

The image shows two young boys sitting at a desk, looking at a laptop. The boy in the foreground is wearing a black hoodie with a 'tusass' logo and a black cap with a green band. The boy behind him is wearing a white shirt. The background is blurred with decorative teal wavy lines. The 'tusass' logo is in the top right corner.

tusass

SUSTAINABILITY REPORT

2022

# We Want to Be An Asset to Society

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## Sustainability Mission

We let the next generation take the lead.  
Tusass provides services to build and empower the next generation.

We want to contribute to a development where the internet is perceived as a path to development and learning at the same level as entertainment.

## Introduction

# The Digital Community

Halfway through the strategy period 2020-2024, Tusass is in the process of a positive and value-creating development. A development that in the previous strategy period made broadband accessible to all, to this day, where development with the digital community is in focus. The focus is on creating new and better products both for the experienced user in the digital community, as well as all those who get acquainted with the Internet and participate in the digital community for the first time.

We invest in Greenland's digital development and the workforce of the future where technological literacy and digital competences are important. By the end of 2022, 53 school classes across all municipalities had been through a Coding Class course since we started the project almost 3 years ago, but like many other initiatives, we also experienced delays due to COVID-19. Sustainable development of the young generation also requires the development of schoolteachers, which is why we chose to start a collaboration with the Department of Learning. Tusass, in collaboration with partners from Center for Teaching Aids, has trained 11 schoolteachers in how to teach technology understanding based on Coding Class in schools.

Security of supply in the telecommunications infrastructure is the most important prerequisite for the sustainable development of the digital community. Investment in redundant connections and robust system architecture is an important prerequisite for security of supply, but driving

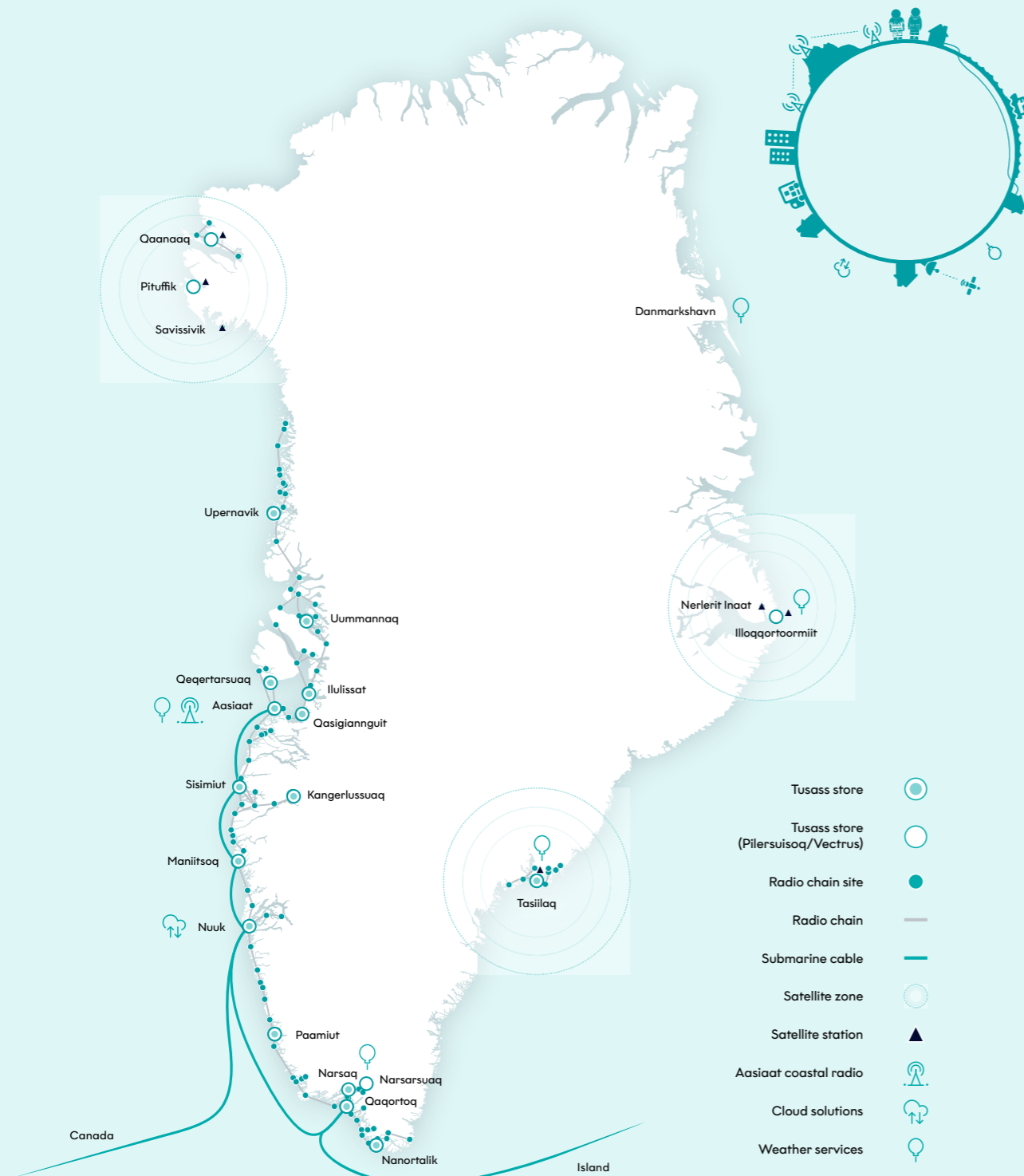
this work requires large amounts of energy. At Tusass, we want that energy to be as sustainable as possible and therefore we establish renewable energy sources on mountaintops and selected buildings in the form of solar and wind energy. In addition to being green, these energy sources serve as redundant supplies and thus improve security of supply too.

Tusass employees all contribute to making a difference for the Greenlandic society, despite a time where the world is changing, and where war after the COVID-19 pandemic creates uncertainty in the projects to be implemented. I am proud to be part of a company with committed employees, each of whom helps create value for Tusass. Tusass creates value for society, and together we bring communication and digital transformation to Greenland.

**Kristian Reinert Davidsen**  
CEO of Tusass



# Business Model



## Core Resources

### Employees

Our employees make sure that services are provided across business branches, and we strive to offer the right competency and development opportunities for everyone.

### Financial Resources

We finance our investments, if possible, through the flow of our operations and secondarily through lending.

### Customers and Owners

Our customers and owners are the foundation for our business, and we take our relations with both seriously.

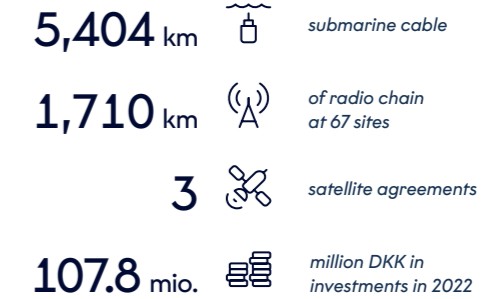
### Community Engagement

We invest in solutions that secure the digital development in parts of the country where the commercial basis is limited too.

## Investments

### Infrastructure

- The branch ensures phone and internet connections to all of Greenland and has supply security as its main focus.
- Infrastructure is continuously being build and expanded which ensures connections that can provide current and up-to-date products for the customers.

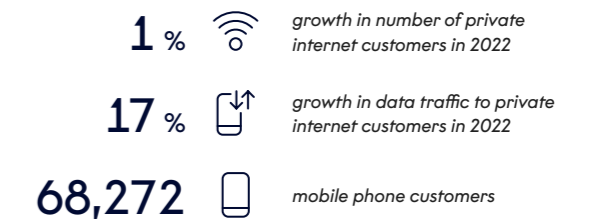


## Revenue

### Phone and Internet

65 % of revenue

- The branch supplies phone and internet products for both private and corporate customers.
- New products are continually developed that ensure the customers' opportunity to be a part of the digital evolution in Greenland and in the rest of the world.



