

# Sustainability report 2016



Flexible, attractive and environment-friendly office properties



# Sustainability report

Sustainability and corporate social responsibility are of key strategic importance to Entra and are a prerequisite for the company's long-term results and value creation. Responsibility is one of Entra's core values and the company's strategic priorities are intended to contribute to sustainable development at the same time as taking into account the interests of the company's stakeholders.

At the core of Entra's operations is a strong social mission to be a highly efficient and environment-friendly real estate company. Entra sees sustainability as a way to achieve this social mission in a way that ensures profitability and simultaneously benefits the environment, its employees and society.

A systematic approach to understanding and managing the company's external factors and stakeholders expectations has a positive impact when important stakeholders are choosing partners for new and existing projects. The approach also proves to be valued by potential investors as an indicator of good corporate governance and management. Entra depends on co-operation with partners to achieve its goals. A sustainable approach proves to be an important starting point for co-operation and support from other stakeholders with the same priorities. The aim of contributing positively to some of our times' greatest challenges will also be important for attracting and retaining talented employees.

Entra reports its work with respect to corporate social responsibility (CSR) based on The Ten Principles of the UN Global Compact, the Norwegian Accounting Act, § 3-3C, Oslo Stock Exchange guidance on the reporting of corporate responsibility

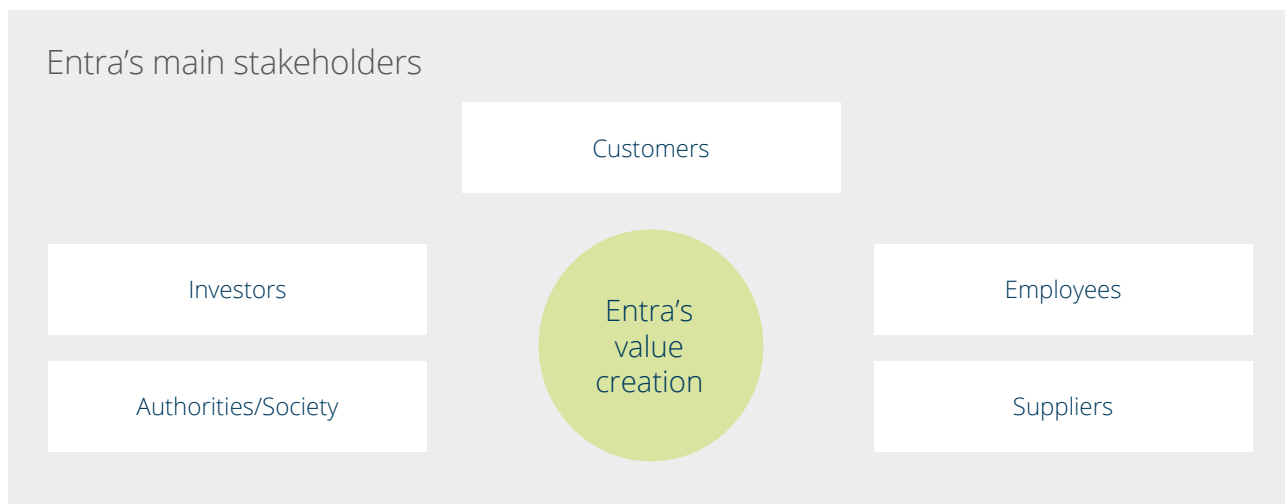
1/2016 and the Report to Parliament no. 27 (2013-2014) "Diverse and value-creating ownership".

