SINTEF

Integrated Annual Report 2025

Contents

Front cover: Senior Engineer Leny Nazareno at work at SINTEF MiNaLab, which has Norway's only independent, complete line for the development and fabrication of microchips.

Photo: Mari Aftret Mørtvedt/SINTEF

Chapter 1

This is SINTEF

A glimpse from one of SINTEF's many laboratories. Here we see electrical characterisation of printed wires on a flexible substrate that can be utilised by using sensors, for example in clothing.

Photo: Werner Juvik/SINTEF

Key figures 2025

	2025	2024
Contribute to societal benefits and competitiveness by realising the UN Sustainable Development Goals		
Gross turnover (MNOK)	4,632	4,397
Co-create with clients and link their needs to the research front		
Number of clients	3,200	3,300
Revenue from contract research (MNOK)	1,500	1,400
International revenue (MNOK)	1,102	934
Foster outstanding research environments and infrastructure and create new businesses		
Publication points per researcher full-time equivalent	0.78	0.72
Investments in lab/infrastructure (MNOK)	112	86
Number of commercialisations	3	1
Investments in start-ups (MNOK)	718	669
Develop SINTEF as an attractive, learning, and efficient organisation		
Number of employees	2,196	2,186
Number of nationalities	81	80
Share of women (all employees)	37 %	38 %
High-potential frequency (SIF) [1]	1.9	2.5
Personal injury frequency – H2/TRIF [2]	2.8	3.1
Build trust and financial flexibility as an independent research institute		
Net operating income (MNOK)	3,954	3,809
Operating margin	3.6 %	3.1 %
Profit margin	8.3 %	7.1 %
Return on equity	6.2 %	5.9 %
Overall impression of SINTEF (reputation and brand) [3]	63 %	61 %
Climate footprint (total emissions in tCO_2e) [4]	29,058	30,579
Property investments (MNOK)	63	121

1) SIF = The sum of the number of incidents and near-incidents with the potential for serious and very serious personal injury/death per million hours worked.
2) H2/TRIF = The sum of the number of lost-time injuries and other personal injuries (excl. first-aid injuries without absence) per million hours worked.
3) Source: IPSOS
4) Source: MoreScope

Key figures 2025

FUNDING SOURCES

92 %

We generate over 90 per cent of our revenue in open competition

GROSS REVENUE

4.6 billion NOK

We carried out a total of 6,100 projects for 3,200 clients in 2025

INTERNATIONAL REVENUE

1.1 billion NOK

Cooperation projects in the EU research arena account for 23 per cent of operating revenue

OPERATING REVENUE

+3.8 %

We have had good growth in net operating revenue in recent years

CONTRACT RESEARCH

32 %

We have a portfolio of basic funding (8%), contribution research (60%), and contract research (32%)

PUBLICATIONS

5,600

We contribute with knowledge – over 1,200 articles and 1,900 reports were published in 2025

EMPLOYEES

2,200

3 out of 4 employees are scientific staff [5] – of these, 63 per cent have a PhD

NATIONALITIES

81

33 per cent of our employees are from abroad [6] – from 81 different countries

5) Scientific personnel include researchers, research managers, and research directors.
6) "from abroad" is defined as a country of birth other than Norway.
Source: SINTEF

CEO's foreword

The anniversary year 2025 has marked SINTEF's 75 years as an independent research foundation. The anniversary has provided many reminders of the role SINTEF has played in the development of modern Norway and how we became one of Europe's leading research environments for technical-industrial innovation. Our history shows that it is our daily, continuous work to develop knowledge and innovation that contributes to our vision – *Technology for a better society*.

The world today is characterised by unstable geopolitical conditions, increasing security challenges, demographic changes, rapid technological development, and the climate and nature crisis. All of this requires fundamental changes in the way we produce and consume goods and services, and the way we organise society.

In such a time, we need reliable, high-quality knowledge and research. I find that clients and authorities appreciate SINTEF's ability to connect deep technology, security, and sustainability with concrete applications in business and the public sector. This has given SINTEF a clear position as a strategic partner in the work to solve complex societal challenges. Through collaboration with major Norwegian and European players, and in close partnership with NTNU and other universities, we have strengthened our role at the research forefront nationally and internationally.

At the same time, we must acknowledge the seriousness of the need for Europe to pick up the pace. Mario Draghi's report on Europe's competitiveness points out that our continent is lagging behind when it comes to technology development, innovation, and the use of new technology. Norway shares these challenges. Investment in research and development is not at the level of the countries we compare ourselves with. Businesses here at home perceive the risk as too high. No research institution collaborates with more Norwegian companies than we do at SINTEF, so we see the challenges clearly.

We are working to strengthen our own collaboration with clients to make our research accessible and relevant to their strategic choices. We also contribute knowledge and analyses that show politicians how they can effectively contribute to the transformation of Norway. The entire support system must be mobilised if Norway is to compete in the technology-dominated economy of the future.

The security situation in Europe makes this even more urgent. Research environments and high-tech industry must be central resources in total preparedness by developing technology that safeguards security in society. SINTEF has a long tradition here, and our role is becoming increasingly important.

Our corporate strategy is a strategy for sustainable development. It shows how research and technology can be used to create solutions that both strengthen competitiveness and safeguard the planet's boundaries. This report shows how we contribute in practice, across the areas of energy, health, mobility, industry, ocean, and digitalisation. It also shows how we work with our own sustainability goals, from HSE and ethics to climate footprint and responsible procurement.

The coming years will require significant transformation in business, public administration, and society. A prerequisite for success is that we in Norway unite deep technological competence, scientific quality, and the ability to quickly put knowledge into practice. SINTEF will be a driving force in this work, drawing on our broad expertise, strong infrastructure, and international networks, as well as the trust of our partners. This is the role we were created to fulfil 75 years ago. This is the role we will continue to fulfill, based on the ability to innovate, a strong sense of responsibility, and the capacity to act that has characterised SINTEF for three generations.

Alexandra Bech Gjørv, CEO

Photo: Terje Trobe/SINTEF

1.1 Who we are and how we create value

SINTEF is one of Europe's largest independent research institutes and a not-for-profit foundation without owners. Our entire operation is built around the vision: *Technology for a better society*. Since our founding in 1950, we have contributed through research and innovation that enable competitiveness for industry, sustainable societal development and a better life for people.

Value creation takes place in close collaboration with industry, public authorities, research and education institutions, and local communities, both in Norway and internationally. Every year, SINTEF conducts a large number of research and innovation projects with more than 3,000 clients and over 6,000 projects within energy, industry, construction, food, health, mobility and smart societies. We develop and apply advanced technologies to strengthen sustainability and security.

SINTEF fulfils this role through commissioned research, collaborating with companies and public sector actors to address concrete challenges. In addition, we participate in grant-funded research in national and European research programmes, where the knowledge developed benefits society as a whole. SINTEF contributes to the commercialisation of technology through SINTEF TTO and a broad portfolio of start-up companies that bring new solutions to the market and create new value chains and jobs.

At SINTEF, researchers in natural sciences and technology work side by side with experts in fields such as social sciences, economics and innovation. This enables us to see the big picture: how technology affects climate and nature, how changes in industry affect jobs and skills needs, and how digital solutions affect services, security and people's everyday lives.