### IT Services and Other Services

21 % of Revenue

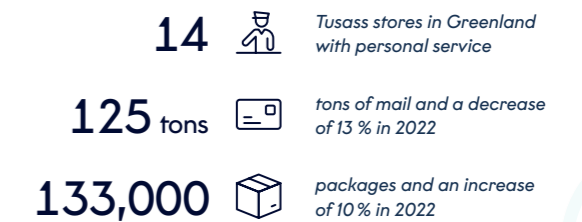
- The corporate business offers up-to-date IT-solutions to customers all over Greenland, which gives the companies the opportunity to focus on their core business.
- As supplier of emergency and safety contingency in Greenland, Tusass contributes to securing safety at sea.
- Delivery of services to aviation and weather services contribute to a solid traffic infrastructure in Greenland.



### E-commerce & Logistics

11 % of Revenue

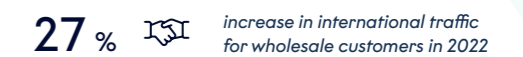
- With sole concession on letters in Greenland, the postal business ensures a secure delivery of mail to the entire country.
- On-time package delivery solutions are offered to all of Greenland, which makes international trade for both private and corporate customers possible.



### Wholesale

3 % of Revenue

- Wholesale gives the citizens of Greenland the opportunity to choose competitors for the delivery of internet products
- The branch develops products for internet providers so that they too can offer up-to-date products for their customers.



## Sustainable Business

# Memberships

In 2014, Tusass joined the UN Global Compact and committed to supporting the UN's 10 principles in the areas of human rights, labor rights, the environment and anti-corruption. We did this because it makes sense to support the work of the UN Global Compact, and because we want to send a signal to partners in our value chain about the importance of working with these principles. In continuation of this work, we are also contributing to the achievement of the UN's 17 Sustainable Development Goals.

Once a year, we report our sustainability efforts and progress to the UN Global Compact, which we will continue to support. In addition, we are a member of CSR Greenland and Transparency International Greenland, who are also working to promote the responsibility agenda in Greenland.

This report has been prepared in accordance with section 99a of the Danish Financial Statements Act on social responsibility and section 99b on the gender composition of management and section 107d on the policy on diversity.

For more information about the UN Global Compact, CSR Greenland, and Transparency International Greenland – see:

[www.unglobalcompact.org](http://www.unglobalcompact.org)  
<https://csr.gl>  
<https://www.transparency.gl>

## We Respect the Ten Principles

### Human Rights

**Principle 1:** Companies should support and respect the protection of internationally proclaimed human rights within the corporate sphere of influence; and  
**Principle 2:** ensure that they do not contribute to human rights violations

At Tusass, we respect internationally recognized human rights, and we are aware of our responsibility to avoid causing or contributing to an adverse human rights impact. We show this both through support for the ten principles and through Tusass' human rights policy. We are committed to honoring the work with human rights throughout our value chain, and we encourage our managers and employees to focus on possible improvements, initiate relevant initiatives and report progress.

### Rights of the Employee

**Principle 3:** Companies should maintain freedom of organization and recognize workers' right to collective bargaining; and  
**Principle 4:** support the eradication of all forms of forced labor; and  
**Principle 5:** support the abolition of child labor; and  
**Principle 6:** eliminate discrimination in work and employment relationships

Where the right is not provided for by law, Tusass maintains freedom of organization and recognizes the right of workers to organize and collective bargaining. Tusass does not accept any form of forced labor and child labor, as defined in the UN Convention on the Rights of the Child. Tusass does not tolerate any form of offensive acts, bullying, sexual harassment in the workplace and no employee should accept being subjected to this. We support the work with employee well-being through the use of several formalized tools in Tusass.

### Environment and Climate

**Principle 7:** Companies should support a precautionary approach to environmental challenges; and  
**Principle 8:** take initiatives to promote greater environmental responsibility; and  
**Principle 9:** encourage the development and deployment of environmentally friendly technologies

Tusass is continuously working to ensure that environmental and climate considerations become a prioritized part of all activities and initiatives made by Tusass. Through processes and procedures, we continuously work to minimize our negative impact on the environment, and produce initiatives for improvements where possible, and where it makes environmental and business sense. This development can be seen among others on our radio chain facilities, but also other initiatives that are made on an ongoing basis to ensure



Human Rights



Rights of the Employee



Environment and Climate



Anti-corruption

For more information on the UN Global Compact:  
[unglobalcompact.org](http://unglobalcompact.org)

that buildings, cars, etc. are maintained and upgraded to more sustainable solutions.

In order to ensure Greenland a greater security of supply to support the infrastructure, we focus on developing, testing and testing new methods for sustainable energy.

### Anti-corruption

**Principle 10:** Companies should work against all forms of corruption, including extortion and bribery

At Tusass, we actively denounce all forms of corruption, in accordance with Tusass policy for anti-corruption, which, among other things, describes how we relate to the reception of gifts, as well as in the event of any conflicts of interest in the business. Failure to do so may result in employment law consequences for those involved. In the event of serious criminal offences, they will be reported to the police.

### Violation or Breach

If Tusass becomes aware of behavior or actions from either employees, suppliers or others in our value chain that violate the 10 principles, we will, through dialogue and cooperation, prepare an action plan that stops the violation. If this is not possible, Tusass may consider alternative solutions.