## Stakeholder dialogue

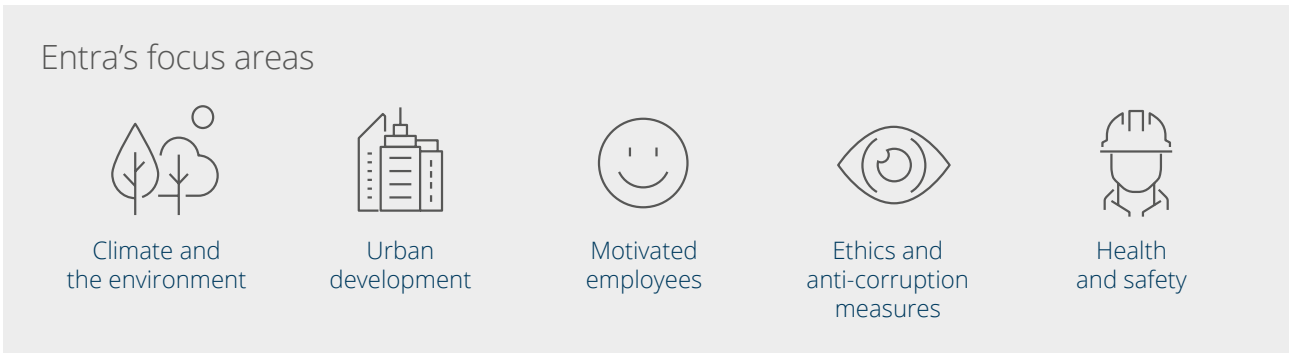
It is important for Entra to maintain an open and honest dialogue with its main stakeholders in order to have a good understanding of their views and expectations, and to have clear communication regarding plans and areas of particular focus.

In 2016 Entra has systematised the dialogue with its stakeholders. The purpose of this work has been to ensure that Entra's sustainability efforts meet stakeholder expectations and to enable a more open and concrete dialogue. Through such openness and effective dialogue with its stakeholders Entra obtains valuable feedback and is able to continue to improve, to build trust and to enhance its reputation.

The mapping of stakeholders and stakeholder expectations conducted in connection with a materiality analysis was based on dialogue with Entra's main stakeholders, including meetings with owners, authorities and partners and feedback from customers and employees. Other sources of information include an assessment of media and industry reports.







#### Focus areas

Entra believes that a systematic approach towards understanding and managing the company's external factors is a prerequisite for future value creation. Entra has defined the following five areas which are believed to be the most important for sustainable value creation or which potentially could pose significant business risk.

- Climate and the environment
- Urban development
- Motivated employees

- Ethics and anti-corruption measures
- Health and Safety

The priorities defined are based on a materiality analysis of where Entra and Entra's most important stakeholders believe the company can make an important and sustainable impact, and which are believed to be important for future progress and long-term value creation. The materiality analysis is illustrated below:



## 1. Climate and the environment

Climate-related challenges are our shared responsibility. Entra seeks to meet these challenges by reducing its own energy consumption, limiting carbon emissions as well as by influencing and setting requirements for other parts of the value chain. Entra has an ambition to be an environmental leader in the real estate sector. Based on technology, expertise and experience Entra contributes to reducing consumption through measures in existing buildings and through refurbishment and construction of new buildings. Entra's approach includes a focus on the circular economy and cradle-to-cradle thinking and the company seeks to use materials that can be re-used or recovered in new-build and refurbishment projects.

Entra complies with national and international environmental requirements and takes responsibility outside its own value chain by actively driving innovation and sharing its experience and expertise with other stakeholders. Entra sees no contradiction between long-term financial profitability and its commitment on global climate change. Both customers and Entra have lower costs over time in environmentally-friendly buildings, among other things through lower energy costs.

Only around 3 per cent of the total building stock is built or refurbished each year. Some 80 per cent of today's buildings will still be standing in 40 years' time. In order to create a lasting environmental impact, Entra is therefore working not only on environmental measures in new buildings and refurbishments, but also on measures in its existing property portfolio. Green Benefit Agreements<sup>1)</sup> are examples of efficient tools for reducing the environmental impact of the existing portfolio.

### Environmental strategy and action plans

Entra has defined an environment strategy for the period 2014 – 2017, combined with established targets and action plans for the measures envisaged. Entra is currently in the process of establishing an environmental strategy for the future that will seek to further broaden the company's focus and take its environmental work to a new level. Entra has signed up to "The roadmap towards 2050 for the property sector" compiled by the Green Building Council and Norsk Eiendom. The roadmap's vision is to contribute to a climate neutral Norway in 2050. Entra has started the work on implementing the ten immediate measures outlined in the roadmap. The roadmap will also form an important basis for Entra's new environmental strategy and business strategy.

Important priorities for environmental work in Entra in the period from 2014– 2017 are set out below:

#### *Develop the property portfolio through innovation and new expertise*

In recent years Entra has established a leading position in the sector by creating, innovative, environment-friendly buildings both through new developments and renovation of existing buildings. Entra will continue to follow this path and harvest experience that can be used on the existing property portfolio. Environmental analysis and assessments are important criteria

in connection with property transactions and planning of new-builds/renovations in order to make sure that environmental considerations are included in the decision-making process together with commercial considerations.