SINTEF also contributes to the development of society and business in a broader sense. We contribute actively to policy development, participate in public committees and boards, promote fact-based knowledge in public debate, and contribute to the development of standards and regulations in areas such as energy, digitalisation, climate, security, and health. Our knowledge is used in strategic decision-making by businesses, public authorities, and regulatory bodies.

This is how SINTEF creates value. We combine research, collaboration, expertise, and applied knowledge to deliver practical solutions to society's challenges.

Broad spectrum: At SINTEF, research is conducted on everything from concrete and wind turbines to artificial intelligence and the ocean. Here from the Plankton Center at Brattøra.

This is how SINTEF creates value. We combine research, collaboration, expertise, and applied knowledge to deliver practical solutions to society's challenges.

Deep tech, sustainability and security are three overarching themes in SINTEF's research.

133. Can deep tech become a gold mine for Norway?

SINTEF creates value by developing technologies and research-based solutions that address the needs of society and industry. Overall, we work within nine strategic priorities that bring together and mobilise our expertise, innovation capacity and infrastructure. Through these areas, we actively contribute to the green transition, increased competitiveness, safer services and more sustainable societal development.

The next page presents two examples of how deep tech, sustainability, and security are connected.

How deep tech can reduce environmental impact in power line construction

Norway's energy demand is increasing as transport and industry are electrified, and as more electricity is needed for artificial intelligence.

All of this requires increased power production and transmission capacity. It is expensive and land-intensive.

Superconducting cables – power conductors that lose all electrical resistance at extremely low temperatures – could be part of the answer to this.

Energy loss is not only reduced but effectively eliminated. Such power grids take up little space and can therefore help preserve biodiversity and minimise land use in cities.

A train station in Paris is now being prepared for such a solution. However, significant work remains before large-scale superconducting power grids can be realised. Some of the work is being done in the EU project SCARLET, which SINTEF leads.

In addition to traditional cooling with liquid nitrogen, SCARLET will explore the potential of cooling with liquid hydrogen. This is a solution that can help make cooling more affordable.

How key metal production can become emission-free. Good for the climate and Europe's security of supply

If the EU is to reach its goal of becoming climate-neutral by 2050, the smelting industry must also become close to emission-free. The EU is also working towards becoming more self-sufficient in critical materials. This includes silicon, used in electronics and solar cells, and manganese, used in steel production.

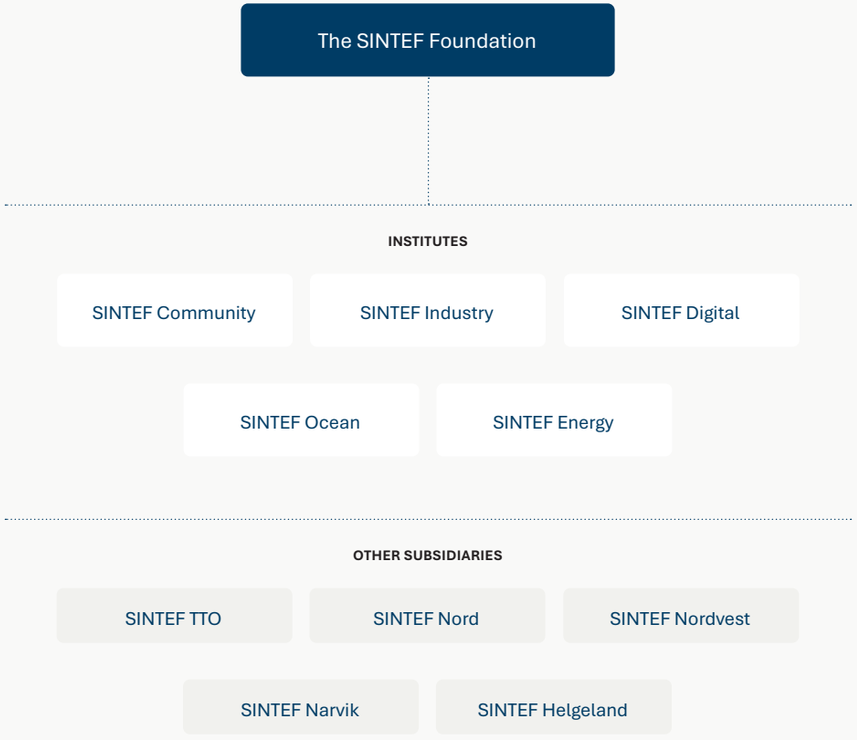
The combination of these two goals forms the basis for the EU project Mecalo, which SINTEF leads. The project will establish a climate-neutral process for the production of silicon and manganese.

In nature, metals are bound to oxygen. Electricity is used to break this bond, together with fossil carbon in the form of coke and coal. In the smelting furnace, the oxygen binds with the carbon again and forms CO_2. In Mecalo, however, we use renewable hydrogen and recycle the carbon in the process itself. Water vapour then becomes the only emission.

This is how Europe can secure access to critical materials, even after CO_2 emissions are no longer permitted.

The institute structure makes us strong and relevant for our clients

SINTEF consists of five research institutes with specialised expertise in energy, digitalisation, industry, ocean, building, and society, in addition to several regional and thematic subsidiaries. This structure enables us to build strong research environments and collaborate closely with both industry and public sector actors.



Changes to the organisational chart: After the acquisition of shares from minority owners, the former SINTEF Manufacturing AS has been merged into SINTEF AS and is no longer a separate company.

Photo: Dag Jenssen NTB, Casper Van der Eijk/SINTEF

Research activity and laboratory operations at SINTEF are carried out by the five institutes.
Three of the institutes are organised within the wholly owned subsidiary SINTEF AS.

SINTEF Industry

SINTEF Industry enables climate-friendly production in existing and new value chains for products and services a sustainable society needs. Together with clients and partners, we develop solutions with a major impact on society. Through scientific excellence and multidisciplinary expertise, we are an enabling research institute offering interdisciplinary expertise and advanced laboratories. We serve organisations that need excellent research in materials, chemistry, life sciences, industrial economics, applied geosciences, manufacturing, and the convergence of enabling technologies. The result is new solutions in areas such as the circular economy, energy technology, CO_2 management (CCUS), materials, nanotechnology, production and process technology, medicine, biotechnology, metal production, oil and gas, as well as sustainability analysis and economic and technical assessments.

Read more ↗

SINTEF Digital

SINTEF Digital works with research and innovation in deep tech, technology-oriented social sciences, and health. We have contributed everything from Norway's first domestically built computer and early research on artificial intelligence to groundbreaking sensor technology. We have national expertise in cybersecurity and deliver world-leading 3D cameras to industry. Our research-based knowledge of digitalisation and digital transformation strengthens both the private and the public sectors. In addition, our research contributes to developing solutions that will make the future health sector more sustainable. Our multidisciplinary knowledge base is used across industries. We develop and implement groundbreaking digital technologies, contribute to the sustainable transition in society and business, and ensure competitiveness and increased productivity for our clients.

Read more ↗

SINTEF Community

SINTEF Community develops solutions for the built environment of the future. We work with clients and partners across the value chain in construction, civil engineering, real estate and transport. We create value for society through certification services and knowledge dissemination, including the Byggforsk series and the Wet Room Standard (Våtromsnormen). We have specialised expertise in transport systems, societal security and preparedness, climate adaptation, water, underground rock caverns and minerals, energy and zero-emission solutions, materials and structures, circular economy, digitalisation and data-driven development, smart management, operation and maintenance, architecture and area development, and innovation in construction processes and value chains. Through our specialised expertise, we aim to be at the forefront of developing solutions for society.