**Kristian Reinert Davidsen**  
CEO of Tusass



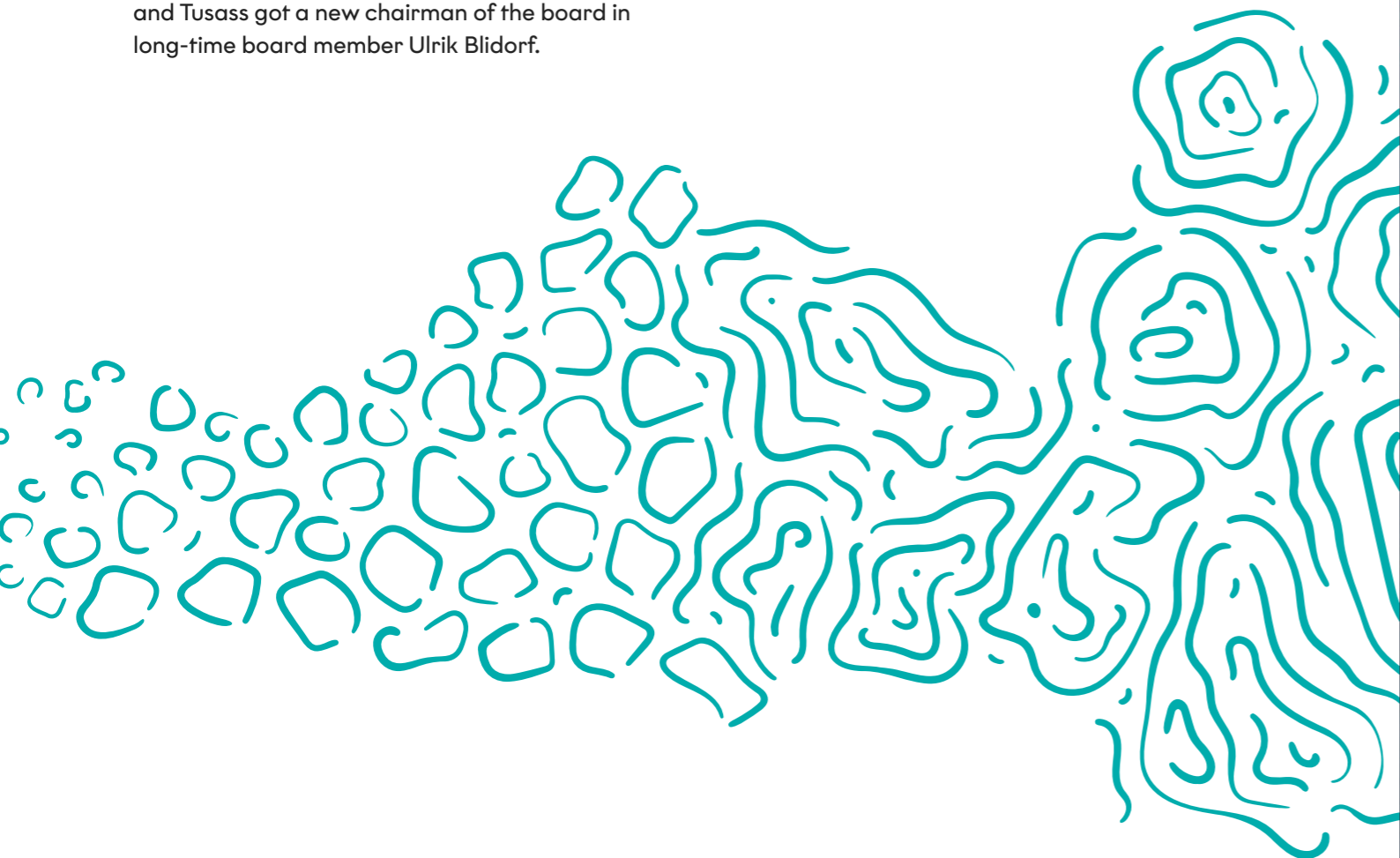
## Sustainable Business

# Organization of Work

The strategic responsibility for sustainability is anchored with the HR Director, who has three and a half full-time positions dedicated to the task, including two pedagogical consultants. In addition to realizing Tusass' flagship project, Coding Class, and other sustainability initiatives targeted at children and young people in education, the department must ensure development, anchoring, documentation, and follow-up on the business's work with sustainability in strategies and operations.

At the Annual General Assembly in the spring of 2022, several new board members were elected, and Tusass got a new chairman of the board in long-time board member Ulrik Blidorf.

This has not meant that the focus on sustainability in Tusass has diminished, however, there has been a need for the new board to be able to immerse itself in the development within the area. In this connection, a workshop focusing on sustainability and the new reporting requirements (ESG) was arranged at the first ordinary board meeting. The result of the workshop is a materiality matrix that creates a framework for the effort over the next years, as well as input for further work with reporting.







## Sustainability Strategy

# The Next Generation Is the Future

General principles, responsibilities and duties are described in Tusass' Corporate Social Responsibility Policy:

***"We run a responsible business and show concern and respect for our employees, the local society, and the environment we are a part of. We run an efficient and stable business focusing on digital investments that benefit Greenland. We are, with our know-how, experience and expertise a driving force for value adding development."***

### The Next Generation Is the Future

It is our goal that our sustainability initiatives will help future-proof the company and support a positive development of digital communities in Greenland and the Greenlandic society. Our primary focus areas, which are the most important in our business, are to increase the digital competences in society, especially with the education of children and young people, as well as the spread of sustainable energy in our business.

Tusass carries the ambition to promote children's and young people's interest in IT and technology. With this focus, we want to support the future development of more IT specialists, technicians and engineers.

A large part of our sustainability efforts therefore focuses on supporting children's and young people's development through projects that are created in a digital perspective in an increasingly digital world and thereby strengthening the next generation, by giving them the skills to create with technology. Children and young people must not only be superusers of the digital solutions, they must themselves be creative and innovative with technology that will be central to the development of society. Through projects and teaching courses, we contribute with relevant learning results that inspire and strengthen the professionalism of children and young people.

The second element of our initiatives is to widen the deployment of sustainable energy at our radio chain stations. Unstable energy supply at remote stations is one of the main challenges in terms of operations and maintenance. An increased share of renewable energy at our stations will not only ensure Greenland even greater stability in the operation of the infrastructure, but also support an environmental and economic value for Tusass.

## Sustainable Development Goals

# Our Approach

At Tusass, the SDGs are used to structure and make visible the work with sustainability and raise awareness of what difference we make, and thus what value it has for society. The goals contribute to creating awareness and a common language about sustainability work, both within the organization and outwards to the society we are part of.

During the autumn of 2022, six workshops were organized with the participation of 13 departments, with the aim of involving the

organization in defining and working with, sustainability, as well as to inform about the initiatives that are underway and the policies that apply to the area. The workshops have resulted in suggestions for new ideas and initiatives for the future work to ensure sustainability in operations.

The organization of workshops will continue into 2023, so that by the end of the year we have had the entire organization involved.

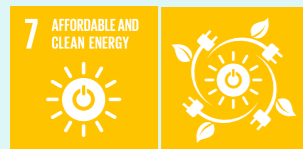


## We Have Four Sustainable Development Goals in Focus:



### Target 4.1

We will strengthen the next generation with digital skills. We will contribute with effective and relevant learning results that strengthen children and young people's professionalism.



### Target 7.2

Through green energy solutions, we ensure robust infrastructure and contribute to the introduction of environmentally friendly technologies in Greenland.



### Target 9.1

By developing a secure and reliable infrastructure, we ensure the citizens of Greenland an effective communication technology that supports the economic development of society and connects Greenland with the rest of the world.



### Target 17.17

We establish strong partnerships where we see better opportunities for solutions based on community.



## Coding Class - Coding on the School Curriculum

Tusass has established partnerships with all five municipalities in the country and offers the oldest level school classes a teaching course that is about students learning to code. Students gain knowledge of digitalization/ - and are strengthened in design processes and coding through collaboration, analysis, innovation, and presentation techniques.

We have completed 30 Coding Class courses in 2022 in Paamiut, Aasiaat, Tasiilaq, Uummanaq, Qaqortoq, Sisimiut, Maniitsoq, and Nuuk, as well as an online pilot project in Kangerlussuaq.

### Coding Class Championship

For the second year in a row, we end the Coding Class year with a virtual championship with participation from Aasiaat, Ilulissat, Sisimiut, Kangerlussuaq, Nuuk, and Paamiut.

Aviana Bisgaard and Aputsiaq Bernth-Abelsen from Nuuk were named this year's winners with the game "Super Stickman", and advanced to Denmark's virtual finals in Coding Class. Even though Greenland did not reach the final round this year, we are very proud of our participants.