Entra is developing buildings that are environmental flagships in a global context, irrespective of whether they are new buildings or refurbishments of existing properties.

Powerhouse Kjørbo in Sandvika was the first building in Norway to achieve the rating BREEAM-NOR Outstanding. The property has attracted considerable attention far beyond Entra's organisation and Norway's borders. The building has set a new environmental standard as it produces more energy than it uses over its lifetime, including the materials used for construction. In practice the building therefore acts as a local power station that delivers environmentally-friendly energy. In December 2016 Entra announced the start-up of a new build Powerhouse project at Brattørkaia in Trondheim. Powerhouse Brattørkaia will utilise sun and sea water for heating and cooling. The building will be covered by 3,000 sqm. of solar panels and thus produce around 500,000 kWh of renewable energy annually. This is more than twice as much as the building will consume for heating, cooling, ventilation and lighting and means that the building will have a positive energy balance in its lifetime even when all the energy that goes into building processes, materials and finally demolition is included. The project is aiming for the environmental classification BREEAM Outstanding and Energy class A++.

During 2016 Entra has finalised the new-build project Sundtkvartalet, achieving a BREEAM Excellent classification, and the renovation of Strømsveien 96, achieving a BREEAM Very Good classification.

Entra will continue work to arrange for cycle parking, showers and cloakrooms, as well as facilities for electric cars at existing parking spaces in its properties.

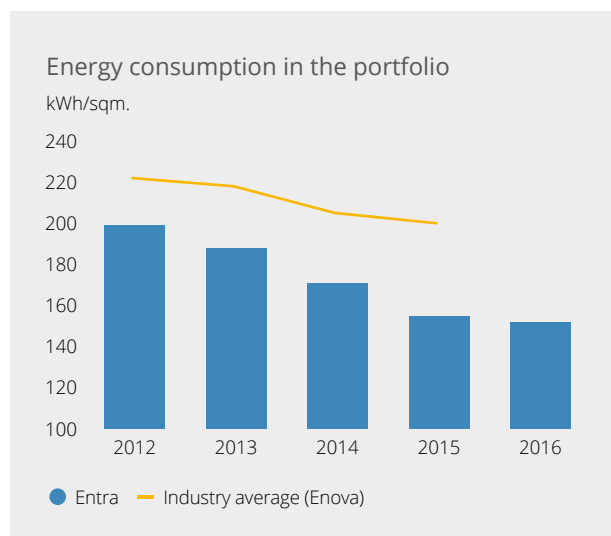
### Energy consumption in the portfolio

Energy consumption is the single most important factor in evaluating the environmental impact of commercial buildings. Energy consumption accounts for around 90 per cent of Entra's total carbon footprint and for several years Entra has worked to reduce energy consumption in its property portfolio. In 2016 energy consumption in Entra's property portfolio was 152 kWh/m<sup>2</sup>. In comparison energy figures from Enova show that the sector's average energy consumption amounted to 200 kWh/m<sup>2</sup> in 2015.

### Strengthen customer collaboration

Entra also undertakes environmental investments in the property portfolio through systematic co-operation with customers and through Green Benefit Agreements. Green Benefit Agreements are Entra's own scheme for working with customers on environmental measures. Entra's role is to identify the potential together with customers and then implement and finance the measures. Customers refund the cost through an

<sup>1)</sup> Entra's scheme for working with customers on environmental measures.



increased rent for a set period of time on the basis that the customer's share of operating costs is reduced by more than the increase in rent. Once the initial investment has been paid down, the customer receives the benefit through lower common costs. Since 2011 Entra has signed more than 100 Green Benefit Agreements with its tenants. In 2016 Entra signed 17 new agreements reducing the energy consumption of the customers by around 1.7 GWh. The reduction corresponds to the annual consumption of approximately 100 Norwegian households and represents a total annual saving of around NOK 1.4 million for Entra's customers.

#### Certification

Entra is working on plans to certify the organisation as a "Miljøfyrtårn" ("Environmental Lighthouse"). Entra also plans to seek BREEAM-In-Use certification for two existing buildings in 2017 and then to evaluate whether to implement BREEAM-In-Use as an environmental management system for the entire portfolio. Entra aims to achieve BREEAM Excellent classification or better for all new-build projects and BREEAM Very Good or better for renovation projects.

