Norway, Sweden, Estonia, and Denmark are ISO 14001 certified and continuously work to improve the environmental impact, including legal compliance audits.
- Energy activity mapping and other energy measures such as transport planning, energy-saving projects, reduced idling and switching to renewable fuels, are performed continuously.
- We keep a close dialogue with authorities, and continuously develop processes for self-monitoring and training for our operations which require a permit.
- We include local stakeholders in managing complaints from operations.
- Our Supplier Code of Conduct offers a systematized evaluation process of our downstream partners.
- For external entrepreneurs, supplier assessments are carried out. Internal audits are regularly conducted to ensure compliance with routines.

### **WORKING CONDITIONS IN OUR VALUE CHAIN**

Our risks throughout our value chain include poor working conditions, especially for hired transporters and entrepreneurs working at Ragn-Sells sites. Non-compliance with regulations regarding working conditions may result in unethical working conditions downstream, especially in high-risk countries.

#### **Risk management**

- When entering a new partnership, we make sure all necessary permits and certifications are in place and regulate decent working conditions through the signing of our Supplier Code of Conduct.
- For our contracted drivers, we perform safety rounds on the subcontractors' vehicles to control rest and driving time. A car handbook has also been prepared containing several routines for how the work is to be performed.
- We regularly conduct self-assessments and perform audits and site visits to our partners.

### **HEALTH AND SAFETY**

Risk related to health and safety include accidents inhouse and in outsourced processes. Examples of such incidents are fall accidents and crushing injuries when using vehicles and technical equipment.

#### **Risk management**

- Our internal initiative "Safety First" measures the relation between reported risk observations with the number of incidents per accident. We have also developed an app to facilitate the reporting process of accidents.
- We carry out systematic work with health and safety, i.e. risk assessments and employee surveys.
- We work to guarantee 100% electrical safety in our business.
- Ragn-Sells in Norway, Sweden, Estonia and Denmark are ISO 45001 certified.
- Our Supplier Code of Conduct regulates safe working conditions in our outsourced processes.

## **SOCIAL AND HUMAN RIGHTS**

Not managing issues covering diversity, equal opportunities and discrimination is a high risk. Non-compliance could affect Ragn-Sells' employees, the work environment and the entire organisation negatively. It could also result in Ragn-Sells breaking basic principles and laws in national legislation in the countries in which Ragn-Sells operates.

### **Risk management:**

- Our Code of Conduct is our main compliance instrument to ensure that social and human rights are met throughout our entire operations.
- Respect for human rights is also managed internally through our "Safety First" initiative, which focuses on diversity, equal opportunities and non-discrimination.

## **BUSINESS ETHICS AND ANTI-CORRUPTION**

We are committed to conducting our business and pursuing its interests in a legal and ethical manner. With a complex value chain, a broad perspective on business ethics is required. In our upstream operations, our own employees may pose a risk to Ragn-Sells in the event that they have come into contact with unethical business situations and agreements. Downstream, the main risks include bribes and unethical business deals in order to negotiate a lower price. Reputational risk is connected to all of the above.

### **Risk management**

- Our Group Business Ethics Directive including policies and internal requirements within the risk areas.
- Our Group Business Directive are available in Ragn-Sells working languages.
- Upholding and promoting ethical business standards is stated in our Code of Conduct.
- Training in business ethics on all management levels

## **GRI index**

This sustainability report summarises Ragn-Sells sustainability work in 2019 and is the third to be reported according to Global Reporting Initiatives (GRI) Standards. The report is presented annually and the latest report was published in April 2019.

This report has been prepared according to GRI Standards: Core option, and has been audited by an independent authorised public accountant.

**GRI 102: General disclosure**

No. of disclosure	Disclosure	Comment	URL(s)
102-1	Name of the organisation		Ragn-Sells Group
102-2	Activities, brands, products, and services		<a href="#">This is Ragn-Sells</a>
102-3	Location of headquarters		Väderholmens Gård, 191 36 Sollentuna, Sweden
102-4	Location of operations		<a href="#">This is Ragn-Sells</a>
102-5	Ownership and legal form		<a href="#">The Ragn-Sells Group</a>
102-6	Markets served		<a href="#">This is Ragn-Sells</a>

102-7	Scale of the organisation		<a href="#">This is Ragn-Sells</a>
102-8	Information on employees and other workers		<a href="#">We care for our employees</a>
102-9	Supply chain		<a href="#">Responsibility in our value chain</a>
102-10	Significant changes to the organisation and its supply chain	None	
102-11	Precautionary principle or approach		<a href="#">We take responsibility for the environment</a>
102-12	External initiatives		<a href="#">Sustainability strategy</a>
102-13	Membership of associations		<a href="#">Sustainability strategy</a>

102-14	Statement from senior decision-maker		<a href="#">CEO-words</a>
102-16	Values, principles, standards, and norms of behaviour		<a href="#">People and Culture</a>
102-18	Governance structure		<a href="#">Sustainability strategy</a>
102-40	List of stakeholder groups		<a href="#">Our stakeholders</a>
102-42	Identifying and selecting stakeholders		<a href="#">Our stakeholders</a>
102-43	Approach to stakeholder engagement		<a href="#">Our stakeholders</a>

102-44	Key topics and concerns raised		<a href="#">Our stakeholders</a>
102-45	Entities included in the consolidated financial statements		<a href="#">The Ragn-Sells Group</a>
102-46	Defining report content and topic boundaries		<a href="#">Materiality analysis</a>
102-47	List of material topics		<a href="#">Materiality analysis</a>
102-48	Restatements of information	None	<a href="#">Materiality analysis</a>
102-49	Changes in reporting		<a href="#">Materiality analysis</a>

102-50	Reporting period		The report concerns the fiscal year 2019.
102-51	Date of most recent report		Previous report was signed 3 April, 2018.
102-52	Reporting cycle		Annual
102-53	Contact point for questions regarding the report		<a href="#">About the report</a>
102-54	Claims of reporting in accordance with the GRI Standards		This report has been prepared according to GRI Standards: Core option
102-55	GRI content index		<a href="#">GRI index</a>

102-56	External assurance		<a href="#">About the report</a>
<b>Material topic: Economic performance</b> <b>GRI Standard 201 Economic Performance (2016)</b>			
No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: within the organisation	<a href="#">Sustainable finance</a>
201-1	Direct economic value generated and distributed	Omission: 201-1 a.ii  Reason for omission: not applicable	<a href="#">Sustainable finance</a>

**Material topic: Innovation (own topic)**

No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: within the organisation and in society at large	<a href="#">Innovation</a>
	Number of ideas that have been processed by the R&D committee on a yearly basis		<a href="#">Innovation</a>
	Number of large-scale, ongoing projects		<a href="#">Innovation</a>

**Material topic: Customer focus (own topic)**

No. of disclosure	Disclosure	Comment	URL(s)

103-1, 103-2, 103-3	Management approach	Topic boundary: customers	<a href="#">Customer focus</a>
	Results from customer surveys		<a href="#">Customer focus</a>
<b>Material topic: Compliance with laws and regulations                  GRI 307 Environmental Compliance (2016)</b>			
No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: the entire value chain	<a href="#">Climate and environment/Compliance</a>
307-1	Non-compliance with environmental laws and regulations		<a href="#">Climate and environment/Compliance</a>

**Material topic: Compliance with laws and regulations  
 GRI 419 Socioeconomic Compliance (2016)**

No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: the entire value chain	<a href="#">We care for our employees</a>
419-1	Non-compliance with socio-economic laws and regulations.		<a href="#">People and culture/compliance</a>
<i>Own disclosure</i>	Number of cases of misconduct reported through the whistleblowing system and disciplinary actions taken	None	<a href="#">Business ethics</a>

**Material topic: Responsibility within the value chain (own topic)**

No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: the entire value chain	<a href="#">Responsibility in our value chain</a>
	Total share of critical and relevant suppliers have signed and follows Supplier Code of Conduct (%)		<a href="#">Responsibility in our value chain</a>
	Total share of critical and relevant suppliers followed up with a risk assessment and/or self-assessment		<a href="#">Responsibility in our value chain</a>
	Total share of critical suppliers assessed through audits		<a href="#">Responsibility in our value chain</a>

	Number of contracts with critical suppliers/customers reviewed by audit were terminated		<a href="#">Responsibility in our value chain</a>
<b>Material topics: Health and safety</b> <b>403 Occupational health and safety (2016)</b>			
No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: Ragn-Sells own employees and entrepreneurs	<a href="#">Health and safety</a>
403-2	Types of injury and rates of injury, diseases, lost days and absenteeism, and number of work-related fatalities		<a href="#">Health and safety</a>

**Material topic: Diversity, equal opportunities and non-discrimination**  
**405 Diversity and Equal Opportunity (2016)**

No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: Ragn-Sells' own employees	<a href="#">We care for our employees</a>
405-1	Diversity of governance and employees	Omission: 405-1 b.ii Reason for omission: not applicable	<a href="#">We care for our employees</a>

**Material topic: Diversity, equal opportunities and non-discrimination**  
**406 Non-discrimination (2016)**

No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: Ragn-Sells'	<a href="#">We care for our employees</a>

		own employees	
406-1	Incidents of discrimination and corrective actions taken		<a href="#">People and culture/Compliance</a>
<b>Material topic: Climate impact                  305 Emissions (2016)</b>			
No. of disclosure	Disclosure	Comment	URL(s)
103-1, 103-2, 103-3	Management approach	Topic boundary: within the organisation and the society at large	<a href="#">Climate and environment</a>
305-1	Direct (Scope 1) GHG emissions		<a href="#">We take responsibility for the environment</a>
305-2	Energy indirect (Scope 2) GHG emissions		<a href="#">We take responsibility for the environment</a>

## Value creation and innovation

This section is an overview of how we work internally and with others to keep develop smart, innovative solutions that creates monetary value and takes good care of everything nature has to offer.