**"Tusass is pleased with the commitment shown by both the schools and the students. We hope that even more people can participate in Coding Class in the future to promote digital creative competences and congratulate Aviana and Aputsiaq on their victory."**

— Kristian Reinert Davidsen,  
CEO of Tusass

### Coding as a Spare Time Activity

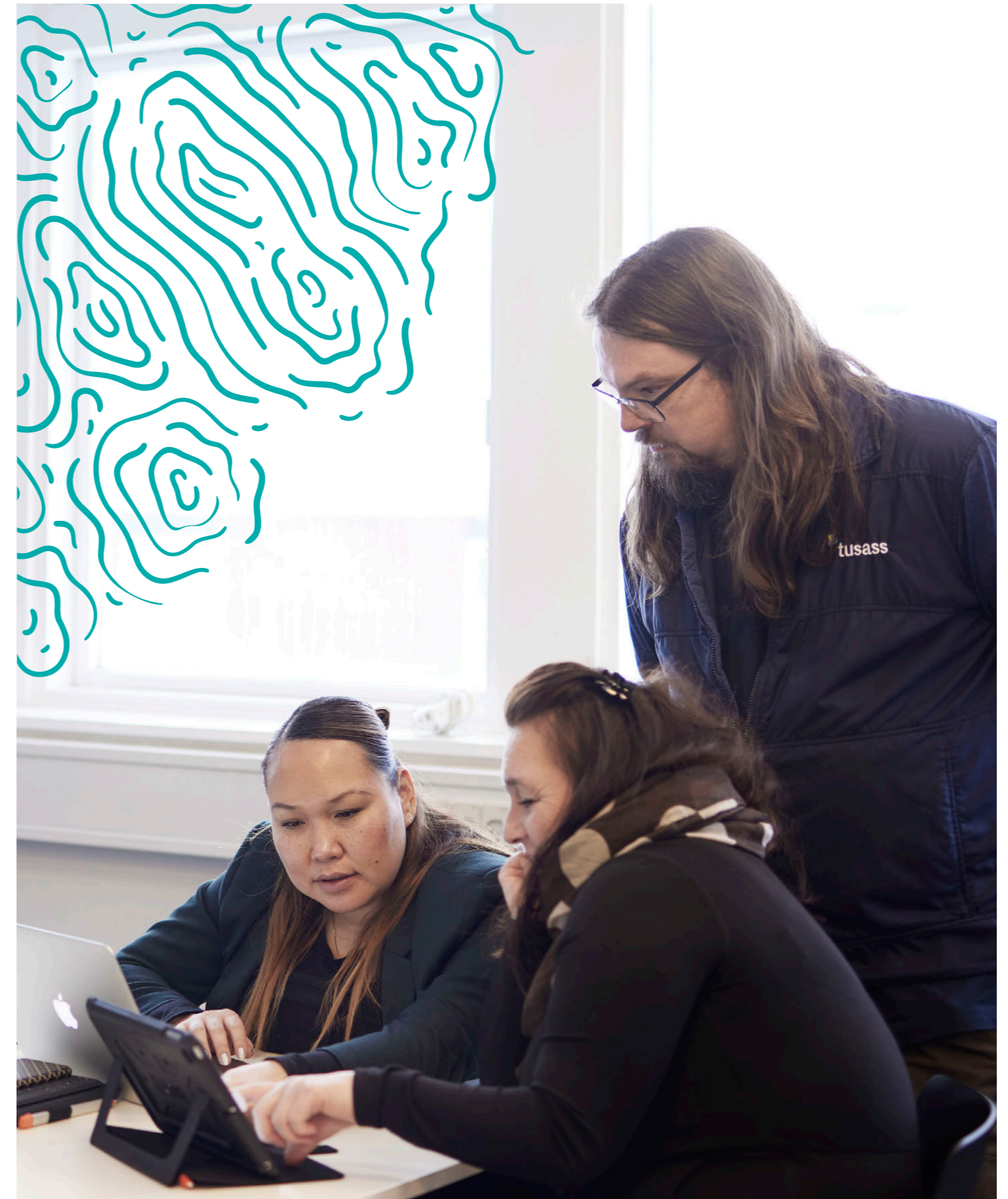
In addition to Coding Class, Tusass also gives children and young people the opportunity to code and be creative with IT technology in their spare time. We have completed four events in 2022 in Paamiut, Sisimiut and Maniitsoq, respectively, and also completed a 3D printer course and a VR SUMMER CAMP, which took place at Tusass.

### IT-Masterclass

A partnership agreement with the upper secondary education in Nuuk, GUX, has formed the framework for GUX's IT Masterclass, which is based on Coding Class. Tusass' learning consultant teaches students at the high school, where technical and innovative creative skills are trained with a focus on coding. The lessons take place in close collaboration with the Programme Consultant in Mathematics at GUX Nuuk. The students who participate in the IT Masterclass, a course that is in addition to their regular curriculum, are students who have already shown a special interest in mathematics and other STEAM subjects. We have completed 10 classes in spring 2022 and 6 in autumn 2022.

### 3D Printer Course

We have contributed to the realization of a pilot project focusing on 3D printers for 3rd grade, 4th grade and 5th grade in collaboration with Nuuk International Independent School. Tusass' learning consultant has contributed with support and advice during the course. Nuuk's International Independent School has itself been responsible for lessons with modeling in 3D printing programs and the teaching course was completed with a 2-hour visit to Tusass, where the student projects were printed in 3D.



<sup>1</sup> Subjects in Science (natural sciences), Technology, Engineering, Art, and Mathematics

### Technology Understanding for Student Teachers

In collaboration with the Department of Learning and the Center for Teaching Aids at Future Classroom Lab, we have contributed, financially and with hours from learning consultant, to a 1-year experimental course in technology understanding that strengthens the teachers of the future to be able to teach based on Coding Class. On 1 June 2022, the course ended with a technology festival and the presentation of diplomas to 11 student teachers.



### Sustainable Energy

Tusass' ambition to continuously develop and work with the use of renewable energy as a primary energy source makes both environmental and business sense. In recent years, we have focused on developing and testing new methods so that we can increase the share of renewable energy at places such as our radio chain stations. The preliminary result of this work is a combination of wind and solar energy, where generator operation is only present as backup.

Fortunately, development is not gridlocked and we are therefore always active in testing new technologies that ensure both stable and sustainable operations.

Tusass has planned to convert a total of seven radio chain stations to renewable energy by 2024. So far, during the strategy period, we have realized two stations with only wind and solar energy and generator as backup.



### Tusass Brings the World Closer

Tusass works every day to secure telecommunications infrastructure and logistics services for all of Greenland, a country with large geographical distances

between settlements and extreme Arctic climate conditions. It is our most important task to develop a safe and sustainable infrastructure, also when it comes to our tasks in Digital Trade and Logistics, which supports the digital behaviors and needs in society. We work to create opportunities that strengthen the community, as well as digital security both for the school student, the digital citizen and the business community.

Through our infrastructure, we connect Greenland to the rest of the world – and continued development in this area is a crucial prerequisite for a sustainable society now and in the future. Through greater use of energy-efficient technologies, we ensure a high and stable security of supply and provide high-speed internet to the population, business and the public sector in South, West and parts of North Greenland. In addition, we have strengthened digitalization by rolling out a comprehensive satellite program for towns and settlements in eastern and northern Greenland, which do not have the same opportunities for submarine cable and radio chain as the rest of Greenland.

From digging cables in the ground and securing connections to our customers on the world's largest island with more than 56,000 inhabitants, we launched, in collaboration with Ericsson, a new wireless 5G technology in Maniitsoq, Narsaq and Sisimiut in 2022. In addition to ensuring customers even higher speeds at home, this allows for faster error correction rather than digging cables out of the ground in a land covered by snow and permafrost for much of the year. A wireless society will benefit the economy and Greenlandic society.

We expect to bring 5G to more cities during 2023.



### A Sustainable Community

We establish and enter into strong partnerships with companies that also assign a high priority to sustainability. Partnerships are an essential means to achieve important results and where we jointly strengthen the quality of our work





## Data Ethics

# Security Affects All Aspects of Tusass

Increased digitization results in fewer letters and thus a shift in the traditional mailbox systems to digital delivery boxes, which makes it easier for customers to receive letters and parcels themselves and thus greater flexibility and better service. An increased digitization creates new and intensified cyber threats that we must deal with, and therefore cybersecurity and personal data security are important issues for Tusass, so that we do not affect human rights negatively.

We have a security department that works every day to strengthen and expand security in Tusass. We can never be 100% sure, but we must do our best to ensure that we are not exposed to attacks and ensure that we can react quickly and limit the consequences as much as possible if that were to happen.