#### Develop and share competence

Entra is working on its requirements for "the Entra building" for use in new-build and renovation projects. Core in these requirements is standardization and achieving a BREEAM

Excellent certification combined with flexible solutions and a focus on the circular economy and life cycle costs.

In order to be a sector leader on the environment over time Entra works actively to develop expertise and raise knowledge of environmental gains among customers, partners and employees. Communication channels include lectures, articles, board appointments in sector organisations and environmental courses for new employees.

The Powerhouse co-operation is a successful industry co-venture with the aim of constructing "plus buildings" in Norway. The partners in the Powerhouse co-operation are Entra, Asplan Viak, Skanska, Snøhetta, Zero and Sapa. Entra is also a member of Green Building Council, Norsk Eiendom, Norges bygg- og eiendomsforening and Futurebuilt.

#### Research and development

Entra is currently participating in the following major research projects:

- EU Horizon 2020: Smart Cities and Communities lighthouse project in Trondheim led by Trondheim Municipality and NTNU.
- EnergiX/EFFEKT: an environment and innovation project with an aim to correctly predict the effect and energy demand of buildings.
- BIA project: Quality and learning in construction projects, together with Veidekke
- Svalent.: Environment project regarding development of pre-heating of air in ventilation systems

#### CDP reporting and score

Global institutional investors representing US\$ 100 trillion in assets, comprising banks, pension funds, insurance companies and fund managers, stand behind the Carbon Disclosure Project (CDP). Every year, inquiries are sent to companies to ask them to report how they are addressing the climate change threat in a structured manner. In Norway, CDP is supported by amongst others Folketrygdfondet, Norges Bank Investment Management and KLP.

Entra achieved a score B. The average for the Industry Group in 2016 was score C and for the CDP programme in total was score C. The B score implies that Entra is at a Management level and is taking coordinated action on climate change issues. Entra will continue to work on improving the score.

#### REPORTING AND ACHIEVEMENTS IN 2016

	2016	2015	Target
Energy consumption (KWh/m <sup>2</sup> )	152	155	Ambition of 150 by 2017.
Energy reduction through Green Benefit Agreements (GWh)	1.7	3.4	Goal of aggregate energy reduction of 17.6 GWh in period 2013 up to 2018.
Water consumption (litre/m <sup>2</sup> )	270	280	Goal of reduction in water consumption to 260 litre per m <sup>2</sup>
Waste sorting (% sorted waste)	55	54	Goal of increase waste sorting to 56 %
CO <sub>2</sub> emissions (tCO <sub>2</sub> )	6 894	7 389	Goal of reduction in CO <sub>2</sub> emissions
Innovative, environmentally friendly building under development	2	2	At least one per year

Based on the overall assessment of the project types that will be financed as well as governance, reporting and transparency considerations, Entra's Green Bond Framework gets a *Dark Green shading*

– CICERO, Second opinion



*Green Bond*

In 2016 Entra issued its first Green Bond capitalizing on the environmental qualities in a selection of its property portfolio and its management processes. CICERO (Norway's foremost institute for interdisciplinary climate research) has certified the Green Bond Framework.

Entra was awarded the rating Dark Green, which is the best rating possible.

The rating Dark Green is given to projects and solutions that realise the long-term vision of a low-carbon and climate-resilient future already today. Typically, this will entail zero-emission solutions and governance structures that integrate environment concerns into all activities. Example projects include renewable energy projects such as solar or wind.

*Future targets*

As mentioned above, Entra has started working on a new environmental strategy and has signed up to "The Roadmap towards 2050 for the Property Sector". The 10 immediate measures and how Entra plans to comply with them are listed on the next page.

**2. Motivated employees**

Entra focuses on developing a culture characterized by pride, positivity, responsibility and involvement. Emphasis is put on employee motivation, which is considered to form the basis for an individual's desire and willingness to work well and thus to contribute to the development of the company. Employees are offered opportunities for personal and professional development through close dialogue with, and follow-up by, their immediate superior. There is a correlation between resources, tasks and authority. Together the employees create the basis for further development and growth. It is important that employees should consider Entra to be a good and attractive place to work.