Collaboration and compliance in combination with value-based business principles is the key enabler to a circular world. In everything we do, our aim is to create value; for nature, people, and for our own business. We are proud of our products and services that turn waste into treasures. Our value creation is made possible by improving, innovating and reinventing ourselves. On this exciting journey, collaboration is key.

Ragn-Sells long term strategy supports the Sustainable Development Goals and Agenda 2030. The following ambition guide Ragn-Sells towards a sustainable and responsible business in 2030.

- Our Go to Market model is fully operational where value-based business principles permeates everything we do.

## Sustainable finance

Our business strategy builds on the idea of recycling waste back to material resources. In this circular economy, sustainable financial management becomes a crucial component. We believe that our economic performance must take ecological limits into consideration, and that our financial performance rests on the very idea of preserving a healthy planet. In short, sustainable finance for Ragn-Sells indicates that economic profit goes hand in hand with a balanced ecosystem.



During the late part of 2019, we saw a lot of interesting progress aimed at promoting sustainable financial flows. One prominent development was the political agreement adopted by the European Parliament for a green EU classification system. Circular economy is one of the six defined objects included in this framework. We warmly welcome this initiative 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 continue to develop our business in line with our strategy.

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

In 2019, Ragn-Sells' turnover was 6,409 MSEK, which indicates an increase of 206 MSEK, compared to 2018. Out of our total economic profit of 131 MSEK we divided 15 MSEK to our owners. In the table below, we display a complete list of our 2019 economic results.

Financially, 2019 has been yet another good year for Ragn-Sells' markets with high volumes of material going into the treatment facilities. According to plan, we continued our journey towards a more sustainable future in 2020.

DIRECT ECONOMIC VALUE GENERATED (MSEK)	
Revenues	6,409
Net investments	23
Sum of direct economic value generated	6,432
DISTRIBUTED ECONOMIC VALUE	
Employees	-1,551
Suppliers and public sector*	-4,689

Sum of distributed value	-6,240
Profit from associated company	24
Operating profit	217
Providers of capital	-42
Accounted taxes	-43
Profit	131
Dividend to owners	-15

Table showing: Direct economic value generated and distributed by Ragn-Sells Group 2019 (MSEK).  
 \*Including duty rates such as waste tax, oil tax, electricity tax etc.

## Customer focus

Ragn-Sells supports thousands of customers with their waste management each year. Some customers need Ragn-Sells only occasionally, others are reliant on us 24 hours a day, all year round. To many customers, the services we provide are critical for their production process, which puts great demand on Ragn-Sells to have the skills and resources to meet customers' needs.

Ragn-Sells' mission is to minimise, take care of and convert waste to resources, regardless if it is traditional household waste, used oil from auto repair shops or residues from the paper- and pulp industry. By making customers and waste deliverers aware of what type and amount of waste they handle, we can have a positive impact and challenge our customers to improve their recycling.

Additionally, we have a dialogue with our customers regarding possible ways to re-use or recycle their residual products in order to find the more resource efficient way. Apart from taking care of the future's resources, Ragn-Sells is also able to handle material from other sectors, as contaminated soils, inert masses and fly and bottom ashes.

Customer surveys are a way to ensure that Ragn-Sells delivers service which meet the customers' expectation. These surveys can also be an important tool in the process of defining jointly activities with our customers. The majority of Ragn-Sells' operations perform

customer surveys yearly. The methods used to evaluate customer satisfaction vary throughout the Group.

### **Transitioning into a circular economy – reThink™**

In order to aid the transition to a circular economy, Ragn-Sells launched its new Resource Efficiency certificate, reThink™, in 2019. The initiative helps Ragn-Sells' customers to become more energy efficient by allowing customers to map their waste management and ultimately make their waste management more efficient. Through the mapping that we do together with our customers, we get an understanding of their needs and challenges. We also share our knowledge about what opportunities there are for more futureproof solutions.

### **Ragn-Sells and the Sustainable Development Goals**

Ragn-Sells sees a direct impact on four of the Sustainable Development Goals (SDGs) through our business model and core business: Industry, Innovation and Infrastructure (SDG 9), Responsible Consumption and Production (SDG 12), Climate Action (SDG 13) and Partnerships for the Goals (SDG 17).

This connection is made as our portfolio reduces impact on natural resource use in production and consumption, as well as assures a secure handling of hazardous waste.

In a broader perspective, Ragn-Sells' has an impact on all 17 SDGs but in some cases indirect rather than a direct impact. For example, #Ålskarestad, a unique initiative that shows that organisations that shares similar goals and visions, can contribute to a more sustainable city (SDG 7, 11, 13, 17 and 12). Ragn-Sells invests in a number of innovation companies that drive the development of cutting-edge technology to convert waste into resources. Two examples of this are techniques that enable the extraction of phosphorus from sewage sludge (Ash2Phos) and commercial salts from fly ash (Ash2Salt). These initiatives all contributes to SDG 2, 6, 9 and 13.

## **Innovation**

Ragn-Sells works systematically with innovations – both in order to improve daily operations as well as to find the waste management solutions of the future.

Waste is a valuable resource and is not the final destination for the consumption of goods and services. It is with that conviction that we work to develop, implement and improve circularity where waste becomes new resources that are continuously re-used – everything to avoid depleting earth's resources.

EasyMining is Ragn-Sells innovation company that works with developing processes that will turn waste into commercially valuable products, from lab tests to largescale. Over the years, EasyMining has been involved in developing several processes that are now patented. One of them is Ash2Salt, where commercial salts are recovered from fly ash. Another one is Ash2Phos where phosphorus is recovered. EasyMining works closely with several collaborative partners.



## Research, development and collaboration

We develop our resource-focused circular process in close cooperation with universities and colleges, foundations, together with our customers and other social actors. We actively look for and develop new collaborations through industrial symbiosis. Our facilities provide good opportunities to develop and test new methods and solutions in practice, making us an attractive partner for research and development.

With the vision to support the establishment of Ragn-Sells as a market leader and trusted partner regarding innovation and business adaptation for recycling, detox, and new value chains, Ragn-Sells established a Research and Development (R&D) committee in 2019. The mission of the committee is to drive the development of new products, processes and services in an effective and sustainable manner. Development can be done in several ways – anything from buying companies to appointing a PhD candidate to a certain research mission. Representatives from our business areas and the Group CIO forms the committee and has the overall responsibility to function as the harbour for strategic larger long term group projects, act as a gate for public funded projects where Ragn-Sells is involved and gather and distribute knowledge and skills to experts in separate fields within the Group. By combining our resources within the Group we will enable capability for managing larger projects than what each unit by itself could manage.

This year has been a successful year in terms of innovations. During 2019, Ragn Sells R&D committee processed more than 30 ideas and currently Ragn-Sells has seven large ongoing projects relating to innovation. A slight increase compared to last year, when corresponding numbers were 24 and five.

## Our research projects and patented processes

### **RE-Fertilize – An important breakthrough for circular nitrogen recovery**

The objective of Ragn-Sells and EasyMinings' project RE-Fertilize is to develop a patented circular method for recovering nitrogen from sewage water and allowing it to be used again as agricultural fertilizer.

Every time we use the toilet, nitrogen is created as a result. Today, wastewater treatment plants remove the nitrogen from the sewage water using bacteria. By using this technique, the nitrogen simply goes right back into the atmosphere. In order to produce new nitrogen, which one of the key nutrients in commercial fertilizers, an energy-intensive method has to be applied. As such, the water and wastewater sector have for a long time sought to find solutions for recovering nitrogen from wastewater.

In 2019, Ragn-Sells' was granted 1.8 million Euros from the EU's LIFE innovation funding program, allowing us to develop the method and eventually offer it to Swedish wastewater treatment plants. Our new method allows the nitrogen to be recovered directly at the plant which would generate both large energy savings and a substantial reduction of emissions, such as the powerful greenhouse gas nitrous oxide (N<sub>2</sub>O).

### **Ash2Salt**

The Ash2Salt process is based on two preceding steps: a first stage of ash washing and metal cleaning and a second stage of separation of dissolved salts in the wash solution.

Fly ash is washed with water in the first step, removing washed ash (residual sand), leachate containing salt and a small amount of metals. Metals are removed with sulphides from the leachate, with the liquid with the dissolved salts subsequently continuing for salt separation. Step two entails a salt separation process and production of commercial salts, CaCl<sub>2</sub> (solution), NaCl and KCl takes place in an energy efficient process step. In addition, purified water from the salt separation process is recirculated to the first step.

### **Ash2Phos**

The Ash2Phos process is a wet chemical process which recovers clean commercial phosphorus products.

In addition to phosphorus, the Ash2Phos process can recover precipitation chemicals and remove heavy metals. Ash2Phos thus reduces the need for virgin resources. The process consists of several successive chemical reactions undertaken at room temperature and atmospheric pressure. The mass balance of the process is favourable, with all input chemicals becoming part of the products. The Ash2Phos process consists of three steps: an initial acid step, a secondary basic step where intermediate products are produced and finally a conversion step where intermediates are processed into final products.

## People and Culture

This section describes how Ragn-Sells work to ensure an inclusive workplace where people can grow, perform well and feel safe – a prerequisite to retain, attract and develop competence.

Our competent employees will support our quest to transform society into circularity. Ragn-Sells' competent employees are our most important asset and will support our quest to transform society into a circular economy. Their work enables us to be a driving force for sustainable business development.

Ragn-Sells long term strategy supports the Sustainable Development Goals and Agenda 2030. The following ambitions guide Ragn-Sells towards a sustainable and responsible business 2030.