The concept of "security" covers many areas and affects the whole of Tusass. In addition to the technical part, we must comply with a number of physical safety measures. Among other things,

we must ensure that no unauthorized persons gain access to our buildings and technical installations, and that our areas are safe. At the same time, we have a responsibility to ensure that all our employees have the necessary knowledge in safety. Therefore, all employees at Tusass are continuously trained in the organization's security policies and initiatives.

In Greenland, we are subject to the Greenlandic Personal Data Act, but in order to achieve a higher level of data protection, Tusass is continuously working to become GDPR compliant. We do this in order to strengthen our own internal business processes and our customers' ability to meet the security requirements of international relations. It is our responsibility to take care of our customers' data, and Tusass therefore considers it ethically correct to work to follow the legislation that gives customers and the Greenlandic society the best data protection.

# Future-Proof and Sustainable Infrastructure

The overall principles, responsibilities and duties of Tusass' Environment and Climate Policy are:

***"Tusass wishes to contribute to a better environment by ensuring that environment and climate concerns become a natural part of all corporate activities. We would like to become a source of inspiration across departments and employees for our customers, partners and suppliers through our own behavior."***

## Renewable Energy

Tusass' strategy towards 2024 includes a goal of an increased focus on renewable energy. This means, among other things, a conversion of radio chain stations from generator-driven power to renewable energy as a combination of solar cell and wind turbine energy, with generator as backup to always be able to ensure operation.

In addition to the two stations that have been converted to renewable energy, the goal was for 2022 that another two stations should

be converted to renewable energy. Due to various factors in our surroundings and with our suppliers, we have not reached this goal. Therefore, the commissioning of the two stations is scheduled for 2023, along with the stations already planned for the year. We therefore do not expect any delays in the changes identified for the overall strategy period.

## Telegraph Island

In 2021, Tusass installed 90 solar panels with the expectation that they will be able to supply up to 66% of our energy needs. Due to delivery challenges with some technical components, the plant has not yet been put into operation, but we expect this to happen in 2023.

## Renewable energy sources

Tusass has 50 radio chain sites, which ensure internet connection in most towns and villages. The electricity supply of these locations is today primarily generator operation, with the contribution of solar energy in the summer period. The challenge is that the solar cells can produce the necessary energy during the summer season, but that there is not enough light to also maintain energy production in wintertime. This is why generator operation is still necessary. In addition to that we also have a responsibility to ensure a continuous operation of our sites and therefore generator operation is still needed as a backup.

Transport and use of fuel for the deserted sites is expensive and not compatible with the environmental profile we want to work towards. We therefore decided in 2021 that 7 sites must be powered by renewable energy by 2024. This summer we completed the replacement of our power supply on the first site with pure sun and wind energy - and without any generator as backup. This site is a prototype that will give us experience with the restructuring, so that we can convert another 6 sites to run on renewable energy as we move towards 2024.

## Solar Panels

The share of energy for our installation produced by solar cells was 17.36% in 2022, which is a decrease compared to 2021. This decrease may be due to the fact that it has not been a sunny year, which very naturally has an impact on production.

## Installation of Solar Panels in Aasiaat

Tusass' employees in Aasiaat has expressed that an installation with renewable energy would make good sense, as the city currently does not have hydropower and is thus powered by diesel generators. The management of Tusass agreed,

and in the fall of 2022, all Tusass buildings in Aasiaat were connected to a photovoltaic system, consisting of 253 solar panels mounted on the roofs of 3 buildings. The installation is estimated to reduce CO2 emissions in Tusass buildings in Aasiaat by 32%<sup>2</sup>.

***"The installation itself, the idea of which comes from colleagues in Aasiaat, will help give Tusass a financial benefit, as well as meet Tusass' goal of producing more renewable energy. In the future, eight buildings will be partially supplied with self-generated power and we hope that by taking 1st place with the largest installed system measured by solar cell capacity, we will soon be challenged by or surpass ourselves."***

— Alex Amåsa Olsen,  
Project Manager at Tusass

<sup>2</sup> Excluding CO2 emissions during production, freight, and installation

### Car Fleet

At the end of January 2022, Tusass counted a total of 120 cars. They are a necessity for our technicians to provide the necessary service to our business customers and our private customers.

Of these, 38 are gasoline-powered, 69 are diesel-powered, nine hybrid cars that can run on gasoline and electric and four are electric cars. In 2022, we replaced three non-electric cars with electric cars and we expect more cars to be converted to electric cars in cities powered by hydropower.

Fleet	2022
Electric cars	4
Hybrid cars (electric +petrol)	9
Petrol cars	38
Diesel cars	69

As this is the first year we report on cars, we only have data for 2022.

### Electronics Waste

Tusass continues the collaboration with Stena Recycling to reduce the negative impact that electronic waste has on the environment. By working together, we ensure the recycling of the components that are suitable for this purpose, and that which cannot be recycled is sent for safe destruction.

In 2022, we have sent approx. 33 tons of electronic waste for sorting and recycling, which is a significant increase compared to previous years. This is due to an increased focus on the collection of electronic waste in the organization, as well as a greater replacement of equipment. It has also been possible for us to initiate collection in several cities. We are especially proud of this, as there are often challenges in handling waste in smaller towns.

Electronic Waste <sup>3</sup>	2022	2021	2020
Waste in kilograms	33.095	8.942	14.371
Earnings in DKK	99.220,64	8.900,01	60.855,89

<sup>3</sup> Calculated from invoices received from Stena Recycling



## Social & Employee Relations

# Engaged Employees Are the Strength of Tusass

Tusass wants to be a company with a strong image and a high employee satisfaction, so that we can attract and retain the best employees. The employees' efforts are the basis for the company's work. Joy of work, commitment, and well-being are therefore essential for our business and we work continuously to ensure our employees good working condition, including the physical and mental working environment.

At the beginning of 2022, Tusass' job satisfaction was at index 80, according to our external supplier, who prepares the survey.<sup>4</sup> Although this is a slight decrease compared to last year, job satisfaction is still considered to be high.

### Working Environment, Safety, and Sick Leave

Tusass continuously focuses on ensuring good working conditions for our employees, and through workplace assessments (APV), which are carried out every two years, the legally mandated ergonomic and safety conditions for the employees in Tusass are ensured. As are evaluation and follow-up on the psychological working environment. If the study shows that there are challenges within these conditions at our workplace, they will each be dealt with individually.

All permanent employees are enrolled in the company's health insurance at the time of

employment. This makes it possible to access treatment at a private hospital in Denmark, as well as addiction counselling, psychological help and physiotherapy. Tusass organizes activities and prevention of safety and health hazards as well as informs, instructs, and implements relevant training, courses and certifications for employees.

In 2022, 5 occupational injuries were reported, two of which have resulted in absence over one day. One is in continued treatment.

In order to prevent excessive sick leave that is not necessarily due to serious illness, HR has introduced a process to uncover the causes of one-day absences and other short-term absences. Once a month, HR compiles and reviews a list from the time registration system of the 5% highest sickness absence (excluding long-term sick leave). In collaboration with the immediate manager, a dialogue is initiated with the employee, where the absence is articulated and in collaboration you must try to remedy any dissatisfaction of the employee that results in a high level of sick leave.