**Focus on developing competence and engagement**

Entra's value chain is broad and imposes significant requirements regarding relevant experience, expertise and coordination. Entra therefore acknowledges the individual employee's need for ongoing professional education suited to his/her area of work and has developed the Entra School to provide education and training programmes for all levels of the organisation. These include an introduction course for new employees, which is intended to enable employees to view their role in the company in a wider context and a management development programme that runs for 1.5 years and focuses on the responsibilities and challenges of a management role. Ethics training occupies a central position in the introduction course and the focus will be further enhanced in 2017 through the introduction of dilemma training programmes.

**Employee relationship and employee satisfaction**

Each year Entra carries out the survey "Great Place to Work" and has an ongoing programme of measures relating to employee satisfaction. Employee satisfaction in Entra has seen a rising trend and in 2016 Entra achieved a score of 82 per cent compared to 79 per cent in 2015.

**Health and working environment**

Entra carries out a number of measures to contribute to the health of its employees. As an example, ergonomics mapping amongst the employees is performed by the Health Service several times a year in order to prevent strain injuries. Entra also has an internal sports club that is active in a number of sports such as running, cycling and mountaineering. Sick leave in Entra in 2016 was 2.0 per cent. This is low compared to a country average of 6.3<sup>2)</sup>. The objective is a continued low level of sick leave.

**Workers' rights**

Entra observes established standards and employment legislation. Entra is a member of the Confederation of Norwegian Enterprise, and tariff agreements have been established with employee organisations.

<sup>2)</sup> Source: Statistics Norway as of 30.09.16

## FUTURE ENVIRONMENTAL TARGETS

Activities	Targets for 2017	3-year target	5-year target
Develop a new environmental strategy	Develop a new environmental strategy	Comply and follow	Comply and follow
Comply with and follow the Roadmap towards 2050 for the Property Sector, hereunder:	Comply and follow	Comply and follow	Comply and follow
- Certify the organization	Establish plan for certification	Certify the organisation as Miljøfyrtårn	Comply and follow
- Remove fossil heating in buildings	Planning and budgeting - removal of fossil heating.	Remove in three remaining buildings	No fossil heating
- Only buy building products that do not contain hazardous substances	Covered by Entra's sustainable purchasing procedures	Covered by Entra's sustainable purchasing procedures	Covered by Entra's sustainable purchasing procedures
- Introduce BREEAM-In-Use as a management system for the entire portfolio	Perform two pilots. Evaluation of the pilots	Establishing BREEAM-In-Use as an environmental management system for the portfolio.	Continuous improvement of BREEAM-In-Use score in the portfolio.
- Conduct a study of what the roofs can and should be used for	Study different possibilities for use	Converting roofs according to study	Converting roofs according to study
- Demand and reward innovative environmental solutions	Request and demand innovative solutions in new-build projects.	Request and demand innovative solutions in new-build projects.	Request and demand innovative solutions in new-build projects.
- Require architects to make plans for re-use of materials and minimize waste.	Implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements
- Order energy budgets to calculate real energy use	Implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements
- Demand and prioritize building products with low CO <sub>2</sub> emissions	To be implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements
- Demand fossil free construction sites	To be implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements	Implemented in Entra's standard technical requirements

#### Safety officer, working environment committee and board representation

Entra has a safety officer and a working environment committee. Employees are represented on Entra's board with two employee-elected directors.

The safety officer's main function is to take care of employee's interests in matters that relate to the working environment. The safety officer is elected for two years at a time, from among employees with experience and knowledge of working conditions in the company.

Entra's working environment committee is a decision-making and advisory body. The committee's most important function is to work towards a fully safe working environment. The committee covers issues on its own initiative and at the request of the safety officer. All employees can contact the committee.

Employees in Entra are free to organise themselves and are organised in several different labour associations. Entra has established an accord with the Norwegian Engineers and Managers Association (FLT). The accord sets out agreement on a number of important matters affecting members' working lives.

#### Targets and achievements

Entra seeks to maintain high employee satisfaction and aims for a continued high score in the "Great Place to Work" survey, or other relevant employee satisfaction surveys.

In 2017 Entra will implement dilemma training in Ethics for its employees and has a target that all employees shall have completed such online training in 2017.