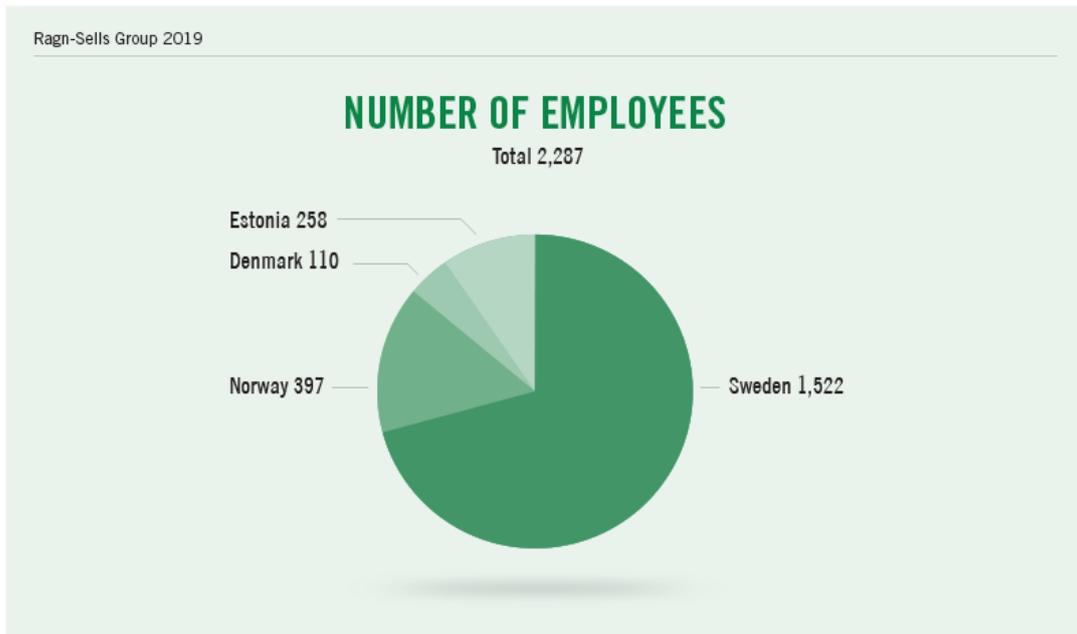
- Our work safety is industry leading and we are perceived as a role model.
- The culture in Ragn-Sells is fully collaborative and non-discriminative, where gender balance amongst company leaders is the norm.
- Employee competence around circularity is a driving force to develop business partners and inspire society.

### We care for our employees

Our employees are at the heart of our business and also fulfil important societal functions in the work they do. 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.

#### Employee information

In 2019, Ragn-Sells Group had 2287 employees in total (i.e. total No. of employees including part-time employees) of which 78% were men and 22% were women. The majority of the employees (58%) were working in Sweden.



In Ragn-Sells Sweden, Recyclables, Ragn-Sellsföretagen and Tyre Recycling, all employees are covered by collective bargaining agreements. In Estonia, no employees are covered by collective bargaining agreements and in Norway and Denmark the percentages that are covered are 57% and 64%, respectively.

## Ragn-Sells as an employer

As an employer, Ragn-Sells wants to offer a safe workplace where employees feel comfortable, perform well and develop. We value participation and diversity in an inclusive work environment. At Ragn-Sells there are great opportunities to pursue careers in many different areas.

Ragn-Sells annual employee survey provides us with information on employee satisfaction in four main areas; Engagement, Leadership, Organisational capabilities and Goals & Strategy. According to Ragn-Sells' employees, sustainability, understanding of the Code of Conduct and health and safety procedures have gained importance in the organisation during 2019.

In Ragn-Sells' annual employee survey 2019, the following statements regarding positive development were made:

"During the past year my team has discussed what sustainability means for us and our work."

"I understand what Ragn-Sells Code of Conduct means to me in my daily work."

"My colleagues always follow the health and safety procedures in our daily work."



Ragn-Sells is like any other company faced with managing continuous change. In order to succeed with all the changes, we support a culture that engages employees.

## The 5C's leadership model

When it comes to social sustainability, Ragn-Sells focuses on creating trust that will enable us to be a driving force for sustainable business development. Over the years, Ragn-Sells' culture and values have developed and are still developing. Leadership in a transforming market is about inventing new ways of working, changing behaviours and understanding what is important and how this affects our corporate culture. In order to succeed with all the changes we are facing, we need a culture that engages employees.

During 2019, we have developed a new culture and leadership model, called the 5C's. The model is the starting point of a cultural journey for Ragn-Sells. It guides the company and our leaders in how to act and engages employees in the shift towards circularity. Our values – simplicity, accountability, holistic view and drive – are the cornerstones of this work, and the model builds upon these.

The 5C's program emphasises the willingness to **Collaborate**, a skill that is crucial in creating circularity. In our daily operations, we need to be **Compliant** with regulations so that we can be trustworthy as a circular economy transformation partner to our customers, partners and other stakeholders. With the appropriate **Competence**, we can support our customers in their circularity journey. We do this by caring for our employees, ensuring a safe work environment, diversity, equal opportunities and non-discrimination, and by continuously developing their circularity skills. By setting clear and measurable goals for each employee, we inspire people to be **Committed**. Finally, we are increasing our ability to **Communicate**, allowing everybody, inside and outside Ragn-Sells, to contribute to our goal of developing a sustainable future.

### **Communication**

We communicate. 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.

### **Commitment**

We are committed to Ragn-Sells and are loyal to decisions that are taken. We strive to continuously improve as individuals and as an organisation.

### **Compliance**

Ragn-Sells is a company that cares and takes responsibility. We are compliant and follow the laws, regulations, standards, policies and guidelines, as well as ethical practices that apply. Compliance is an ongoing process that sets expectations for our behaviour, helps us to stay focused and work through operational excellence.

### **Competence**

We develop through our work and we are responsible for continuously developing our competencies. When we develop, Ragn-Sells develops.

### **Competence development**

To keep our competitive advantage in a transforming market, it is key for Ragn-Sells to retain and develop our employees, as well as to attract competence. Therefore, we have a whole department that works exclusively with education. Ragn-Sells Academy is our own competence centre that works with education and skills development for our employees. Here, among other things, we offer training courses in handling hazardous waste (ADR) and Certificate of Profession Competence (CPC) focusing on safety on the road, as well as the leadership training programs Responsible Cooperation and Step Up. Additionally, we develop e-learnings on the Group level.

## Introduction of new employees

All new employees are to conduct an web-based introduction training before their employment begins. The introduction describes Ragn-Sells as a company, our values, business areas and operations. At the website for the introduction, all employees can also find information about what benefits and insurances we offer and the rights of Ragn-Sells' employees. Ragn-Sells management system manage the routines for the introduction of new employees, including check lists of what introduction the manager is to conduct with new employees.

## Circular economy training

Spreading knowledge about circular economy is crucial to fulfil the ambitions of Ragn-Sells long-term strategy. Through our digital training in circular economy, our employees gain in-depth knowledge and concrete expertise in the field, as well as an understanding of the connection to the UN Sustainable Development Goals. The training is available to all employees, but is primarily aimed at our sales people who in turn can develop the cooperation with our customers.



## Diversity and inclusion

Ragn-Sells is convinced that the company's diversity is an asset, as diversity gives access to a wide variety of talents, skills and experiences, which helps provide insights into society's needs and motivations. From our point of view, diversity comes in all shapes and sizes and we are committed to offering an inclusive workplace. Therefore, diversity and equality are an integral part of who we are and how we operate.

Our ambition is to have a balance in the workforce at all levels and positions, and the objective is to achieve an even gender balance within the organisation. Gender equality is also about creating an inclusive culture and we are all responsible for inclusion; it starts with you!



During 2019, Ragn-Sells made minor updates in our Code of Conduct. As part of the re-launch of the Code of Conduct, we developed a new e-learning available for all employees. 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.

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 Ragn-Sells 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 annually, where employees are specifically asked to give feedback on these topics.



### Code of Ragn-Sells

Through the annual employee satisfaction surveys, Ragn-Sells gets feedback on its employees' perception of the topics. Previous 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. From Ragn-Sells point of view, this is unacceptable.

Therefore, Ragn-Sells has begun a long-term, comprehensive work to become a workplace as inclusive and tolerant as possible. The initiative is called Code of Ragn-Sells, and consists of a series of workshops where our employees can discuss questions and solutions regarding behaviour, equal opportunities and non-discrimination in groups. The programme shall be implemented in all units within the entire company during 2020.

Through our work, we contribute to the UN Sustainable Development Goals (SDGs), for example SDG4 on Quality Education, SDG5 on Gender Equality and SDG10 on Reduced Inequalities.



### #mittragnsells and Instatakeover

To create participation and professional pride, we encourage our employees to share their important work at Ragn-Sells on social media with the hashtag #mittragnsells. In 2019, we continue the initiative Insta-takeover, where our employees take turns taking care of Ragn-Sells' Instagram account for a week to offer insight into the company's daily operations.



### Ragn-Sells Christmas heroes

We tribute our colleagues who make a difference, who ensure that important social functions and community services work. All year round, every day and whatever time of day. In December we followed some of Ragn-Sells employees in their daily working lives. We call them Christmas heroes.

## Health and safety

Ragn-Sells' highest priority is to safeguard the health of employees, entrepreneurs, customers and the public. There are potential risks related to health and safety in a wide range of the company's processes and operations, for employees as well as customers and contractors. Additionally, the use of vehicles and machines on public roads pose potential risks for third parties.

### Preventive work

Ragn-Sells works systematically to minimise risks and prevent work-related accidents. Safety First is a key phrase that permeates Ragn-Sells' internal work methods and covers all employees. We continuously improve preventive risk management and the reporting of risk situations and non-conformities.

A high number of reports of risk observations and incidents decreases the risk of actual accidents. To achieve a safer work environment and reduce the number of accidents, Ragn-Sells therefore works actively on communication and information regarding the importance of reporting accidents, incidents and risk observations. To facilitate the reporting of safety discrepancies in the workplace, Ragn-Sells use an application where employees easily can report risks, incidents and accidents, which has successfully increased safety awareness.