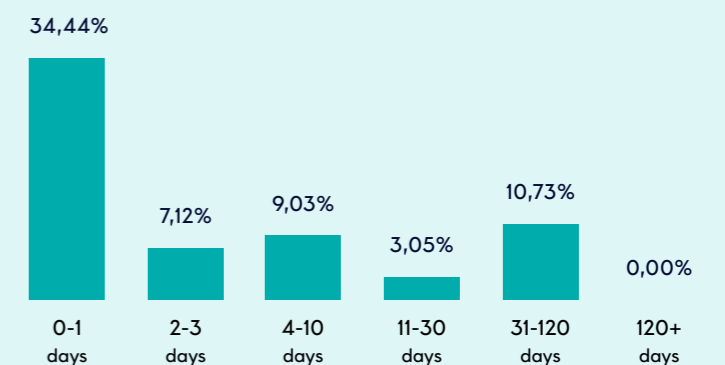
### Employee and Competence Development

Tusass ensures that there is always a focus on building the right competencies in the individual employee in relation to the position they hold, including building competencies in relation to



### Sick Leave

The total sickness absence is rated high, and is 4.8%. A total of 4,079 days, of which 508 days were the child's first sick day. Sick leave breaks down as follows <sup>5</sup>



<sup>4</sup> Ennova.com

<sup>5</sup> Calculated via Tusass's time registration system: Sick days/Net working days, where working days are defined as the sum of the working days that have been scheduled for work, less actually taken holidays, care days, training days, lay-off days and public holidays



the needs of the department. In addition, peer training and knowledge transfer is a crucial part of competence development in Tusass. As part of securing Tusass' future technical competencies, the majority of the submarine cable repair between Qaqortoq and Nuuk was led by colleagues without significant prior experience in submarine cable work, but with training and support from the employees who have many years of experience in the field. In addition, employees in Technology & Infrastructure have also conducted a number of sessions in relation to satellite technology, where an experienced employee taught a team of our young technicians in the satellite setup we use today. Deep knowledge of satellite technology is something that takes several years to acquire, so it is important that we constantly work to expand our knowledge in this area.

***"A lot of knowledge about telecommunications in Greenland is highly specialized, for example about our unique concept for remote stations and the use of our radio chain and satellite solutions. Joint project implementation with a mix of experienced and younger colleagues is one of the ways we try to ensure a transfer of knowledge to the next generation of telecommunications specialists."***

— Jonas Hasselriis, Technical Director

### **Data Protection and Cyber Security**

Tusass has a structured approach to strengthening the company's sophistication on data protection through training and improvement of business processes. Personal data protection in Greenland is based on the Greenlandic Personal Data Act, which in content and principles is similar to the European requirements for handling personal data. Tusass works to become GDPR compliant and adapts its business processes, data processing and training of employees to the applicable European data processing requirements (GDPR). In this connection, we have established a GDPR learning platform to ensure that employees and management acquire the necessary skills in relation to personal data protection. In 2022, the security department conducted a test course for 2 departments on a new learning platform, and it is expected that systematic and documented training in data protection will be part of Tusass' training program in 2023.

Tusass also has a structured approach to organizing a high degree of sophistication within cybersecurity and information security based on ISO 27001. This is done both to protect personal data but also to ensure customers' and citizens' rights and digital living conditions. This work is aimed at competence, processes and technology.

### **Trainee Programme**

In 2022, we have had 23 trainees divided into four different educational areas within Tusass' business. Four at academy level training; one in International Transport and Logistics, one in International Trade and Marketing, and two in Finance and Resource Management. In addition, three computer technician students and a single electronics technician as well as 13 salesclerk students. Furthermore, three students have

completed their academy level education in economics and resource management, electronics technician and a salesclerk.

Out of the 23 students, four have stopped their apprenticeship in Tusass. One student has moved to another internship due to the closure of the Tusass store in Paamiut. The others stopped due to high absenteeism.

Our main challenge is the lack of students applying for technical education, but with initiatives such as Coding Class, we expect that more young people in the future will have an interest in the technical areas and thus that more IT specialists, technicians and engineers will be trained in the future.

Tusass offers training in:

- IT/ electronics & engineering
- Technical operations
- Purchasing & logistics
- Post & philately
- Economy
- Customer service
- Marketing & communication

### **A New Collaboration for Tusass**

The decrease in mail volumes as well as an increased demand for digital solutions, flexibility and broader customer options results in Tusass having to conduct a modernization and simplification of Digital Trade & Logistics. We do this,

among other things, by entering into cooperation agreements with local companies that can handle our letter and parcel tasks. In Paamiut, we have successfully established such a collaboration with Brugseni, so that customers are ensured a better service in the form of digital solutions for, among other things, parcel delivery.

***"The collaboration between Brugseni and Tusass is an example of how we can maintain a good customer service that is at the same time digital and meets the customers' need for flexibility."***

— Helena Rotvig Kristiansen,  
Director of Digital Trade & Logistics

### **Job Retention**

Tusass meets employees as far as possible where they may have a special need, e.g. in the form of flexi-jobs, job training, etc. to support the employee's continued attachment or retention in the labor market. We have two employees employed in different processes where work is organized so that the employee can take care of a job for the benefit of the employee, Tusass, and society.

In addition, we want to create the best opportunities to retain our employees for as long as they can and as long as they can still contribute to the operations of the company, even if they are approaching their retirement age. In 2022, we have established a single senior scheme in Tusass, which is adapted as much as possible to the individual employee's needs.

## Statement on the Gender Composition of Management

# Diversity

Overall principles, responsibilities and duties of the Policies for Diversity in Management:

**"A diverse workplace is one in which employee diversity is accepted and used as a strength. Tusass provides many different services and as a company it is therefore dependent on different types of employees - and not least managers."**

The goal of the diversity policy is to ensure that Tusass continuously focuses on the composition of employees and management, so that this reflects the society we are a part of. Among other things, the policy focuses on the fact that diversity must be part of management's priorities and that diversity efforts in relation to recruitment, retention and career development of the underrepresented gender and employees with local roots must be strengthened.

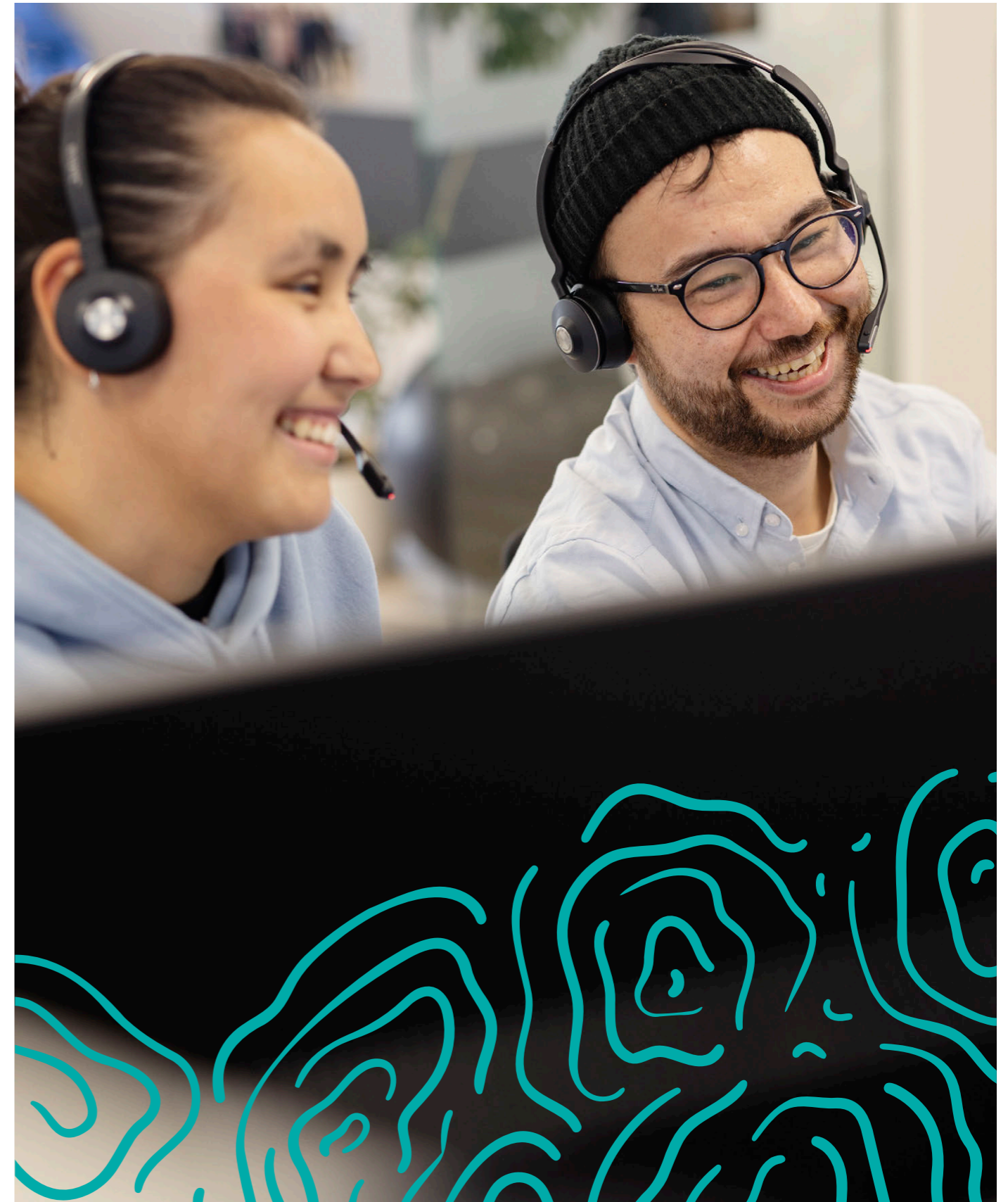
Tusass has set targets for the underrepresented gender at the management level in the organization, and has a goal that the number of men and women in all management layers (except the board) has a percentage distribution of 65/35% in 2024.