Equal opportunities and diversity are an integral part of the company's personnel policy and are reflected in the





composition of senior management. Entra strives for diversity on a broad basis, including gender, age, background, education and nationality. See page 35 for more information.

### 3. Ethics and anti-corruption measures

Entra has zero tolerance for corruption in all parts of the group's business. Ethical behaviour is a necessary condition for a sustainable business. Entra conducts its business in an ethical and transparent manner, acts within the law and its ethical guidelines and behaves in line with its fundamental values of being responsible, ambitious and hands-on.

#### Ethical Guidelines

Entra's ethical guidelines are built on principles of equal opportunities for all, concern for the environment and a society view that emphasizes ethics, transparency, honesty and sincerity. The long-term success of the Group is based on trust. To maintain this trust Entra must ensure that its behaviour is consistent with its corporate values. The Group's ethical guidelines describe the way Entra is to treat its stakeholders and the behaviour which is expected of its employees. The ethical guidelines provide guidance and support to the Group and its employees in decision making and problem-solving processes.

The ethical guidelines are incorporated in the ongoing management development programme and are evaluated by the Board on an annual basis. Entra creates ethical awareness through training programmes, and all employees are required to sign the ethical guidelines annually.

Entra has established whistle-blowing routines. Internal and external questions about ethics, whistleblowing etc. can be directed to the Group's Compliance Officer. In addition, an

external law firm has been engaged to act as an independent external partner with a duty of confidentiality in order to lower the threshold for an employee compared with having to contact a member of staff in Entra. A direct point of contact is also available on Entra's intranet. There have been no whistle-blowing cases in 2016.

#### Procurement principles

Entra's fundamental purchasing principle is to achieve the best possible total result through competition and supplier management. Purchasing is also to take advantage of economies of scale.

Entra aims to be a responsible purchaser in all parts of the value chain and has established a set of processes and routines for purchasing that include requirements on documentation, role/work division (dualism) and equal treatment of suppliers through competition. The routines are set to counter conflicts of interest and corruption.

New employees take a purchasing course focusing on processes, guidelines and tools for implementing best practice and fair procurement processes. Anti-corruption measures are also a topic on these courses.

Entra continuously monitors the number of suppliers and frame agreements within its supplier base to ensure that the company only does business with serious counterparties.

#### Social responsibility in the supply chain

The construction industry in which Entra operates faces serious challenges related to business crime and social dumping. Entra has established procedures to ensure that Entra only use qualified suppliers.

Entra performs risk assessments for its entire value chain and facilitates action plans to reduce any identified risk. Entra has identified suppliers that perform work on Entra's construction sites and cleaning vendors as high-risk suppliers within social responsibility.

### Supplier audits

Entra has a supplier management programme, which includes audit plans/reviews for suppliers within high-risk segments. The audits seek to ensure that suppliers follow the principles stated in Entra's ethical guidelines for suppliers.

Entra conducts both SHA / HSE and supplier audits. This is important preventative work and is an important part of the development of Entra's quality system to establish best practice and to detect and correct deviations.

An annual audit plan is prepared for each development project, considering factors such as:

- The risk of the project
- The project's size and complexity
- Contract conditions, contract model and vendor selection
- The results of changes, previously conducted audits and controls
- Project organization
- Start time and life of the project

There is no set criteria for the number of audits per year, although there is typically a correlation with the number of projects in the portfolio.

During 2016, in accordance with the established audit plan, five SHA audits and three supplier audits were carried out. The audits were undertaken by an external audit company and its reports were thoroughly evaluated together with the handling of deviations, observations and suggestions for improvement. The status of audit work is reported each quarter to Entra's management.

### Supplier reviews

In addition to supplier audits, Entra performs bi-annual reviews of high-risk suppliers with purchases above NOK 200,000. The review emphasizes supplier adherence to Entra's supplier qualification requirements. It includes;

- Credit checks to ensure suppliers' financial stability
- Checks to ensure suppliers have reported tax/vat submissions (last six months)
- Checks whether construction suppliers are registered in the "StartBank" qualification system
- Checks to determine if cleaning vendors are listed in the regulatory register for cleaning companies

### Supplier Management Programme

The main purpose is to have an established arena for dialogue and cooperation that, in addition to resolving commercial issues, will focus on contributing to meeting the sector's

challenges relating to working conditions, corruption and business crime.