Read more↗

The two other research institutes are organised as limited companies, in which SINTEF holds the majority stake. None of the owners in these companies can receive dividends. All profits are reinvested in the organisation.

Read more about our institutes here ↗

SINTEF Energy

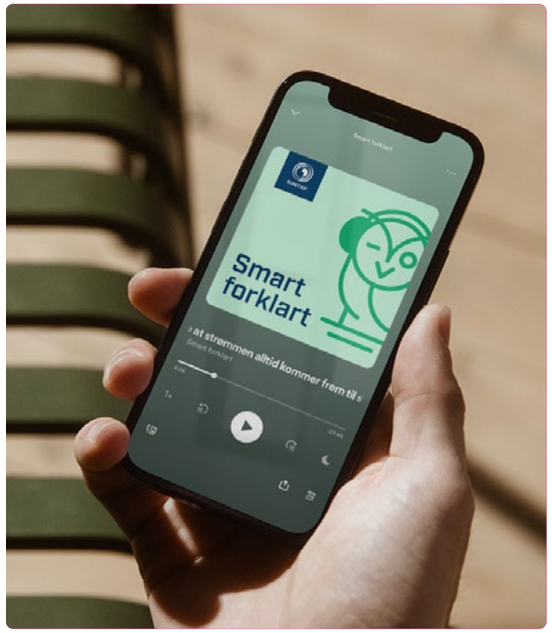
SINTEF Energy is a research institute for applied research that develops innovative energy solutions. We offer leading research-based expertise and infrastructure nationally and internationally to provide value-creating solutions and services and strengthen competitiveness. Our research should contribute to energy solutions with high energy security and a low climate footprint, while remaining efficient and profitable. We work with energy solutions that balance the need for energy with environmental considerations. Our strategic focus areas are smart grids, transmission, integrated energy systems, offshore wind, energy efficiency, CCS, hydropower, bioenergy, hydrogen and emission-free transport. In close collaboration with NTNU, SINTEF Energy has access to more than 12,000 m^2 of advanced research infrastructure including the SINTEF Energy Lab.

Read more ↗

SINTEF Ocean

SINTEF Ocean develops ocean industries for the future together with our clients and partners. With a world-leading research environment in marine technology and biomarine research, we are a strategic partner for national and international companies. The institute's leading expertise in environmental research strengthens our contribution to sustainable development. SINTEF Ocean's core areas are food, energy, maritime and the environment. These areas form the foundation for ocean-based industries and the blue economy in Norway and offer significant development potential. The institute contributes to realising opportunities and addressing challenges by increasing productivity, developing new concepts and strengthening safety in marine operations. At the same time, we will help safeguard the resource base and ocean ecosystems.

Read more ↗



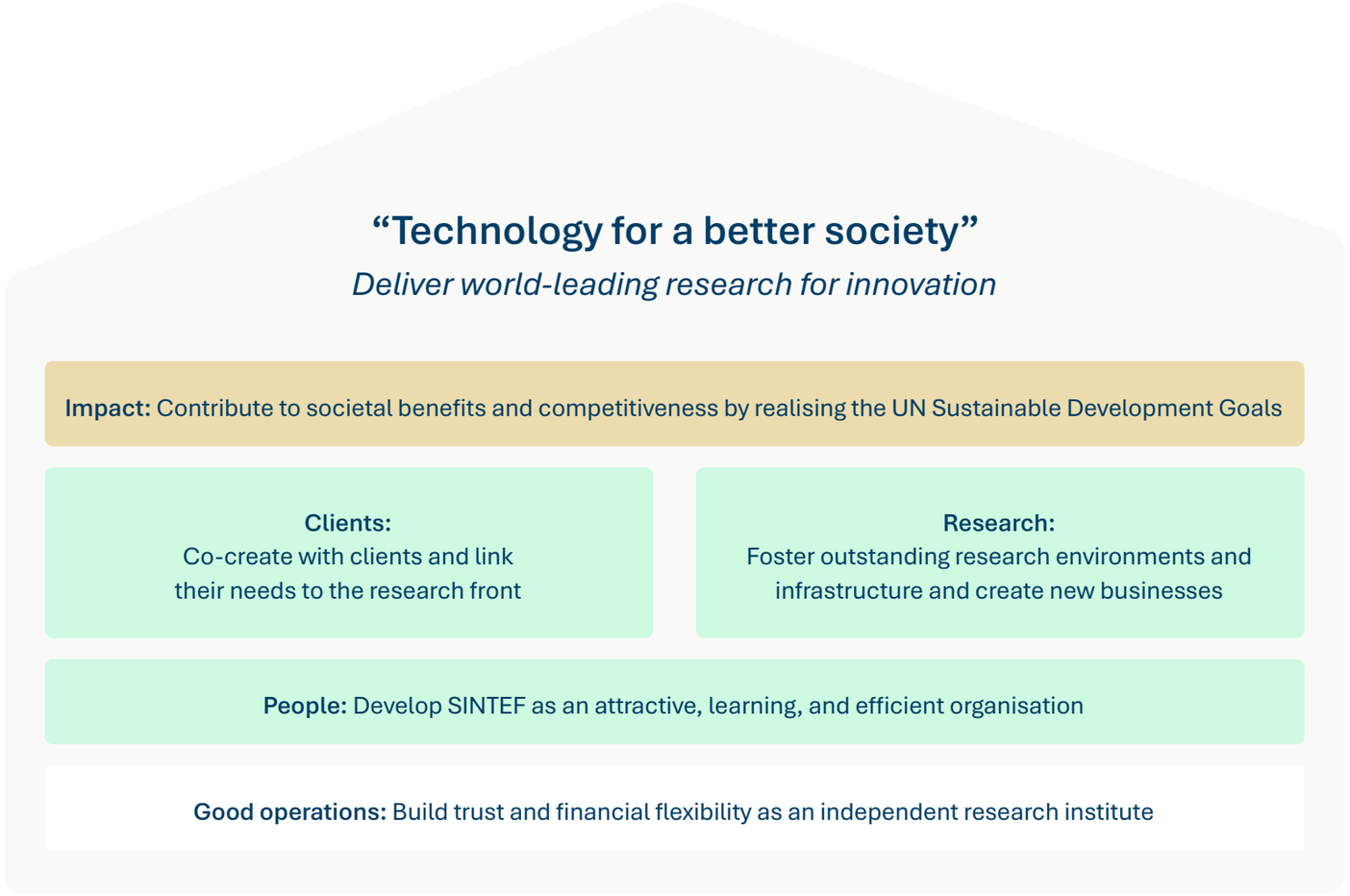
Podcast: Get a taste of our research through the podcast "Smart forklart" (Smartly Explained), and find relevant episodes through this report. You may even become a little wiser – and gain greater confidence in the future.

Photo: Tank Design

1.2 Strategic goals and priorities

Our strategy is based on the vision '*Technology for a better society*', and that we will deliver world-leading research for innovation.

We will develop knowledge and solutions that create impact and contribute to both societal benefits and competitiveness. To succeed with this, we must co-create with clients and foster outstanding research environments and infrastructure. We must develop our own organisation and build trust and financial flexibility as an independent research institute.