As you can see from the data below, in 2022 we have a percentage distribution of 74/26 in

our management layers, and there is therefore something to work towards. Where we have influence, for example in internal promotions, we seek as far as possible to have a representative field of candidates where it is not a foregone conclusion. Both when it comes to gender, age and seniority.

Unfortunately, we have to acknowledge that a general shortage of labor and consequently significantly more difficult recruitment conditions in recent years means that we do not have the opportunity to prioritize the creation of the underrepresented sex as much as we would like. Unfortunately, this is a general trend for several Greenlandic companies, according to the annual labor market survey conducted by the Greenland Business Association. Due to this result, GE is initiating an in-depth study in 2023, and Tusass hopes that it will be able to provide new knowledge and inspiration for the industry and the challenges we face.

But despite the challenges we face, we have taken a number of measures. Externally, we have established partnerships with all 5 municipalities in Denmark, the Department of Learning and GUX in Nuuk to spread both interest and competences in IT and technology. We do this by delivering Coding Class at primary schools or other educational institutions such as GUX and contributing to 'Technology Comprehension' for student teachers at the Department of Learning. These initiatives are long-term investments with the hope that the proportion of women applying for





IT and technology education will increase over the next 5-10 years.

Tusass' Board of Directors consists of five elected members of the general assembly and three members elected by the employees. 2 out of 5 elected members of the general assembly are women. This is a distribution of 40/60%, which means that we have achieved an equal distribution according to the requirements of the Executive Order, and therefore do not set any further targets.

Seniority	Quantity	%
0-5 years	172	47,5%
6-10 years	59	16,4%
11-25 years	89	24,6%
26 years and over	42	11,6%

Age	Quantity	%
Under 35 years of age	88	24,3%
35-60 years of age	229	63,2%
61+ years of age and over	45	12,4%

Gender distribution	M/ Quantity	M/ %	W/ Quantity	W/ %
Board members elected by the general assembly	3	60%	2	40%
Group of Directors	7	88%	1	12%
Other management <sup>6</sup>	55	74%	19	26%

<sup>6</sup> Other management is all management layers below director level, with staff responsibilities

## Anti-corruption

# Good Business Ethics

Tusass renounces all forms of corruption, bribery or other unethical conduct that may damage Tusass reputation, which is reflected in the principles, responsibilities and duties of the Anti-Corruption Policy:

***"Tusass runs a responsible business and reject all forms of corruption, bribery and other forms of unethical behavior that may damage the reputation of the company. Employees of Tusass must, at any time, carry themselves professionally and responsibly across departments and when dealing with customers and other stakeholders."***

### Acceptance of Gifts

Corporate Gift Guidelines state that our employees may not give or accept gifts or other benefits in connection with the performance of their work, as this may be considered a bribe. Violation of this may result in employment law consequences. In the event of serious criminal offences, this is reported to the police. However, modest gifts of gratitude may reasonably be given or received in connection with anniversaries. Gifts received are returned or given for reimbursable purposes.

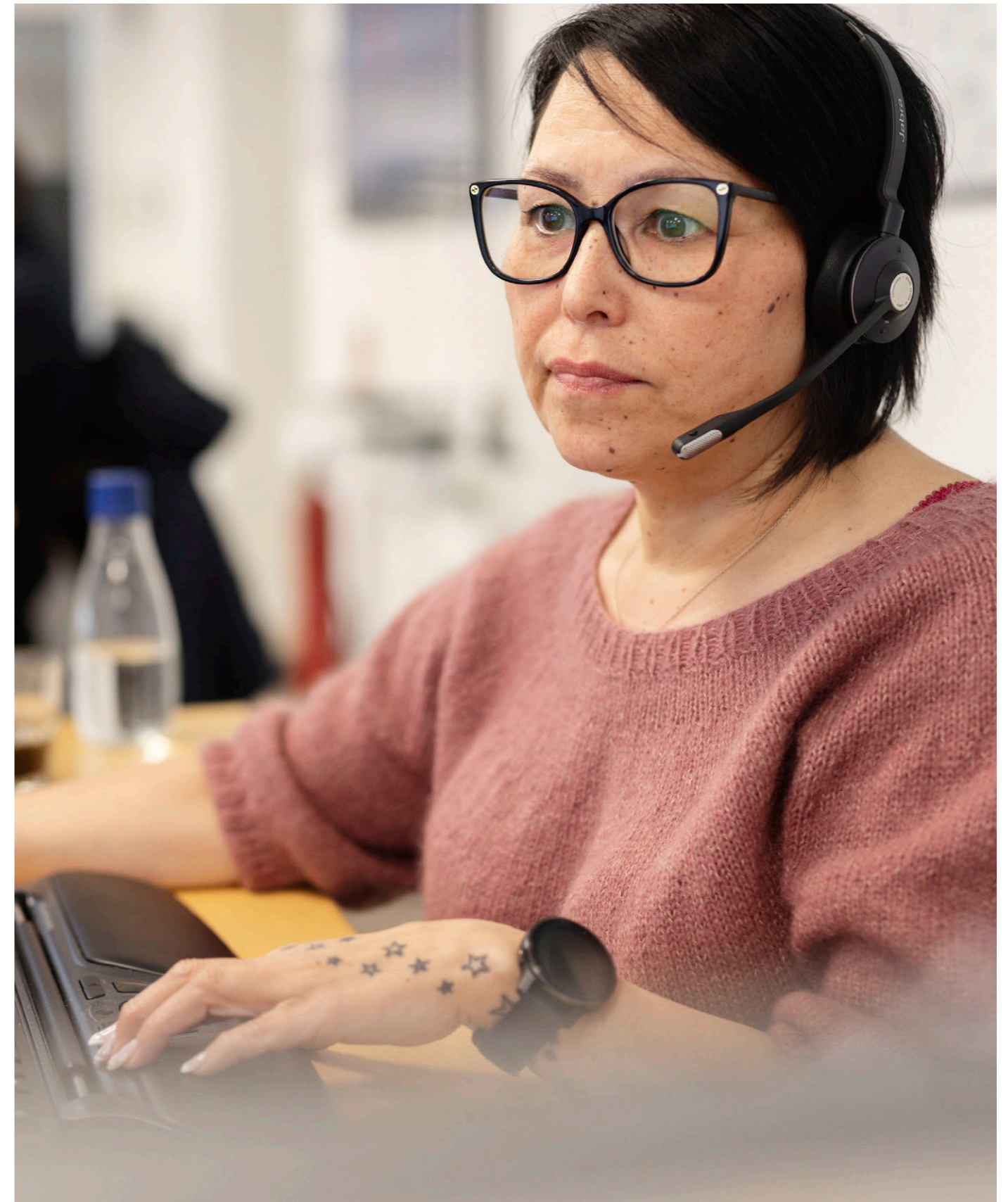
### Conflicts of Interest and Nepotism

Personal interests must not influence the decisions made by our employees, including, for example, favoring family members or friends based solely on personal relationships.