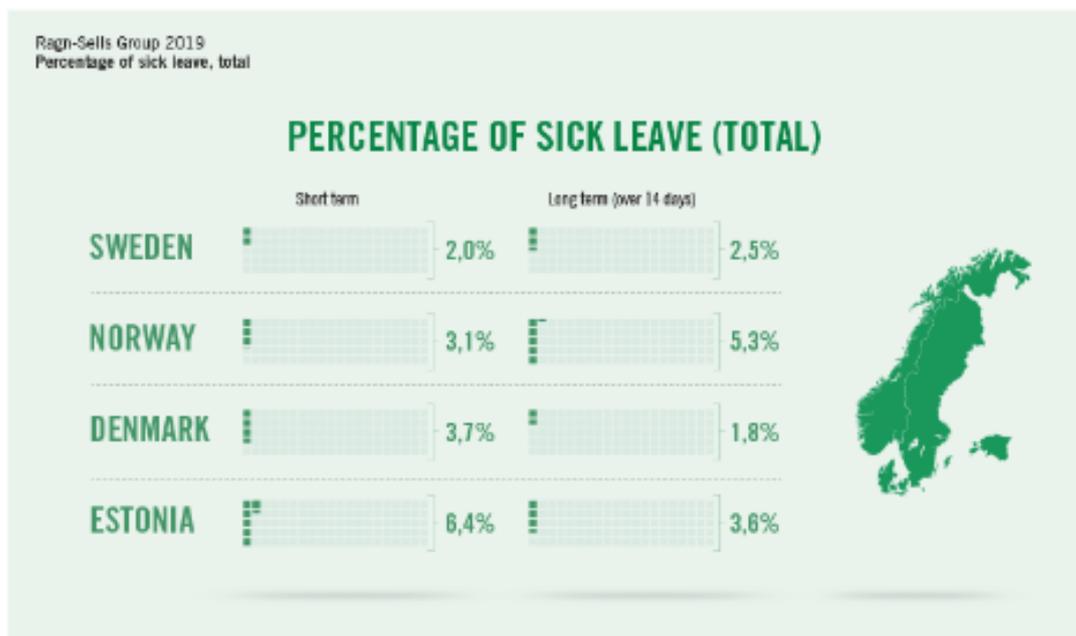


In 2019, Ragn-Sells operations in Norway implemented an incident management system, ImproveRS, to streamline the reporting of accidents and incidents, and to work more effectively with corrective measures. In 2020, the remaining countries in which Ragn-Sells operates in will implement the system.

Furthermore, safety officers conduct regular and systematic inspections at our sites, to control and improve the safety of employees. As part of our traffic safety policy, breathalysers are installed in vehicles, which minimise the risk of driving under the influence of alcohol. In order to

reduce the negative physical burden on our staff, we continuously carry out trainings in ergonomics for both officials and production staff.

Health and safety issues are managed locally within the different companies in the Ragn-Sells Group. In Sweden, these issues are heavily regulated by the government. 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 companies. All operations are governed by a certified management system. [Read more here.](#)



## Business Ethics

Ragn-Sells Group is committed to conducting its business and pursuing its interests in a legal and ethical manner. With businesses in many countries and a wide range of processes, services and products, a broad perspective on business ethics is required.

Business ethics is an essential part of the Ragn-Sells' Code of Conduct, where it is stated that the company insists on honesty, integrity and fairness and is committed to upholding and promoting the highest ethical business standards in all aspects of the business. Ragn-Sells shall comply with all applicable anti-trust and competition legislation. Corruption and bribes are taken seriously and are not tolerated.

The topic has been addressed by management on a Group level through the adoption of a common Business Ethics Directive, which outlines the Group's position regarding corruption and bribes, conflicts of interest and competition law. In 2019, the directive has been translated to Ragn-Sells working languages; Swedish, Danish, Norwegian, and Estonian. The management teams, ELT and GLT, have conducted training in the Business Ethics Directive and it has been

presented to all business areas. The Directive is communicated to Ragn-Sells employees via the intranet.

During 2019, no confirmed incidents of corruption were reported (2018: no cases). There were no confirmed incidents of employees being dismissed or disciplined for corruption and no confirmed incidents leading to the termination of contracts with business partners. No law suits were brought against any Ragn-Sells Companies within the field of competition law (2018: no cases).

## Compliance

To promote the long-term interests of Ragn-Sells and all stakeholders, the company strives to maintain a high legal and ethical standards in all of its business practices. All businesses and other activities shall be carried out strictly in compliance with all applicable laws. This requires all employees to act responsibly and with integrity and honesty. Being compliant can relate to accounting and tax fraud, corruption, bribery, competition, the provision of products and services, or labour issues, such as workplace discrimination.

### Code of Conduct and whistleblower function

Ragn-Sells' ethical standards are outlined in our internal Code of Conduct. The Code is to be strictly observed by all companies within the Group, employees, officers and board members of Ragn-Sells Group, in all markets and at all times. The Code is the framework for Ragn-Sells' compliance management and the company's risk-based approach. It states Ragn-Sells' commitment to conducting business and pursuing interests in a legal and ethical manner and it encourages the Group to be a responsible corporate citizen. The Code contains Ragn-Sells' position in relation to legal compliance, human rights, employees, business ethics, conflicts of interest, company assets and exports to developing countries.

To ensure knowledge of the Code of Conduct, Ragn-Sells have an educational programme for employees and all employees will be required to go through Code of Conduct training. We aimed at having 80 percent of all employees completed the training in 2019. The result was 78 percent.

Ragn-Sells is committed to ensuring compliance with the Code of Conduct throughout the organisation. Employees are encouraged to raise their concerns regarding potential violations of the Code and its underlying policies and instructions. The primary way to report suspected misconduct incidents is via the line management. However, employees also have alternative reporting routes, including an internally hosted whistleblowing channel, reporting directly to the Group CEO.

An employee who reports a potential Code of Conduct violation in good faith shall suffer no harassment, retaliation or adverse employment consequences. All employees are asked to seek advice on ethical and lawful behaviour and on matters of integrity from their direct manager or from any member of the management team, in order to reduce the risk of misconduct. The reported cases of misconduct are investigated either locally or centrally, depending on the nature of the reported issue.

During 2019, 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 2019 (2018: no cases). Ragn-Sells reduces the risks of violating health and safety aspects by having a systematic work process. This is described in the chapter *Health and safety*.

Earlier in 2017, a Swedish employee from Ragn-Sells was involved in a workplace accident that led to prosecution. Ragn-Sells was therefore obliged to pay a company fine in 2019

## Climate and environment

This section describes Ragn-Sells' environmental impact, how we manage related risks and actions we take to decrease negative impact.

Changing the mindset in society from waste to resource is fundamental in making the world climate positive. Through our operations, we have both a positive and negative impact on the environment. Our conviction is that waste is a resource and working both upstream and downstream is a prerequisite in creating circular material flows and to maximize the value of resources. Ragn-Sells' aim to keep society within the planet's boundaries through our business, is clearly outlined in our business strategy.

Ragn-Sells long-term strategy supports the Sustainable Development Goals and Agenda 2030. The following ambitions guide Ragn-Sells towards a sustainable and responsible business in 2030.

- The established waste hierarchy has been replaced by a resource principle that focuses on securing the availability of circular resources.
- Our inert landfills have developed into material banks.
- Ragn-Sells has reduced the CO<sub>2</sub>e footprint from our operations and facilities in line with, or better than, the Paris agreement.

### We take responsibility for the environment

Through our operations, we have both a positive and negative impact on the environment. Our conviction is that waste is a resource and working both upstream and downstream is a prerequisite in creating circular material flows and to maximise the value of resources. The way we operate, how we manage risks, what we offer our customers, and how we innovate is key to managing our environmental impact.

#### Our environmental impact

Ragn-Sells' business 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 result. Our business can have a positive environmental impact by succeeding with making new resources out of waste and removing toxic components from the material loop.

Our approach to avoiding creating unsustainability and contributing to keeping society within the planet's boundaries through our business, is clearly outlined in Ragn-Sells business strategy.

Ragn-Sells negative environmental impact mainly derives from landfills, transport, and treatment plants. We continuously work on limiting our negative environmental impact, for example by handling, monitoring and limiting emissions to air, land and water, developing transport logistics, switching to renewable fuels and performing final coverage on landfills.

The operational responsibility associated with the company's environmental permits is delegated to the respective plant 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 in the *Risk Management* chapter.



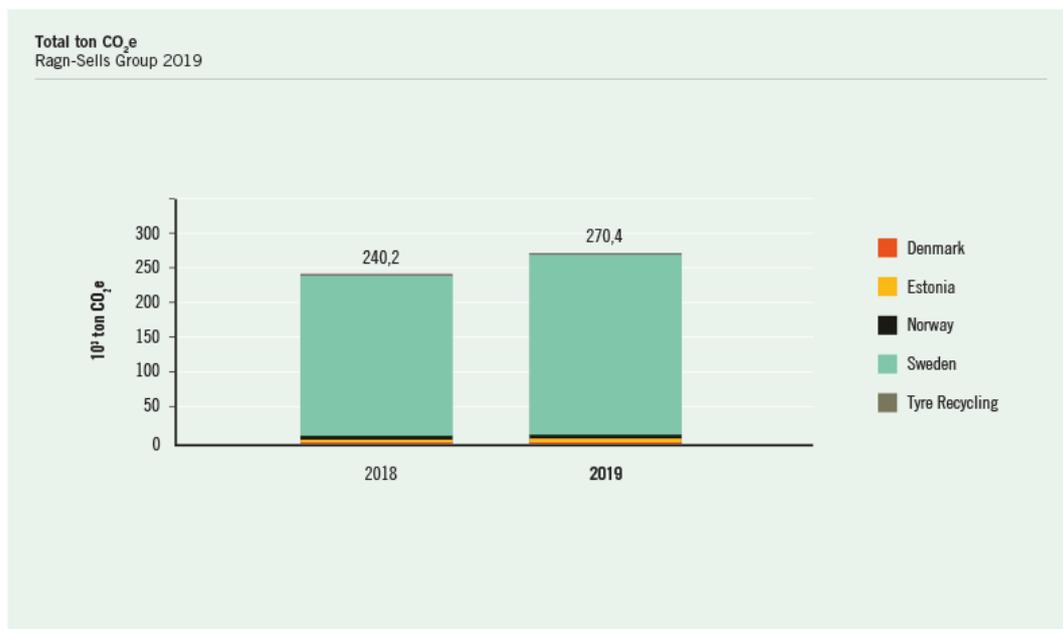
## Climate change

For Ragn-Sells, emissions of greenhouse gases are one of the most important environmental aspects for us to consider in terms of our impact on climate change. We can steer our impact on climate change through managing our own operations, as well as through providing our customers with solutions to reduce emissions.