Strategic beliefs that provide direction for the business and the organisation

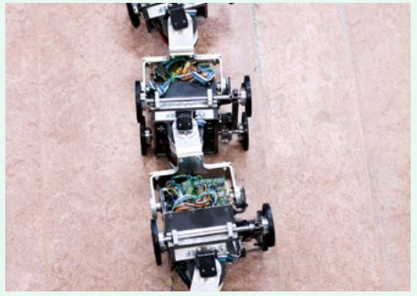
SINTEF's five strategic beliefs clarify the areas where SINTEF has particular strengths in contributing to the development of society and industry. These are areas where we at SINTEF see great opportunities, where we can make a particularly positive impact. At the same time, these are areas that involve difficult choices and risks for us and society, which we are actively working to assess and manage.

The beliefs express key sustainability themes for SINTEF, as part of our double materiality analysis (Chapters 3.1 and 5.1). They describe how SINTEF works with zero emissions, safeguarding nature, artificial intelligence and digitalisation, security and health, as well as a policy enabling the transition.

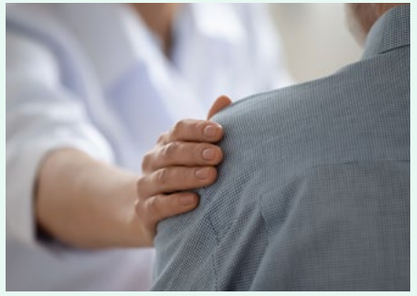
Zero emissions in value chains

Planetary boundaries

Artificial intelligence and digitalisation



New approaches to security and health



Transition policy

Photo: Gaute Stokkan/SINTEF, Lars Andreas Berg/SINTEF, GettyImages

Our most important stakeholders

The strategy is supported by insights from our most important stakeholders. This insight shapes the priorities in the research portfolio and the direction of our focus areas. The stakeholders include businesses in the private and public sector, Norwegian and European authorities, universities and research institutes, investors and financial actors, employees and future employees, innovation environments, and local communities.

Clients and the business sector give us insight into needs and challenges across different sectors and are key partners in developing new solutions. Authorities and research-funding institutions – such as the Research Council of Norway and the EU research bodies – influence framework conditions, priorities, and scientific development. Collaboration with universities, especially NTNU, is crucial for knowledge development and the recruitment of researchers.

Investors contribute to realising technology through commercialisation processes, company formation and investment funds. Our employees and future colleagues influence the organisation's activity, culture, and strategy. Research activity and our presence in local communities in turn influence society and the communities. Their needs are included in our assessments of projects, infrastructure, and societal impacts.

Strategic cooperation agreement with Reitan Retail: The agreement was signed at the celebration of SINTEF's 75th anniversary in January 2025, followed by handshakes and smiles from Ole Robert Reitan, CEO of Reitan Retail, and SINTEF's Group CEO Alexandra Bech Gjørv. SINTEF has over several years built a strong relationship with various parts of the Reitan Group, particularly through cooperation with Norsk Kylling and REMA 1000. With the recent establishment of Reitan Innovation and the signing of the new agreement, the cooperation has been lifted to a new level.

Government minister visit: As a guest in the new Medicine Building on Elgesetergate in Trondheim, Minister of Defence Tore O. Sandvik got to see concrete examples of excellent research with great societal benefit. Specifically in the form of two different drone concepts. In the picture, he is holding a SMURF, Soft Miniaturised Underground Robotic Finder, which he also got to test drive afterwards. It is designed to carry out underground searches for survivors in accidents and disasters.

Aluminum production without CO_2 emissions: Today's electrolysis method from 1886 emits CO_2 when aluminum oxide reacts with carbon. Hydro is now developing HalZero – a new process that releases oxygen instead. At Herøya, the technology is being verified on a pilot scale, and SINTEF has followed the development closely and will contribute further. The picture shows Hydro's CEO Eivind Kallevik in a meeting with SINTEF, represented by Executive Vice President Eli Aamot.

Chapter 2

On the agenda 2025

A glimpse from SINTEF's 75th anniversary. A birthday party for all employees was held at Studentersamfundet.

2.1 SINTEF 75 years

In 2025, it was 75 years since SINTEF was established in 1950 as a form of 'protest action' or initiative by professors at NTH (now NTNU) in Trondheim. The professors wanted an organisation that could conduct contract research for the industry, something NTH, as a state educational institution, did not have the same opportunity to do at the time.

We have used the anniversary year to focus on research and our role as a national research driver and agent of change. Through a comprehensive and strategically framed anniversary celebration, SINTEF's contribution to Norwegian and international value creation has been highlighted in a way that both strengthens understanding of the institute's historical significance and emphasises its relevance for future societal challenges. A central goal has been to show how SINTEF's research contributes to developing competitiveness, technology, and knowledge that benefits society. This has been communicated through a wide range of activities aimed at employees, clients, partners and the public. The celebration has particularly highlighted SINTEF's role as a link between academia and industry – a role that has been fundamental since its establishment in 1950, and which today is more important than ever for developing sustainable and adaptable societies.

For clients and partners, the anniversary has been an opportunity to highlight the long-term value of research collaboration. Through scientific forums, partner gatherings and strategic dialogues, SINTEF has highlighted how joint knowledge development contributes to innovation in both established and emerging industries. This has strengthened the understanding of SINTEF as a stable and forward-looking partner for the business sector, and as an actor that provides continuity and direction in a time characterised by technological and political changes.

The publication of the anniversary book 'The Technology Builders – SINTEF 1950–2025' has documented SINTEF's history. The book draws links from the early years to today's research landscape and shows how technological breakthroughs, institutional partnerships and targeted research efforts have shaped both SINTEF and Norway as a technology nation. By making this history accessible, the book strengthens

Looking back: The anniversary exhibition "SINTEF – 75 years of Technology for a better society" has played a central role in communicating the importance of research to a broad audience. Through concrete innovation stories, visualisations, and research-based examples, the exhibition has made complex topics accessible and shown how technology from SINTEF has improved everyday life, industry, and societal structures. The exhibition has been shown across multiple locations and institutions and has thus reached a large and diverse audience, strengthening its importance as a communication tool.

The anniversary celebration has particularly highlighted SINTEF's role as a link between academia and industry

Photo: Eirik Lian/SINTEF

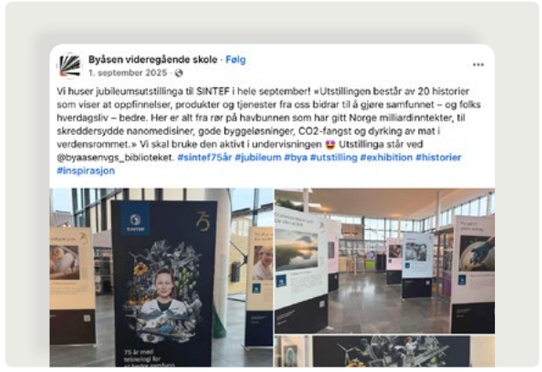
both internal identity and external understanding of SINTEF's role as a knowledge producer and a builder of society.