### Whistleblower Scheme

Tusass has a whistleblower scheme where employees, board members and other stakeholders can anonymously report persons associated with the company, in case of, or suspicion of, violations committed in our business, including violations of human rights.

Tusass did not receive any reports in 2022.



## A Sustainable Community

# We Create Value for Society

Tusass supports projects and activities every year through sponsorships that can have a positive and lasting effect on society. The sponsorships can be given in the form of the competencies we have, services and products that we sell, and some in the form of financial support.

### Attat – Greenland's Education Network

Tusass delivers and supports Greenland's educational network, Attat, to all educational institutions under Naalakkersuisut via a fixed price agreement. Attat is a network that provides internet, primary and lower secondary schools, vocational and higher education in Greenland. We provide schools across the country with faster connections, opening up more opportunities, such as distance learning. This strengthens students' opportunities to access education.

### Neriuffit Kattuffiat – National Collection for the Danish Cancer Society

Every year, Tusass contributes to the fight against cancer when the Danish Cancer Society in Greenland holds their annual national collection for the benefit of cancer sufferers and their relatives. Since the organization's very first fundraising event in Greenland, Tusass has made sure that there is a Call Center to which anyone can call in to submit a donation.

***"Grief through an illness and after the loss of relatives can be really hard for the closest and bereaved. We all need help and support to overcome difficult times. In Tusass, we also notice how cancer affects cancer sufferers and their relatives. That is why we continue to support these efforts. We thank everyone who has contributed and volunteered so that the collection again in the year 2022 could be carried out with such a great result."***

— Kristian Reinert Davidsen,  
CEO of Tusass

### Tusass Stafeti – Powered by DHL

Tusass was able to complete its 10th race event in the summer of 2022, after it had been canceled two years in a row due to the COVID-19 pandemic. In principle, the relay is an annual event where a large number of participants are ready for a day of exercise, health, and togetherness.



### Stamp With Added Value

Every year Tusass issues approximately 24 new stamps in collaboration with renowned artists. One of the stamps has an additional value of DKK 1 per stamp sold. This additional value goes, in full, to a social purpose, and can accrue a value of DKK 100,000. In 2022,

Tusass donated DKK 100,000 to the health management at Queen Ingrid's Hospital in the fight against COVID-19. In 2023, Tusass dedicates a stamp with additional value for the benefit of the Greenlandic Patient Home in Denmark.

# Risks

Senior management has the overall responsibility for identifying and managing Tusass' risks, including further development and determination of measures to continuously minimize the most significant risks.

Area	Main risks	Handling
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>Negative impacts on human rights can, for example, be data security for both private and business customers, as well as applicants in the recruitment phase.</li> <li>Likewise, it can affect a safe and healthy working environment for employees</li> </ul>	Compliance with legislation and international standards and conventions is required. Tusass has a human rights policy that obliges both management and employees to continuously focus on the area and relate to any violations, as well as describe the tools that support this. In addition, we have described processes for handling data security and GDPR.
<b>Social and Employee Relations</b>	<ul style="list-style-type: none"> <li>Attracting and retaining employees</li> <li>Sick leave</li> <li>Harassment and unwanted behavior among colleagues</li> <li>Accidents at work</li> </ul>	Prioritizing the good, both physical and psychological work environment is a natural part of the work of the management and the HR department, which continuously considers / and assesses possible risks before they occur.
<b>Environment and Climate</b>	<ul style="list-style-type: none"> <li>Operation and maintenance at radio chain stations</li> <li>Electronic waste, scrap, cables, etc.</li> <li>Cars powered by gasoline or diesel</li> </ul>	Through process optimization and procedures, we ensure the management of waste reliably and responsibly, while continuously working to strengthen security of supply through the efficient use of renewable energy, including continuously converting cars with electric cars.
<b>Anti-corruption</b>	<ul style="list-style-type: none"> <li>Transactions and purchases</li> <li>Bribery</li> <li>Conflicts of interest and nepotism</li> </ul>	<p>There are requirements for approval processes, procedure. With a centralized purchasing department, ensure continuous control and monitoring of transactions.</p> <p>Gifts received by external stakeholders are returned or given for reimbursable purposes.</p>

# 2023 Efforts

A further process will be initiated for the results of the workshops, which was held at the first ordinary board meeting and where the output became a materiality matrix that will create the framework for the next years' efforts, as well as input for the further work on ESG reporting.

The next step in the work is to involve the group of directors in the analysis and further work.

We continue the good work with Coding Class, so that more children and young people can create in interaction with technology.

We will continue to optimize our development and use of renewable energy and expect to reroute 4 stations in 2023.

We expect to have mapped out a process for the realization of a 'Code of Conduct' for Tusass. A 'Code of Conduct' will, among other things, ensure focus on human rights, labor rights, the environment and climate as well as anti-corruption not only at Tusass, but also with our partners.





***Tusass has long been an active party when it comes to sustainability, and we will continue to be so.***

***We take responsibility by contributing to the next generation where the acquisition of IT skills is in focus, and Tusass makes its contribution to preparing children and young people for the future. Our marquee is Coding Class, which introduces elementary school kids to technology by teaching them how to code. But not only that, the project has also shown us how technology can contribute to learning, creativity and movement.***

***We have a great responsibility to the Greenlandic society to ensure high quality and safety in an infrastructure that connects the country, while running a sustainable business. By introducing renewable energy at our radio chain stations, we not only ensure a more stable operation, we also contribute to the goal of less CO2 emissions.***

***I look forward to continuing to work with a dedicated and competent organization.***

— Ulrik Blidorf, Chairman of the Board



# Overview of the Report Data<sup>7</sup>

Environment - Environmental Data	Unit	2022	2021	2020	2019
Renewable Energy	KWh in %	17.36	21	16	-
Electronic Waste	Ton	33	8.9	14.4	9.7
Fossil Fuel	KWh in %	82.64	79	84	-
Electric Cars	Quantity	4	1	-	-
Hybrid Cars	Quantity	9	-	-	-
Other Cars	Quantity	116	-	-	-
Social – Social Data					
Full-time Workforce	FTE	359	369	372	380
Job Satisfaction / Employee Satisfaction	Index	80	82	84	80
Injuries	Quantity	6	7	0	7
Sick Leave (Incl. Child-Sick Days)	FTE/%	4.8	4.3	4.3	4.1
Student	Quantity	18	-	-	-
Senior Scheme	Quantity	1	-	-	-

Governance - management data	Unit	2022	2021	2020	2019
Board Members Elected By The General Meeting	%	40/60	40/60	40/60	40/60
Group of Directors	%	75/25	75/25	75/25	71/29
Other Management	%	70/30	73/27		68/32
Whistleblower Scheme	Quantity	0	0		-

<sup>7</sup> For calculation methods, see the respective sections of the report





**tusass**

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