During 2019, Ragn-Sells' total emissions of greenhouse gases amounted to 270 ktons (240 ktons, 2018). The majority of emissions of greenhouse gases from Ragn-Sells' operations derive from landfills, which accounts for about 87 percent. The majority of the remaining contribution derives from transport.

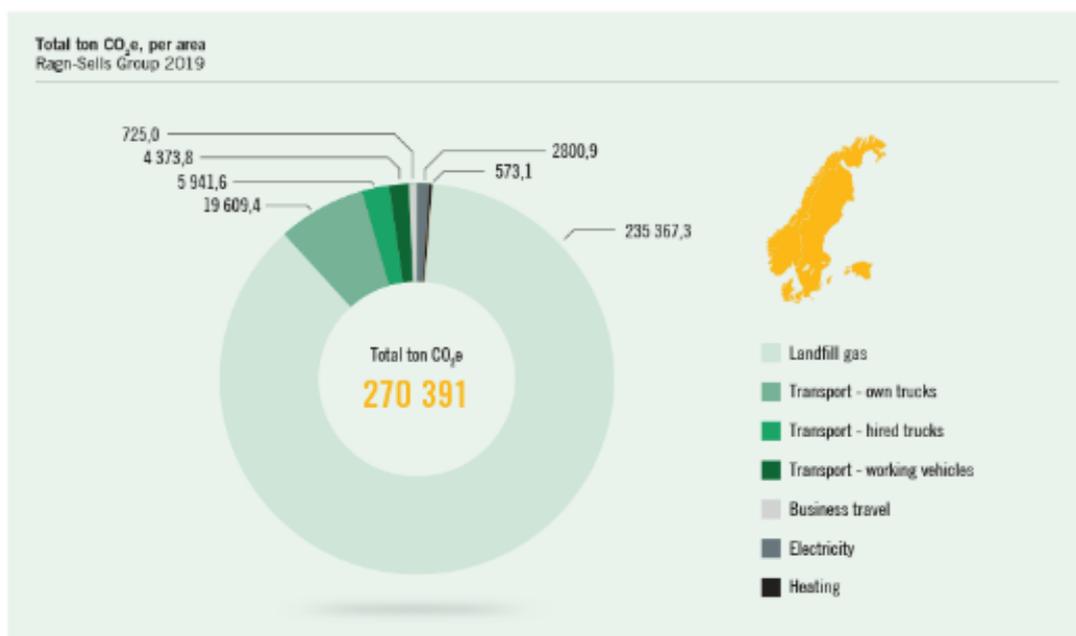


### Total ton CO<sub>2</sub>e Ragn-Sells Group

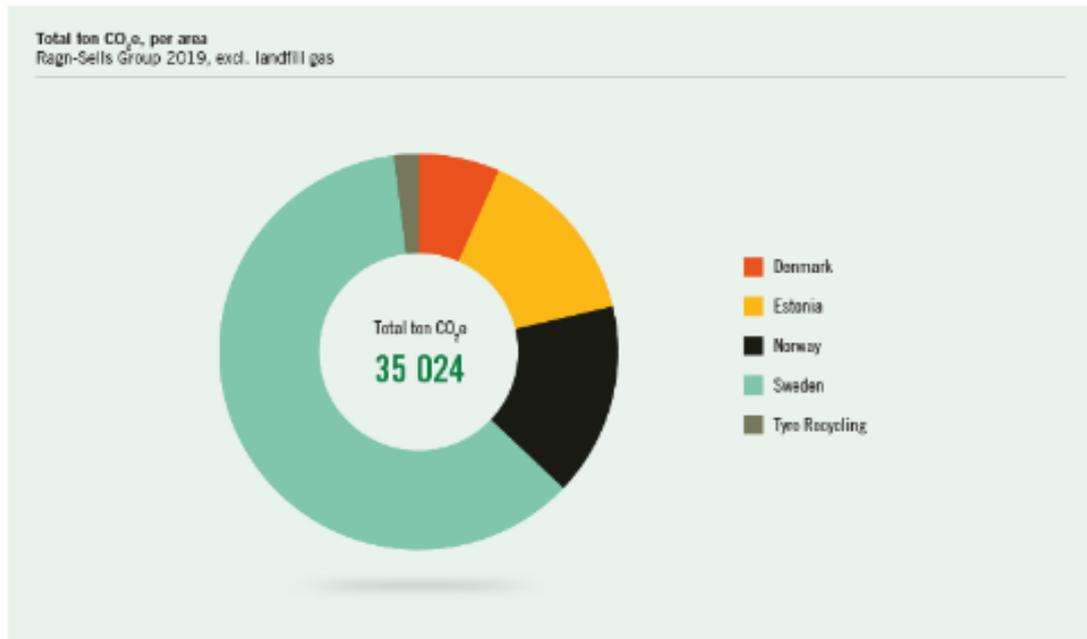


The main reason for the increase in greenhouse gas emissions come from the landfills where methane content in the emission calculations has been adjusted to the higher and also due to operational problems in the collection system.

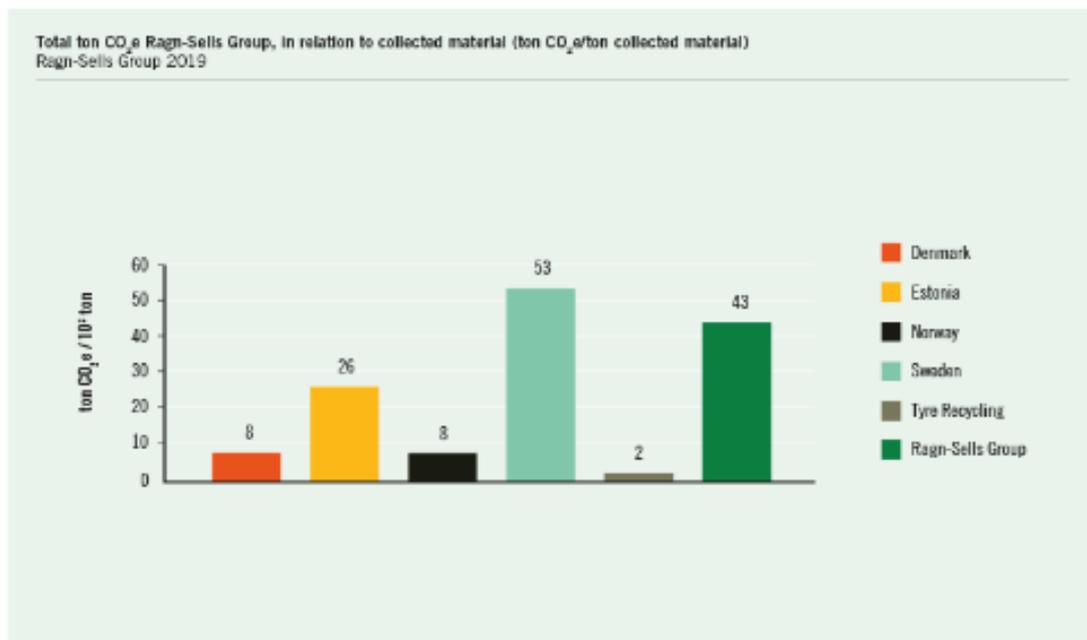
### Total ton CO<sub>2</sub>e Ragn-Sells Group per area



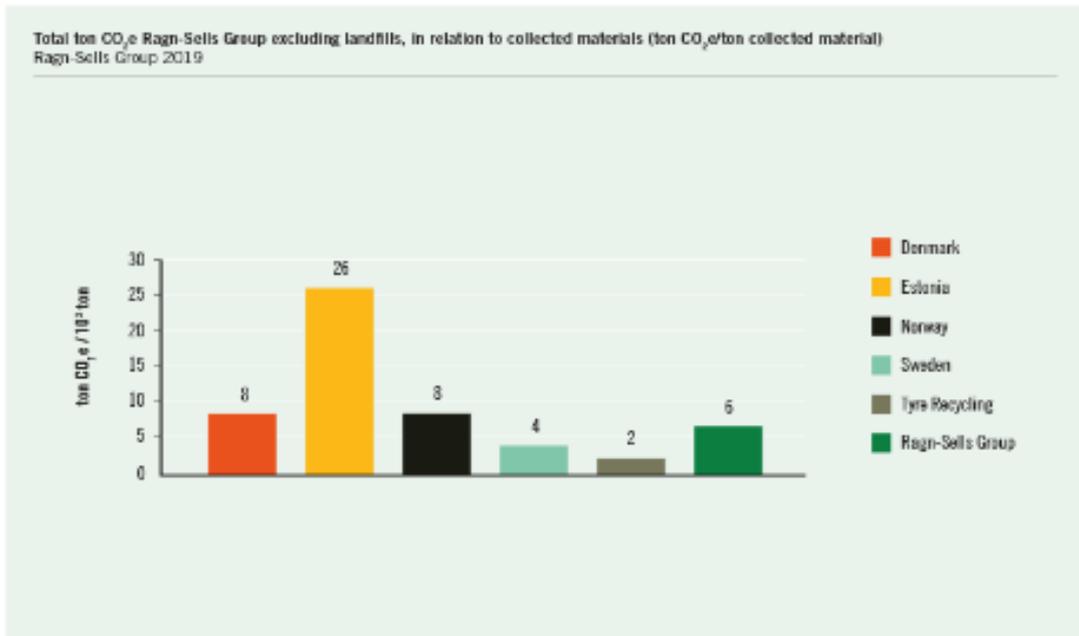
**Total ton CO<sub>2</sub>e Ragn-Sells Group 2019, excluding landfill gas**