The anniversary has also generated significant media attention, including coverage from national and trade press. The articles have highlighted SINTEF's importance for national competitiveness, the role of research in societal development, and the need for strong research environments in the face of global challenges. The broad and positive media coverage has contributed to making SINTEF visible as a central actor in the work on technology development, energy transition, and innovation – and thus emphasised the institute's strategic relevance for both decision-makers, the business sector, and the society.

Throughout the entire anniversary, SINTEF has succeeded in combining historical reflection with forward-looking communication. The celebration has strengthened the understanding of the societal value of research, strengthened relationships with clients and partners, and contributed to documenting and communicating SINTEF's role as an important driving force for a better and more competitive society.

Smart forklart

119. Hurray for SINTEF 75 years!



Exhibition out to the people: SINTEF's anniversary exhibition took research out to the people, and was on tour to as many as 32 locations in Trondheim, Oslo, Ålesund, Gjøvik, and Raufoss. The reception was particularly good at upper secondary schools, and it became an important contribution to creating interest in research and science subjects for tomorrow's problem solvers.

Throughout the anniversary, SINTEF has succeeded in combining historical reflection with forward-looking communication

Widely distributed magazine: The anniversary issue of the research magazine Gemini, which SINTEF publishes together with NTNU, was launched at Arendalsuka and distributed to all readers of Dagens Næringsliv.

Cake celebration: The anniversary week opened with a cake party at all locations. Represented here by the CEO blowing out the cake candles.

Photo: Gemini, Terje Trobe/SINTEF

2.2 Additional highlights from SINTEF's year 2025

A glimpse into one of SINTEF's many chemical research laboratories, working on everything from carbon capture and oil-spill response to nanomedicine for cancer treatment.

Photo: Remy Erk/SINTEF

How flight emissions on regional routes can be cut by up to 30 per cent

Hybrid cars were a success. Now the aviation industry is following suit, testing the combination of electricity and fuel.

Regional flights, such as on the Trondheim-Oslo route could reduce CO_2 emissions by up to 30 per cent using propeller aircraft powered by both electric motors and combustion engines.

Much development is still needed, particularly to reduce the weight of hybrid engines. Rolls-Royce Electrical Norway and SINTEF are collaborating through an EU project to address this, focusing on how increased voltage and frequency affect electric machines.

The project aims to have hybrid aircraft ready for take-off by 2035.

Read more ↗

Combining electricity and fuel: Astrid Røkke from Rolls-Royce Electrical Norway and research scientist Torstein Grav Aakre with the electric machine that will become part of the hybrid aircraft engine.

Rapid blood test results – on the spot

As part of our focus on deep tech – groundbreaking technologies with particular potential to transform society – we have done something remarkable:

We have combined our own industry-oriented research on microsystems and nanotechnology with biotechnological research at the universities. The value of such collaboration is shown by the story of the SINTEF spin-offs SpinChip, recently sold for NOK 1.6 billion to the French multinational biotechnology company bioMérieux.

The company's product, the size of a credit card, analyzes blood samples quickly. Anywhere. The sale is Norway's largest transaction within medical technology and enables large-scale production and distribution of the equipment.

Read more ↗

Compact design: SpinChip's product analyses blood samples lightning-fast and is based on technology from SINTEF.

Drones with a completely new range

Hydrogen and drone researchers at SINTEF have joined forces to build a hydrogen-powered drone. It can make it possible to restore power outages faster and replace dangerous helicopter missions.

Where battery drones are too heavy and have too short a range, drones that run on hydrogen can solve the problems.

Power outages are one example. If you need to find out if a tree has fallen over a power line, you need to get out there immediately.

The idea is not to replace battery-powered drones. These are practical for many things. The idea behind the hydrogen drones is to solve the missions that today's drones cannot manage. Now we hope to get started with a new project to winterise the hydrogen drone.

Read more ↗

Only hydrogen drone in Scandinavia: Senior research scientist Federico Zenith is working with a long-range drone, built at the drone laboratories of SINTEF Industry.

Now you can store heat at home

Researchers have developed a "heat battery" that takes up less space than a standard hot water tank. The "battery" can be charged with heat when electricity is cheap and releases heat again when needed.

Heat pumps are becoming increasingly common in private homes. But storing the heat they produce has not been possible – until now. The solution comes from research scientists at SINTEF and the Swiss company COWA Thermal Solutions. The secret lies in a combination of technical solutions and materials called salt hydrates.

Although thermal energy storage has existed before, the Norwegian-Swiss team is among the first to develop a solution that is so efficient that it is attractive for private homes.

Read more ↗

Salt hydrates: You might have this very common substance in your kitchen cupboard. Now it is playing the leading role in a new system for heat storage. Researcher Galina Simonsen believes the solution could also be very useful in private homes.

Special paper, of all things, can provide savings in grid costs

Norway can save a staggering 25 billion kroner in investment costs in the power grid. This is because something as simple as paper quality increases the lifespan of transformers.

The price of Norway's impending electrification – and thus future grid costs – is determined, among other things, by the lifespan of transformers.

Impregnated paper is the insulation material in these electrical machines. 40 years ago, SINTEF and NTNU demonstrated that an upgraded paper type would give transformers a much longer life. Most grid companies in Europe subsequently demanded the use of such paper.

Calculations show that the "paper innovation" has contributed to making grid reinforcement much cheaper than it otherwise would have been.

Read more ↗

Reduces pressure on grid costs: For you and me, the benefit of the "paper discovery" by SINTEF and NTNU will be that grid rent will be lower than it otherwise would have been in the future.

How two "opposite" propellers can make ships more energy-efficient

By using two propellers that rotate in opposite directions, a ship can use less energy to move forward. Thanks to new knowledge, more ships can now adopt the technology.

SINTEF has designed and developed new measuring equipment for model testing of so-called contra-rotating propellers. The measuring system was developed when Hurtigruten decided to use contra-rotating propellers in the zero-emission cruise ship in the Sea Zero project.

Although contra-rotating propellers are not new, the principle is still rarely used on commercial ships. The reason is cost and that the design job is more complicated than with a traditional setup. This may change now.

Read more ↗

Four propellers: One of the configurations tested in Sea Zero was a combination of contra-rotating propellers (the red propellers in the middle of the image) and two pulling thrusters. A pulling thruster functions like a propeller that pulls the ship forward, much like an airplane propeller.

Chapter 3

How SINTEF creates sustainability

A glimpse from SINTEF Battery Lab, which helps Norwegian actors develop their own solutions for battery production.

Photo: Thor Nielsen/SINTEF

SINTEF contributes to a more sustainable society through research and innovation, knowledge sharing, and collaboration. As an organisation, we seek to live out our sustainability ambitions internally as well.

As a knowledge and technology partner, SINTEF has a unique opportunity to create a positive societal and sustainability impact far beyond our own operations. Our greatest contribution – our handprint – is achieved through the research, innovations, and solutions we develop together with clients and partners. This handprint grows when we contribute to the transition in industry and business, strengthen sustainable technology development, and promote new value chains that meet society's needs. At the same time, we have a responsibility to reduce our own footprint. This means the direct and indirect environmental and climate impacts from our operations. We must also ensure proper safeguarding of social conditions in our own operations and value chains, and exercise good corporate governance. This requires that we continuously improve our own processes, cut emissions, use resources smarter, and ensure responsible management of people, the environment, and the economy. The ambition is clear: SINTEF shall be a force for sustainable development – through the solutions we create for the world, but also the way we operate ourselves.