Since 2015 Entra has invited most of its larger construction suppliers to annual meetings to discuss developing a common approach to the challenges faced by the industry (including HSE). It is important for Entra to support serious companies in their work against social dumping and business crime and to be aligned with their best practices and requirements.

In 2016 Entra reviewed its ethical guidelines for suppliers together with the frame agreement for suppliers in order to ensure that the guidelines are being followed. The goal is closer involvement, raising awareness levels and better reporting.

### Supplier qualification requirements

In order to enter into an agreement with Entra, all suppliers must accept and follow Entra's ethical guidelines to suppliers "Social Responsible Purchasing".

The document covers themes such as:

- Sustainable development and environmental considerations in the choice of materials
- External environment and focus on energy and environmental footprint savings
- HSE on construction sites
- Well-functioning work conditions and labour rights
- Economy and solidity
- Business ethics and relations

### Targets and achievements

During 2016 Entra revised its "Socially Responsible Procurement Guidelines" for suppliers. Entra has also introduced new pre-qualification criteria for cleaning vendors and is in the process of introducing new pre-qualification criteria for construction suppliers for volumes under NOK 20 million.

As part of its ongoing business Entra carried out several supplier audits and reviews, as described above, in 2016 and will continue to do so in 2017.

## 4. Health and Safety

Entra's business covers the whole value chain in real estate, from acquisition of sites to zoning, planning, construction and management. During 2016 a new HSE-strategy was developed, emphasizing that the HSE-area in Entra includes working systematically with:

- HSE in the daily operation of the buildings
- HSE in building projects
- HSE for our employees

Entra's HSE-policy states that it should be safe to work, visit and live in and around Entra's properties and construction projects. With regard to the company's own employees it states that Entra shall have a healthy work environment where no one gets hurt or sick as a result of their work.

Entra's HSE-goal in 2016 at Group level has been to have a H1-value below 3.0. The H1-value is a measure of the frequency of working accidents (per one million working hours) that result in absence from work in the construction projects. The H1-value for Entra was 3.6 at the end of 2016.

When working with a new HSE strategy Entra wanted a HSE-goal which reflects the HSE-status of the entire business, and not only in the construction projects. For 2017 Entra's HSE-goals have thus been changed to:

- No injuries involving sick leave absence that is due to Entra in and around our buildings
- No injuries in our construction projects with more than 16 days' sick leave

HSE is well established as a natural part of day-to-day operations and is a focus area at all levels of the organisation. HSE is a line responsibility in Entra, as well as being a personal responsibility of all employees.

Members of the senior management are involved in practical HSE work and are expected to take the lead through behaviour and practical leadership. As part of this a review of the latest HSE report is one of the first points on the agenda at management meetings and Board meetings. HSE status is also the first item on the agenda at all staff meetings.

Serious incidents and incidents resulting in injuries are reported via the line organization to the company's Chief Executive and to the Board of directors. Such incidents are investigated to see what lessons can be learned which is an important element in strengthening the HSE work.

Entra works actively to increase awareness with regard to the registration of near accidents and accidents. The reporting of undesired incidents is important in order to improve, and at the same time increase awareness internally among Entra's employees, suppliers and customers.

## 5. Urban development

Entra's strategic core areas are the four main cities Oslo, Bergen, Stavanger and Trondheim. Entra's goal in its core areas is to contribute to urban districts that are attractive, inclusive and accessible for residents. A part of Entra's environment strategy is to focus the portfolio close to important public transportation hubs, thus contributing to less use of private cars to the benefit of public transport and environmentally-friendly alternatives such as bicycles.

### Efforts

For Entra, urban development means creating a good atmosphere and secure surroundings in and around buildings for the benefit of tenants, visitors and others who live in or pass through the area. Entra ensures that the space around its buildings and building sites is neat, clean and attractive. Entra gives consideration to tenant composition in order to create life and variation among visitors and users of its buildings. Where it is natural, Entra considers how the ground floors of buildings can be used to create life at street level.

Entra emphasises the importance of a good dialogue with partners, competitors and other stakeholders in its work on urban development. Entra involves neighbours, local politicians and others who live or work in the group's urban development districts in connection with new buildings and refurbishments. Involvement may constitute meetings and correspondence with



neighbours, open meetings, information to the local press and one-on-one dialogues with selected target groups.