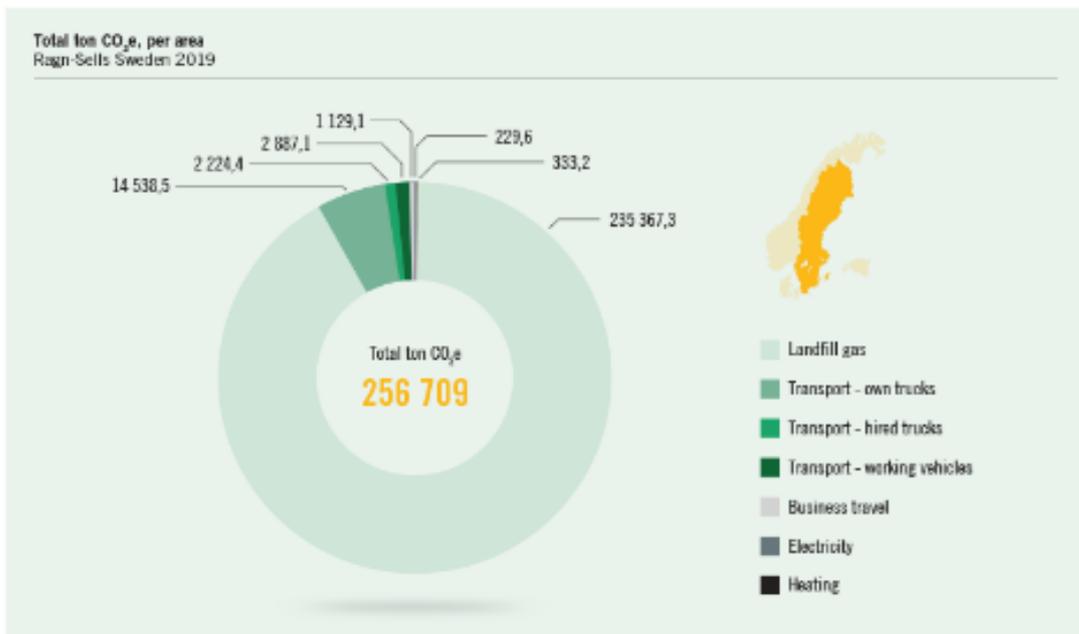
**Total CO<sub>2</sub>e Ragn-Sells Group, in relation to collected material (ton CO<sub>2</sub>e/ton collected material)**



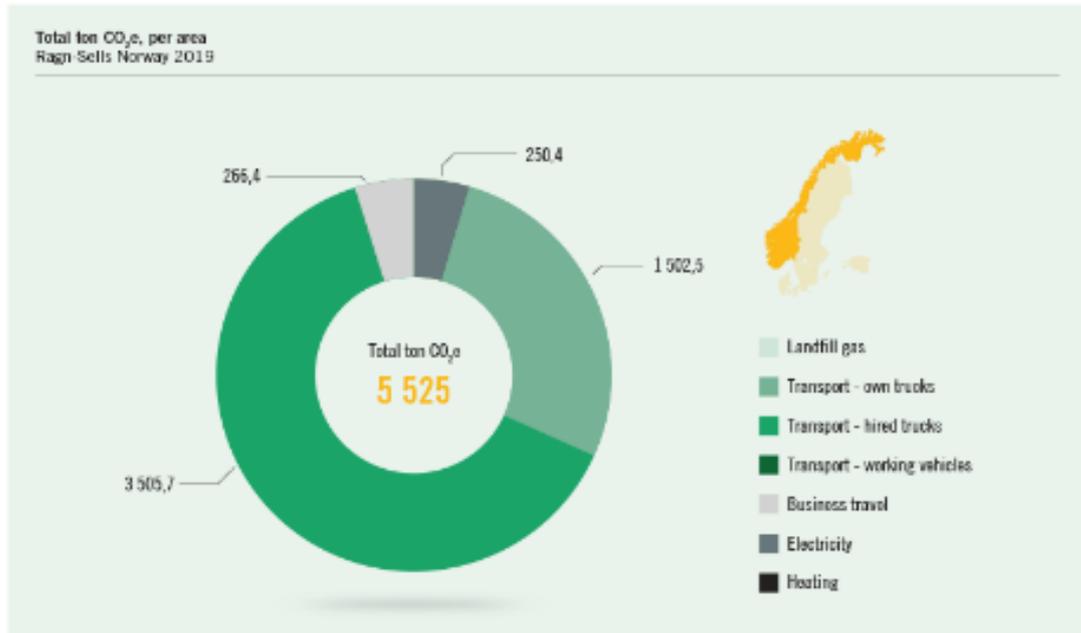
**Total ton CO<sub>2</sub>e Ragn-Sells Group excluding landfills, in relation to collected materials (ton CO<sub>2</sub>e/ton collected material)**



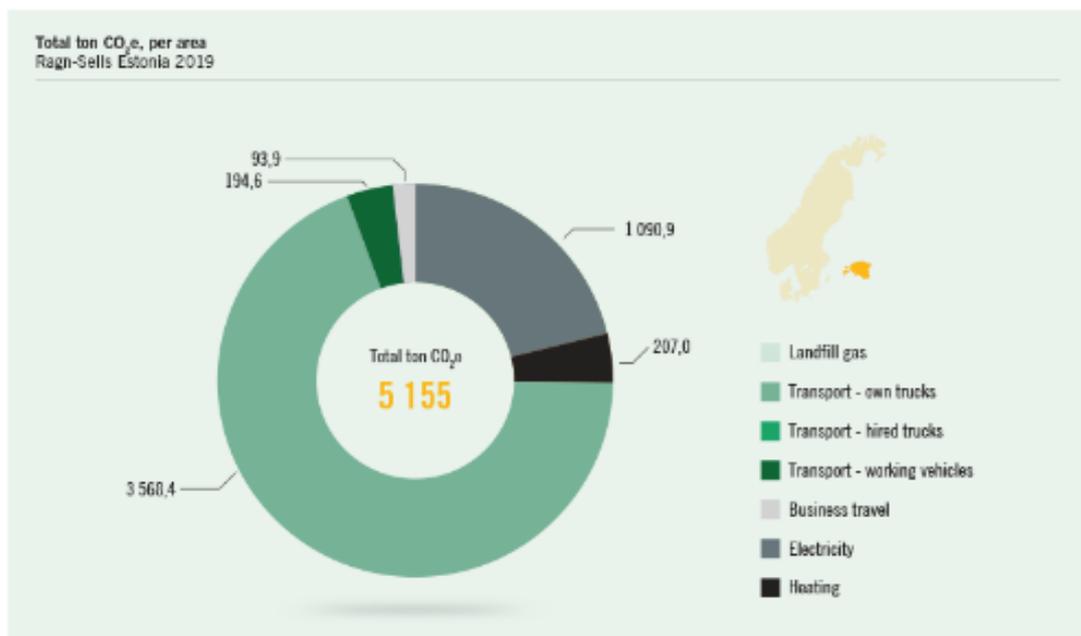
**Total ton CO<sub>2</sub>e Sweden, per area**



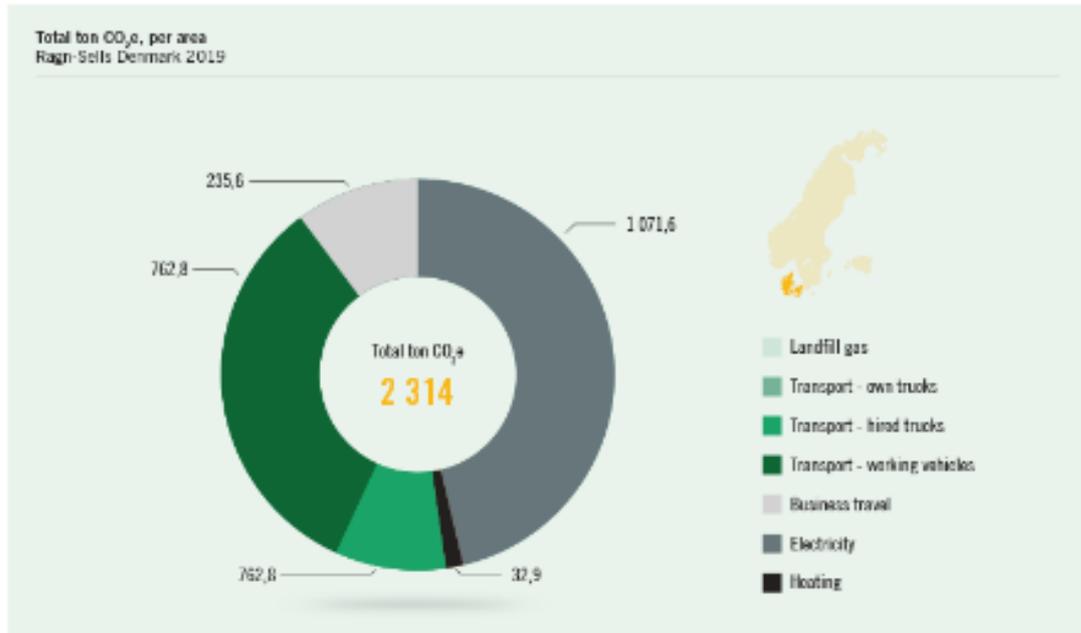
**Total ton CO<sub>2</sub>e Norway, per area**