Read more about sustainability at SINTEF here ↗

We maximise our handprint and reduce our footprint

Handprint shows how SINTEF's research and innovation activities affect the environment, people, and society through the solutions, technologies, and knowledge we contribute to developing.

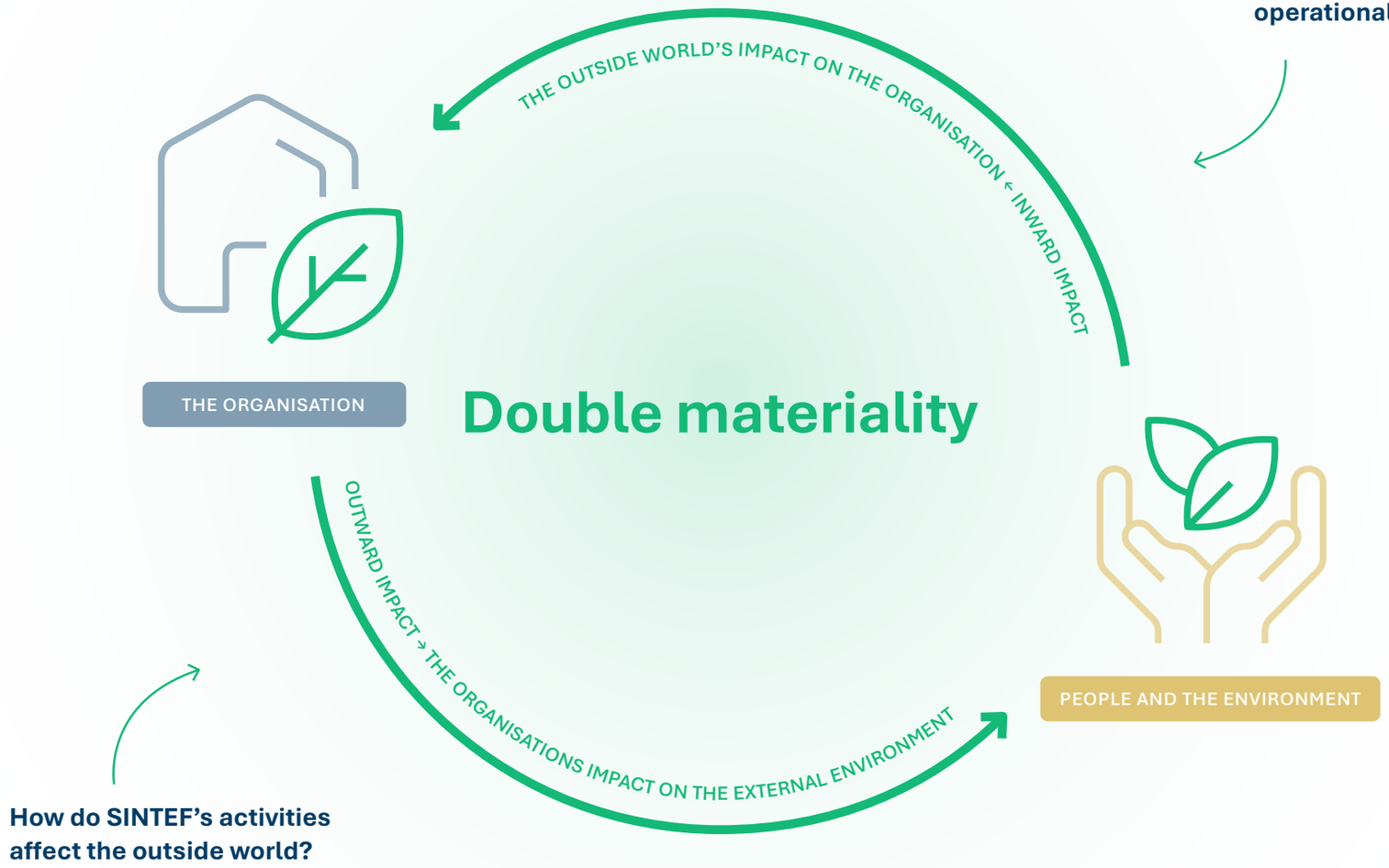
Footprint shows how SINTEF's internal operations affect the environment, people, and society through operations, working environment and safety, resource use, emissions, land use, data systems, and ethical issues.

3.1 Our key sustainability themes

SINTEF's work with sustainability is based on an assessment of which themes are most significant for society, our partners, and our own operations.

In our work on the integrated annual report, we have conducted a so-called double materiality analysis (see also Chapter 5.1). It identifies which sustainability themes have the greatest impact – either because SINTEF contributes to solutions with a positive (or negative) effect, or because the organisation is affected by developments in the external environment.

The analysis is based on our strategy, dialogue with leaders and research environments, compilation of internal priorities, documents and analyses, as well as assessments of regulatory expectations and stakeholder needs. Although we have not conducted a full double materiality analysis in accordance with the most detailed guidelines from the EU, the assessments are adapted to the current reporting level and provide a sufficient basis for identifying our key themes.



Our material topics

The materiality analysis shows that SINTEF's greatest impact occurs through knowledge development, technology development, and collaboration with business and authorities.

The analysis groups the material themes into three main parts. These reflect both SINTEF's overarching roles in society, our strategic beliefs, and our scientific contributions within climate, nature, health, security and technology. These themes form the basis for how we prioritise our efforts, and how we report on SINTEF's sustainability work:

- Cross-cutting areas that affect SINTEF's entire operations (this chapter)
- Material areas for SINTEF's research and innovation (Chapter 4 and Chapter 5)
- Material areas related to our own operations (Chapter 5)

Cross-cutting areas

Later in this chapter, our cross-cutting material topics are presented, which form our handprint through research for innovation, commercialisation of research results, laboratories and software, transition policy, and contributions to local communities and the innovation ecosystem.

Cross-cutting areas affecting SINTEF's entire operations (this Chapter)

Research for innovation	Commercialisation of research results	Laboratories and software	Transition policy	Local communities and innovation ecosystem

3.2 Research for innovation

Developing research for innovation is SINTEF's most important role. This is primarily how we contribute to a more sustainable society.

In collaboration with industry, public sector actors, and research partners, we develop knowledge and technology that can be put into practice – from early concepts and analyses to assessments, piloting, and decision support before implementation. The scope is broad, and the work takes place across sectors, disciplines, and geography. This includes approximately 6,000 projects each year with a wide range of clients and partners.