Examples of areas and buildings where Entra has contributed to positive urban development are, amongst others, Papirbredden in Drammen, Brattørkaia in Trondheim, Tøyen in Oslo and Hinna Park in Stavanger.

## 6. Other topics

### Diversity and equality

Different expertise and experience contribute positively to Entra's development and to a broader and better basis for decision-making.

Equal opportunities and diversity are an integral part of the company's personnel policy and are reflected in the composition of senior management. Entra strives for diversity on a broad basis, including gender, age, background, education and nationality. Three of the seven members of the group management and three of the seven board members, including the chair, are women. Entra seeks to implement equality and diversity in its work with talent- and leadership development.

At 31 December 2016, the Group had 152 employees (166 when including Hinna Park) of which 45 were women. Historically jobs in property operations have been dominated by men. These jobs are, however, to an increasing extent involving more functions such as IT and customer service. Entra thus expects more women to work in operations over time. The company will also actively seek to strengthen the proportion of women by recruiting women in these types of jobs.

### Human rights

Entra seek to contribute to diversity and equal opportunities for all and will promote, respect and prevent breaches of internationally recognised human rights.

Entra does not accept discrimination or bullying in the workplace. Everyone is to be treated with respect, irrespective of gender, religion, age, ethnicity, nationality, any disability or sexual orientation. In order to secure observance in practice

human rights are included in guidelines and management tools, including the fundamental values, ethical guidelines, socially responsible procurement, the focus on HSE and the working environment.

It is important that everyone has space for reflection and development. Entra provides its employees with opportunities for professional and personal development and facilitates training to ensure that employees have the right competence and are able to use their expertise and assume responsibility. Entra demonstrates respect for its employees' private life and takes into account requirements for personal data protection through secure IT and HR systems.

### Community involvement

In addition to its core areas for CSR work, Entra has for many years had a social community engagement.

Entra has been a sponsor of the Church City Mission (Kirkens Bymisjon) in Norway since 2013. Entra's financial support to, and dialogue with, the Church City Mission strengthens the constructive measures that the Church City Mission is carrying out in connection with social challenges in the cities covered by the agreement. In Oslo, Entra is involved, among other things, in the "Neighbour cooperation", which involves several companies in the city centre of Oslo and Bjørvika, working to create a safer and better local environment for all those passing through the area. In 2015 and 2016, Entra has been actively involved in Christmas campaigns collecting money to provide a warm meal for the homeless and Entra employees have been knitting scarves for the campaign "Support someone who dreads Christmas".

For 18 consecutive years, Entra has also been a main sponsor of Ridderrennet, a full week of skiing activities and competitions for all classes of visually and mobility disabled persons. In 2016, around 500 disabled skiers from several different countries participated in various competitions at Beitostølen. In addition to monetary support Entra also contributes with volunteers from Entra employees.

## KEY FIGURES SUSTAINABILITY

	2016	2015	2014
<b>Climate and environment</b>			
Total CO <sub>2</sub> emissions (tCO <sub>2</sub> )	6 894	7 389	12 224
- of which from fossil fuel and refrigerants (Scope 1)	303	161	197
- of which from use of electricity and district heating (Scope 2)	6 248	6 916	11 739
- of which from travel, waste and water consumption (Scope 3)	344	313	288
Waste sorting (% of sorted waste)	55	54	54
Water consumption (litre/mw)	260	280	270
<b>Employees <sup>1)</sup></b>			
<i>Number of employees</i>			
Total number of employees	152	148	152
Number of full time employees	151	147	151
Number of part time employees	1	1	1
<i>Percentage shares of women</i>			
Women as % of total employees	30 %	29 %	29 %
Women in managerial positions in % of total managerial positions	31 %	35 %	35 %
Women in top management in % of total top management	43 %	43 %	43 %
Shareholder elected women on the Board (%)	43 %	43 %	43 %
<i>Turnover</i>			
Total turnover (employees who have resigned)	13	22	26
Turnover in %	9 %	15 %	17 %
Turnover in % adjusted for retirees	7 %	11 %	13 %
<b>Health &amp; safety</b>			
Sickness absence as a % of working hours	2.0	2.6	3.4
Number of reported injuries per million hours	3.6	5.2	4.4

<sup>1)</sup> Numbers for Entra ASA, ex Hinna Park



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