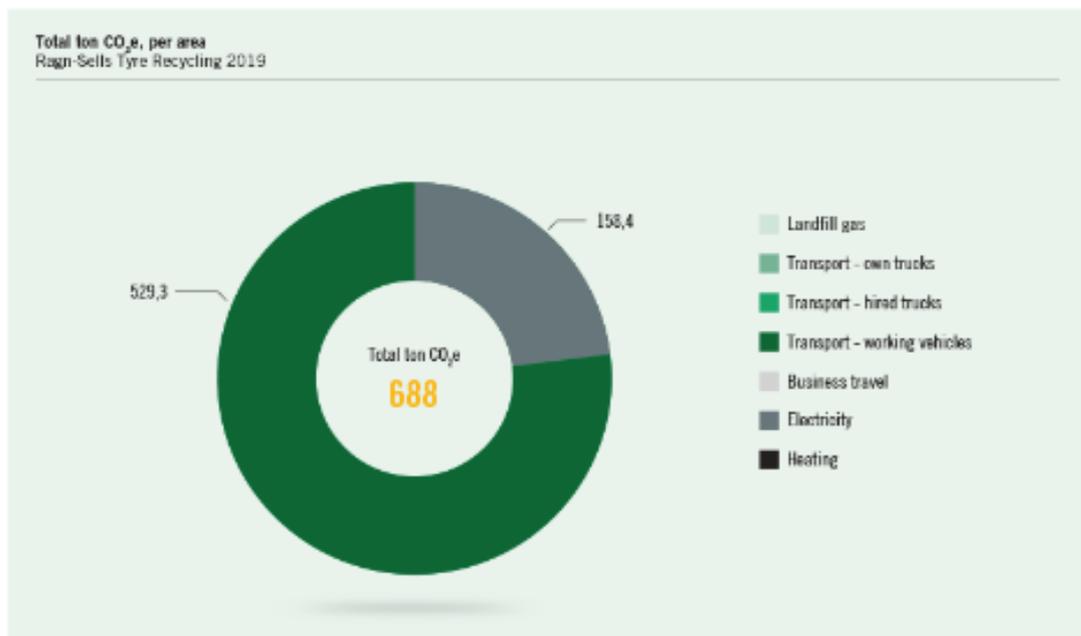
**Total ton CO<sub>2</sub>e Estonia, per area**



**Total ton CO<sub>2</sub>e Denmark, per area**



**Total ton CO<sub>2</sub>e Tyre Recycling, per area**



## Safe landfills

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

The highest emissions of greenhouse gases from Ragn-Sells' operations derive from landfills. In the process of anoxic decomposition of organic material in the landfills, landfill gas is formed. The landfill gas is a greenhouse gas, almost thirty times stronger than carbon dioxide. The landfill gas is largely generated from previously deposited waste, handled according to former regulations. Organic waste is increasingly being recycled in society which leads to a decrease of methane gas outflow and reduced emissions from landfills.

While landfill gas is a potential environmental problem, it can also be seen as a resource. In 2019, Ragn-Sells collected and incinerated more than 40,000 tonnes CO<sub>2</sub> equivalents at the landfill sites in Sweden. These efforts effectively collected the gas which can now be used for heating, cooling and to generate electricity. In 2019, Ragn-Sells landfills in Sweden generated 16 MWh. Read more about how Ragn-Sells analysis landfill gas emissions at the bottom of this site.\*



## A more efficient and greener vehicle fleet

After landfills, Ragn-Sells largest environmental impact derives from our transports. Some of the measures Ragn-Sells Sweden has taken to decrease the environmental impact include eco-driving, a review on route optimisation, updating the vehicle fleet, and replacing fossil fuels with renewable options. 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. By

switching to a greater share of bio-based fuels, we have been able to effectively reduce our climate emissions from transport.

### Effluents to water and soil

Through our operations, Ragn-Sells contributes to effluents to water and soil, which have an impact on the environment. Therefore, risks associated with effluents is an important aspect for Ragn-Sells to control and evaluate.

In Ragn-Sells Sweden, effluents to water and soil derive mostly from treatment plants and mainly consist of metals, nutrients and oils. Measures 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 Sweden also participates in different co-operation 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.

\*How Ragn-Sells analyses landfill gas emissions – in brief

To calculate the emissions of landfill gases deriving from Ragn-Sells' landfills in Sweden, the Landfill Gas Emissions Model (LandGEM) is used for all sites but one – which instead uses on-site measurements. Landfill gas is modelled to consist of 30% carbon dioxide (CO<sub>2</sub>) and 50% methane (CH<sub>4</sub>). The greenhouse gas methane, which is formed by means of the anaerobic decomposition of organic matter in landfill, is converted to CO<sub>2</sub>-equivalents using the latest emission factor from IPCC's fifth assessment report: 28 kg CO<sub>2</sub>e/kg CH<sub>4</sub>. Carbon dioxide emissions that occur when landfill gas is flared, or is incinerated for heat and electricity, are not included in the calculations. The calculating model does not take into account to what extent the landfills are covered, resulting in the reported emissions probably being greater than the actual amount.

## Climate benefit of material recycling

Ragn-Sells' conviction is that waste is a resource. By material recycling, circular solutions, innovations, and right regulations we can reduce both our own, as well as our customers, use of virgin materials and limit the carbon dioxide emissions.

For Ragn-Sells, a shift from linear to circular economy is essential to responsible business in 2030. Working both upstream and downstream is key for Ragn-Sells, to contribute to a more efficient utilisation of the earth's assets.

Recycling worn-out products and waste into new raw materials is one of the most effective measures to reduce the climate impact. The carbon dioxide gain in recycling is mainly due to the fact that energy consumption is lower in the recycling of materials than in the extraction of new material from nature. When recycled raw materials can be used instead of virgin material, the manufacturing industry saves both energy and resources while contributing to reduced greenhouse gas emissions.

### The climate benefit from some common materials recycled by Ragn-Sells in 2019:

Electric and electronic equipment (WEEE) is a natural part of our everyday life and during 2019

Ragn-Sells both prepared for re-use and recycled WEEE. WEEE is one of the waste streams with highest potential of carbon dioxide savings when prevented or recycled. By minimising generation of 1.0 kg WEEE can save approximately 38 kg-CO<sub>2</sub>e and recycling of WEEE 1.5 kg-CO<sub>2</sub>e<sup>1</sup>.

Plastic packaging has a potential of carbon dioxide savings from 1.0 kg recycled plastic packaging reduces 0.6 kg-CO<sub>2</sub>e<sup>1</sup>.

Paper and packaging has a potential of carbon dioxide savings from 1.0 kg recycled paper reduces 0.4 kg-CO<sub>2</sub>e<sup>1</sup>, and is in 2019 one of the major materials recycled by Ragn-Sells.

Scrap metals have a potential of carbon dioxide savings from 1.0 kg recycled metals reduces 0.9 kg-CO<sub>2</sub>e<sup>1</sup> and aluminium has a potential of carbon dioxide savings from 1.0 kg recycled metals reduces 0.9 kg-CO<sub>2</sub>e<sup>2</sup> .

#### Potential carbon dioxide savings from the materials mentioned:

Prevented/recycled material	Potential carbon dioxide saving, tonnes - CO <sub>2</sub> e
WEEE preparing for re use	57,000
WEEE recycled	19,000
Plastic packaging	17,000
Paper packaging and paper	102,000
Scrap metal and aluminium	110,000

1. Miliute-Plepiene, J., et al (2019). Klimatpåverkan från olika avfallsfraktioner. Nr B 2356. IVL Svenska miljöinstitutet i samarbete med Avfall Sverige.

2 . Återvinnings Industrierna. <http://www.atervinningsindustrierna.se/branschfragor/atervinnings-klimatnytta/berakna-koldioxidbesparing-med-atervinning> (2020-10-20)

## Compliance

To operate in accordance with environmental laws and to comply with environmental permits is key for Ragn-Sells' core business, as non-compliance may lead to sanctions and restriction of permits on sites.

Violations and company fines can have negative consequences both in terms of public opinion and in relation to the company itself. Ragn-Sells' permits for waste treatment are vital in enabling us to operate. Responsible leadership including encouraging the implementation of preventive risk management and reporting of risk situations and non-conformities (incidents and accidents) will continue to be in focus for the years to come. This includes the development of a Compliance Programme for non-compliance within legal compliance in the environmental area.

All of Ragn-Sells' operations sites are certified according to the environmental standard ISO 14001. At all our operations sites, internal as well as external audits are carried out. Reviews of permit compliance are performed regularly.

Incidents and deviations are continuously reported, including work on corrective measures. Earlier in 2016, Ragn-Sells did not apply for a financial guarantee in connection with a new environmental permit in Sweden and was therefore obliged to pay a company fine in 2019.

### Effluents to water and soil

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.

### 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 from vehicles and from activities such as unloading, sorting, and crushing also have an impact on the local environment. Ragn-Sells works in different ways based on local conditions to prevent interference. Taking the neighbours and other stakeholders' opinions into account is an important aspect in all facilities where Ragn-Sells operates.

The greatest risk is related to the operation sites with the received waste and the machines used to process the waste, for example the grinding of wood. Continuous efforts are made to evaluate the risks associated with the activities. The number of complaints from neighbours received during 2019 are 19 (2018:52).

## Responsible relations

In this section we present our collaborations to drive sustainable development in our operating areas, local communities, and within the public debate.

Partnerships and cooperation with others are crucial to transform our linear economy to a circular society. Our engagement with other industry players, political representatives, and business leaders is of great importance to us. It stimulates technological progress, innovation, and ambitious initiatives that put us in the forefront of the movement of circular development.

We work hard to secure a sustainable supply chain and we always strive to go beyond compliance.

Ragn-Sells long-term strategy supports the Sustainable Development Goals and Agenda 2030. The following ambitions guide Ragn-Sells towards a sustainable and responsible business in 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.

## Responsibility in our value chain

Ragn-Sells has an extensive value chain, with suppliers, business partners, and customers involved in our daily operations. Given our business, who we are, and where we operate, we often play a crucial part in other actors' value chain, both as a customer and as a supplier. This, in contrary to other more conventional businesses, makes our value chain extensive and puts a demand on us to act as a responsible business partner in everything we do.