Research contributing to the UN Sustainable Development Goals

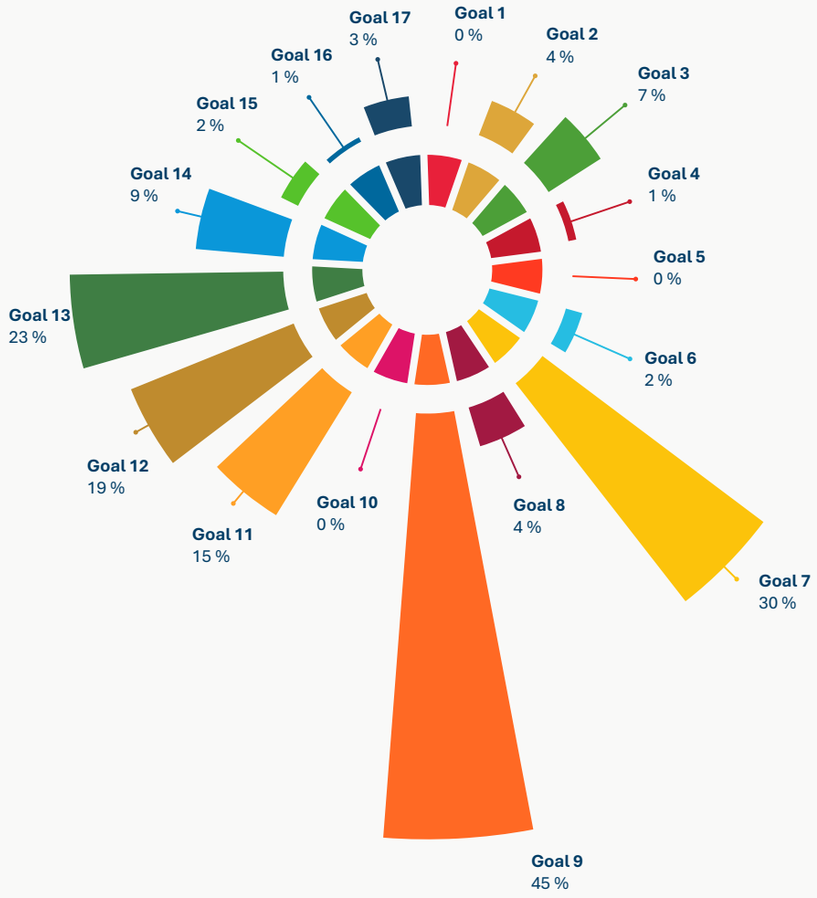
As part of SINTEF's work on sustainability, all research projects are linked to the UN Sustainable Development Goals (SDGs). This makes visible which global challenges the research addresses. Projects can be linked to up to three goals, as one solution often has relevance for several areas. This provides an overall picture of the research portfolio's direction and the societal challenges SINTEF contributes to addressing.

While the SDG tagging provides insight into the direction of the research portfolio, it is not a complete assessment of all impacts. To assess climate, nature, resource, and societal impacts of various technologies and solutions, we use our own methods and analyses in many projects. A more detailed discussion of SINTEF's impacts, risks, and opportunities through our research and operations as a whole is provided in Chapters 4 and 5, respectively. Chapter 5 mirrors the structure of the European Sustainability Reporting Standards (ESRS).

Our sustainability contributions, grouped by theme

The "sustainability sun" shows how SINTEF's research projects are distributed thematically across the UN Sustainable Development Goals. It illustrates which societal areas our research contributes to and provides an overall picture of where we create value in collaboration with clients and partners.

Gross turnover per Sustainable Development Goal [7]



7) The model shows the proportion of gross turnover for research projects in SINTEF's five institutes in 2025 which contribute to the various Sustainable Development Goals, with up to three goals per project. Tags for 'other/outside' and untagged projects (7.5 %) are not included in the model.

Industry, Innovation and Infrastructure
Affordable and Clean Energy
Climate Action
Responsible Consumption and Production
Sustainable Cities and Communities
Life Below Water
Good Health and Well-being

Interdisciplinary methods that strengthen research

SINTEF's research model combines technology and natural sciences with social sciences and economics. This interdisciplinarity enables solutions that take into account climate, nature, resources, people, and value creation simultaneously. Our work is built on a strong methodological foundation that includes life cycle analyses, social impact assessments, material flow analyses, scenario methodology, and responsible research and innovation (RRI). Together, this enables SINTEF to develop technology and knowledge that is scientifically robust and sustainable, and that provides reliable decision support to industry and public sector.

Collaboration with industry and the public sector

Innovation happens through collaboration. SINTEF works together with businesses, authorities, and research communities in Norway and internationally. This form of value creation through collaboration allows us to connect the research front to concrete needs, and ensures that knowledge can be quickly put to use in new processes, products, and services. The collaboration provides insight into challenges that businesses face – from energy transition and resource utilisation to health-related issues, production, mobility, and digital services.

Trade-offs that shape the direction of research

Technology development often involves trade-offs – between climate and nature, energy and land use, or digitalisation and privacy. SINTEF is aware of the need to identify such dilemmas and to develop knowledge bases and solutions that make them manageable in practice. This is an integral part of our research and is linked to which research areas are most significant from a sustainability perspective.

In Chapter 4, we present these areas – where we seek to promote zero emissions in value chains, safeguard planetary boundaries, utilise AI and digitalisation, and create new approaches to safety and health.

National research centres

An important part of Norway's research landscape is found in the national research centres, such as Centres for Research-based Innovation (SFI) and Research Centres for Environment-friendly Energy (FME). These centres function as powerhouses for knowledge and technology development in areas such as metallurgical processes, CO_2 management, offshore wind, autonomous systems, and advanced digitalisation. For many years, SINTEF has had a central role in such centres and has collaborated closely with industrial companies, NTNU, the University of Oslo (UiO), other research institutes, and public sector actors. The long-term collaboration builds competence and capacity that benefits both industry and society.

The collaboration in the centres provides increased competitiveness in regional industries, better technology transfer and internationalisation, and the development of new researchers and specialists who contribute to solutions that can be scaled in industry and create real societal impact. The interaction between SINTEF, NTNU, and UiO is particularly important in these centres and builds strong research communities that position Norway internationally. Together, we contribute to innovation in the process industry in Grenland, the marine industries in Western Norway, and the technology communities in Trondheim – and to sustainable solutions that meet needs in both industry and public administration.

Awarding of new Centres for Research-based Innovation (SFI): The Research Council of Norway marked the award in December. In the picture, all the new SFIs are represented, together with the Minister of Digitalisation and Public Governance Karianne Tung and the Minister of Research and Higher Education Sigrun Aasland. SINTEF leads two of the centres: SFI SEAWEED, which will look at the entire value chain within seaweed cultivation, and SFI CICU, which will conduct research on increased utilisation of the subsurface. We participate as a research partner in four additional centres.

Photo: Kari Williamson/SINTEF

New national research centres for transport

In 2025, SINTEF took a key role in the government's major transport initiative Transport 2050. The award comprises NOK 192 million distributed among three national research centres that will operate over eight years. SINTEF leads one of the centres and participates as a research partner in another.

SINTEF will lead TRACE – Transport Research Center for Nature, Environment and Land Use, which develops knowledge and solutions for a transport system that reduces emissions, takes nature and land use into account, and supports the authorities' planning towards 2050. TRACE will contribute to Norway reaching its climate and nature goals while simultaneously developing a safe and efficient transport system adapted to stricter frameworks for land use.

SINTEF is also a partner in the national transport research centre TRANSPLAN – A transport system within planetary boundaries, led by the Institute of Transport Economics (TØI). The centre researches the role of transport in the transition to a low-emission society and develops methods and models for a more sustainable transport policy.

Overall, this initiative gives SINTEF a central position in shaping the future transport system in Norway – both scientifically and politically.

Glimpse of the transport system: Trondheim freight terminal.

Glimpse from the road network: Pirbrua in Trondheim.