### From downstream to upstream

In order to act as a responsible business partner, we need to identify and be aware of any potential risks, both downstream and upstream. In our downstream activities, involvement with other actors, whether local or global, could potentially involve risks, such as non-compliance and deviations from environmental, social, and economic laws and regulations. In our upstream flows, risks include poor working conditions for entrepreneurs, hired transporters, and workers at the sites of our suppliers and customers.



The 2018 adaptation and implementation of Ragn-Sells' Supplier Code of Conduct laid a solid foundation for risk mitigation and our continuous efforts for a sustainable value chain during 2019.

### Material brought back into society

Bringing material back into society is at the very heart of our operations. To succeed with this operation, we sell the collected material to recycling facilities, or alternatively, to intermediaries that deliver the material to recycling. Our unit Recyclables are certified according to ISO 9001 and ISO 14001, and sell on a global market to actors such as papermills, plastic- or metal industries, who utilise the materials in their production processes. Other customers include energy companies who use the waste products to produce electricity and district heating. Our customers primarily operate in Scandinavia and Northern Europe, but a smaller number are also found in Asia.

Our department Ragn-Sells Recyclables is not only in charge of the sales of our waste material, they also monitor the requirements of the Supplier Code of Conduct, for example by providing internal trainings and performing audits.

During 2020, Ragn-Sells Recyclables primarily will continue performing audits at high risk suppliers.

### Procurement

Most of Ragn-Sells' purchases are made within the areas of transport performed by sub-contractors (hired transporters), vehicles and equipment for the operational plants, and fuel. Through our Supplier Code of Conduct, we strive to harmonise our procurement processes, including the requirements placed upon suppliers and sub-contractors and how these are followed up.

We recognise that an important risk area is poor working conditions for hired transporters and entrepreneurs working at Ragn-Sells sites. We strive to minimise these risks through audits, site visits and self-assessments. We also require our subcontractors to provide their valid permits, tax certifications, and other required documents, to ensure that they perform work according to applicable legislation. All our suppliers must have an approved agreement and undergo and sign a supplier assessment.

This supplier assessment includes a screening towards environment, quality, safety, and GDPR requirements, along with Ragn-Sells' Supplier Code of Conduct. When entering a partnership with Ragn-Sells, the contract manager should regularly monitor incoming deviations and complaints, pay attention to their level of severity from an environmental perspective, health and safety perspective, and potential effect on the customer. If a deviation or a complaint is observed, this can be reported to Ragn-Sells sustainability department, where the incident is followed-up based on the specific situation and circumstances.

During 2019, audits were carried out at downstream business partners, based on risk assessments covering the geographical area, material type, treatment type, and any known details about the customer. 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. During 2019,

11 percent of our critical downstream customers were self-assessed for Supplier Code of Conduct requirements and 4 percent downstream customers were audited, of which none resulted in terminated relationships. During an audit, the contract manager decides the outcome of an incident, such as corrective actions, price adjustments, penalties, or early termination of agreements.

Upstream business partners partake in self-assessments. Based on the results found through these assessments, our different suppliers are grouped based on risk category. Further, if it seems like the supplier is not fulfilling contracts or the Supplier Code of Conduct, the supplier is audited.

During 2020, Ragn-Sells Recyclables primarily will continue performing audits at high risk suppliers.

## Social Responsibility

Ragn-Sells has an active commitment to societal issues in connection to our business. We regularly raise awareness and shape opinions to drive action for environmental progress. Through our strong engagement, we bring forward innovative solutions, influence stakeholders, and work hard to be an active voice of circular economy in the public debate.

Successful sustainability efforts require cooperation. Through a strong local presence, it is very important for us to have a good relationship with actors in our local communities. Our contribution to a sustainable society comes in various shapes.



During 2019, we have been involved in numerous political initiatives to push for more circular material flows. In early 2019 we participated in a national meeting concerning a more harmonized environmental jurisdiction, several political meetings on the topic of circular economy and enhanced several industrial partnerships for circular research and development.

We have also championed the extraction of phosphorus from sludge by using our political voice and conducting a national survey on this topic among all municipalities in Sweden.

During the year, we have written six debate articles with other actors. Some of them even led to further replies and discussions.

The English titles of the debate articles are:

“Five tips for sustainable procurement”

“Free movement should also apply to waste”

“How to avoid creating more islands for storing toxins” (answer to reply: “We must remove the obstacles to the circular economy”

“Sweden needs to get better at separating waste”

”Time for Blekinge’s municipalities to demand recycled materials”

We also published a list of 5 tips on sustainable public procurement.

## Events and engagements- examples from 2019

### **Future Day, Almedalen, and Arendalsuka**

In June we organised our yearly “Future Day” (Framtidsdagen) with a summary of trends, innovations, and new technology within the industry. During the yearly gathering of Swedish politicians, business leaders, academics, and civil society organisations in Almedalen, we also arranged a day on the topic of circularity with a very positive outcome. The equivalent in Norway is Arendalsuka where Ragn-Sells took the chance to meet with Norwegian decision makers, politicians, and business associates.

### **WTO Geneva and COP25 Madrid**

In June 2019 Ragn-Sells’ Sustainability and Public Affairs manager Pär Larshans was appointed independent expert in one of the reference groups supporting the Government’s work on circular economy. Larshans also participated in a WTO meeting on circular economy in November before heading on to [COP25](#) to take part in the discussions around circular economy as part of the Swedish delegation. During 2019, Larshans was also listed as number 37 among the 101 top most influential people in Sweden regarding sustainability issues, and appointed expert in the Swedish unit for the National Environmental Objectives who works to draft a new strategy for sustainable use and preservation of our oceans.

### **Älskade stad – a cooperation for sustainable cities**

In 2017 Ragn-Sells launched #älskadestad in Stockholm, which is a unique initiative and a joint collaboration between Ragn-Sells and other relevant actors that strives towards finding smart solutions for a more sustainable city. In Stockholm, our partners are Bring, Vasakronan and Stockholm City. Our joint aim is to reduce the volume of transports entering the city centre. This is being achieved by coordinating Bring’s goods deliveries with Ragn-Sells’ waste collection into a single route. The transport is coordinated from a joint distribution centre at one of Vasakronan’s properties in the city centre of Stockholm. The routes are operated with specially adapted electric vehicles which will reduce traffic emissions. We are also able to

collect the customer's waste so that the rate of recycling and quality of recycled material can increase.

A study showed that the assembly line replaces up to eleven traditional vehicles with one electric vehicle and that CO<sub>2</sub> emissions are reduced by around 70%. Further information is available at [www.alskadestad.se](http://www.alskadestad.se). This initiative is a good example of joint initiatives being implemented by several different actors in partnership to reduce climate impact and that are in line with Sustainable Development Goal 11: Sustainable Cities and Communities.

## Compliance

For the economy of the society to become circular, we need to recover all the resources of a product and move them back into a cycle in which waste is seen as a resource. For this, we need legislation and international agreements to secure the circulation of the most critical raw materials.

The export and import of waste is regulated through comprehensive legislation on an international and a national level. The legislation is followed up within the framework of European cooperation and by national authorities. We warmly welcome the 2019 EU adoption of the Circular Economy Action Plan. However, we still need new quality requirements, so that only products designed for a circular economy may be sold.

We also need legislation and international agreements to secure the circulation of the most critical raw materials. Updated regulations must enable us to move waste across borders, with a legal application where producers have full responsibility for their products. We want to lead this circular movement and will continue to go beyond compliance to ensure a sustainable value chain where people and planet are respected.

Our treated materials are sold on a global market to customers who utilise the materials in their production processes. In the global market, materials may be handled incorrectly by the receiving customer, customers may lack the appropriate permits for performing their operations, as well as have insufficient documentation to ensure that the treatment is performed in accordance with the relevant laws and permits.

Deviations may result in increased environmental and health risks in the production process, such as environmental pollution in the local communities, health risks for workers and local residents, as well as risks of negative impact on human rights, if the exported waste is handled in an inappropriate manner by the receiving party. Besides the direct environmental and social effects, this could also result in negative publicity for Ragn-Sells and even legal sanctions and fines. In 2019, we had zero incidents with connections to insufficient sustainability criteria.

To ensure legal compliance and traceability, we have a clear management framework in place to monitor our value chain. The management system is reviewed by means of extensive evaluation during the yearly Management Review and is adjusted if necessary. During 2019 we also took additional preventive measures to ensure a sustainable value chain. This included a continued implementation of our Supplier Code of Conduct, which was developed during 2018 and covers environmental and social criteria as well as a zero tolerance to any form of corruption or bribery.

Moreover, during 2019 we developed an internal training based on our re-launched internal Code of Conduct. This training is mandatory for all employees and contains elements of business ethics and how we are to act when doing business with partners in our value chain.

## Cases (articles)

### People & Culture

["Stimulating to work in an industry of the future"](#)  
[Graduates important for Ragn-Sells' future](#)  
[Gertrud has made gender equality a board issue](#)  
[He is important for Ragn-Sells' future](#)

### Value creation & innovation

[Ragn-Sells' new reThink certificate promotes the transition to a circular economy](#)  
[Ragn-Sells awarded as "Circular promoter of the year"](#)  
[Yariv's research - the future of waste processing](#)

### Climate & environment

[From industrial landfill to nature area](#)  
[Ragn-Sells helps port operator Yilport in its environmental management](#)  
[Among the first in Europe](#)  
[First to recycle plastic from organic waste](#)

### Responsible relations

[5 tips on sustainable public procurement](#)  
[Ragn-Sells awarded as "Circular promoter of the year"](#)  
[Isabella Lövin visited pilot project within circular economy](#)  
[Ragn-Sells puts circular economy on the climate conference agenda](#)  
[Swedish Minister optimistic after seeing Ragn-Sells circular solutions](#)  
[Ålskade stad goes live in Norway](#)