In 2025, SINTEF took a key role in the government's major transport initiative Transport 2050

Photo: SINTEF, Berre/SINTEF

New national centres for artificial intelligence and quantum technology

2025 was a year in which SINTEF took a strong position in efforts to equip Norway for future technology development. More specifically through participation in five of the six cross-sectoral centres established through the national AI initiative, in addition to a sector-specific centre for maritime AI. We are also involved in all four of the national centres for quantum technology. We are co-leading two of the AI centres, and we also hold the leadership in one of the quantum centres.

In other words, SINTEF has a key role as Norway strengthens its position in advanced technology through a historic investment in artificial intelligence and quantum technology.

The centres constitute a powerhouse for knowledge development, responsible technology, and technological sovereignty. Participation here gives SINTEF a strategic position in developing next-generation digital and quantum-based solutions for society and industry.

> **SINTEF is a partner in six of the seven national research centres for artificial intelligence established in 2025**

aiD: AI for Decisions

Is Norway's new national research centre for decision support based on artificial intelligence. The centre will develop methods and technology that enable AI to contribute to good and safe decisions in complex and critical situations, from patient flow in the health service to the operation of energy systems and other socially critical functions. The goal is to help Norwegian industry and the public sector to reduce waste, cut CO_2 emissions, improve resource utilisation, and strengthen society's ability to make informed choices in real time. The centre is jointly led by NTNU and SINTEF.

TRUST: The Norwegian Centre for Trustworthy AI

Will build a research foundation for reliable, fair, and responsible AI. The centre focuses on developing methods and technology that make AI more explainable, robust, and verifiable, so that systems can be used safely in socially critical areas. The centre brings together strong partners from academia, industry, and the public sector. The goal is to ensure that Norway is at the forefront of developing trustworthy AI solutions. TRUST is led by the University of Oslo, the Norwegian Computing Center, and SINTEF.

NCEI: Norwegian Centre for Embodied AI

The centre will develop the next generation of artificial intelligence that can operate seamlessly in both the physical and digital worlds. This can give robots entirely new abilities to interact with their surroundings, learn from experience, and solve tasks in complex and demanding environments. Led by NTNU, with support from UiO, OsloMet, FFI, and SINTEF.

MISHMASH: Center for AI & Creativity

The centre will research how AI promotes and challenges creativity, including issues related to copyright and regulation. The research results are relevant to many stakeholders, particularly for creative industries such as film, music, design, and literature, and for public and private actors within health, training, and cultural heritage. Led by UiO.

SURE-AI: The Norwegian Centre for Sustainable, Risk-averse and Ethical AI

The centre will research how to develop AI that addresses Sustainable Development Goals regarding energy consumption, safety, and accountability, including by looking at the environmental impact, ethics, risk, and robustness of AI models. Led by Simula.

MAI: Norwegian Maritime AI Centre

The centre will be led by NTNU and will develop technology and strengthen innovation for maritime stakeholders through increased use of AI.

121. Will AI kill our creativity?

124. How AI can help us with the challenges in the Norwegian health sector

Celebration of participation in the national AI centre: Employees from business, industry, public agencies and research during the first partner workshop in the AI centre aiD. The centre will develop AI for better decisions.

Photo: Aksel Faanes Persson/SINTEF

In addition to QSTAR, SINTEF participates in all three of the other national quantum centres that were established in 2025 through the Research Council of Norway's quantum technology initiative. These centres include work within advanced quantum sensors, quantum software and algorithms, as well as quantum communication and secure networks.

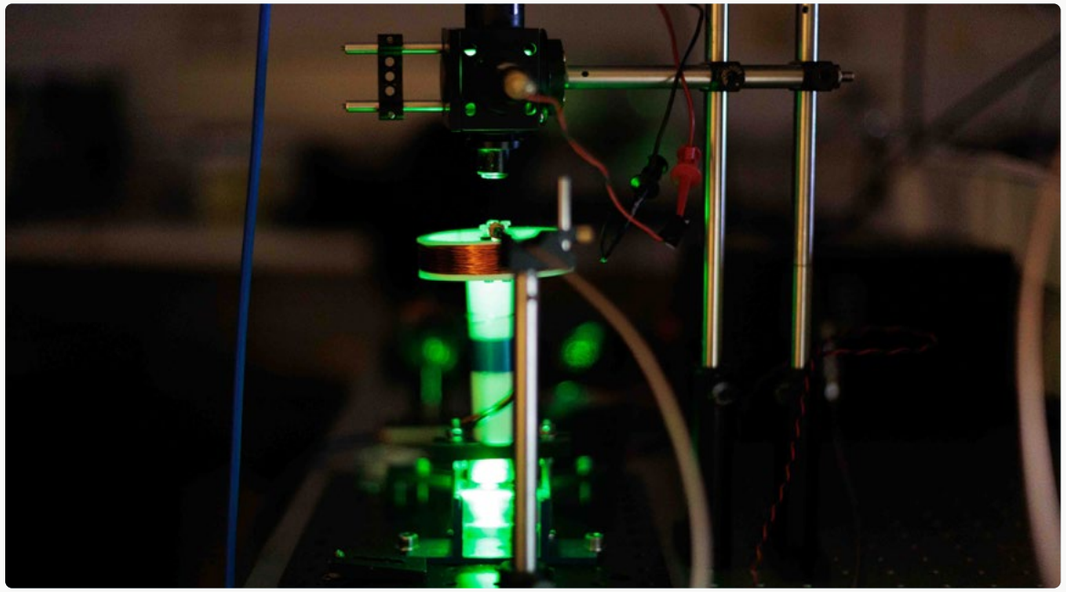
Together, the four centres cover the full breadth of Norwegian quantum research – from software and algorithm development to sensor technology and secure communication. They position SINTEF as a key player in the development of the quantum technology of the future.

Read more about the other quantum centres here ↗

SINTEF is involved in all four national quantum centres

QSTAR: Centre for Quantum Computing and Applications

QSTAR is a national centre for quantum technology. The centre will be established in 2026, led by SINTEF in collaboration with NTNU, the University of Oslo, OsloMet, Simula Research Laboratory, QMath (University of Copenhagen) and RISE. The centre will develop new methods for error correction, algorithms, and software that are necessary for quantum computers to become reliable and useful. This will lay the foundation for Norwegian research communities and industry to make informed and strategic choices about the use of quantum computers, and contribute to strengthening Norway's position in the European quantum race. The centre brings together leading experts in mathematics, physics, chemistry, and optimisation, and collaborates closely with strong partners in the Nordic region.



Measuring magnetic fields: This is a quantum sensor, with a real diamond as its core, developed by SINTEF Digital. By shining green laser light on the diamond and influencing it with microwaves, the technology can use quantum physical effects to measure magnetic fields with high accuracy.

128. The battle for the future: Microchips and quantum technology

Photo: Mari Aftret Mørtvedt/SINTEF

European research cooperation – access to the research frontier

SINTEF is Norway's largest participant in the EU's research and innovation programmes. We are a central player in Horizon Europe – the world's largest research programme. Through our participation, we connect Norwegian businesses and authorities to the European research front. In this way, we contribute to developing technology and knowledge that strengthens competitiveness, security, and sustainability in Norway and Europe.

Our position builds on a strong historical footprint. As of October 2025, SINTEF has contracts for 213 million euros in EU funding, corresponding to 13.8 per cent of all funds that went to Norway. Through our collaborative projects, Norwegian businesses gain access to research and, overall, create greater value than the funding they receive. This is because the knowledge is developed in international consortia with strong partners. Looking at what Norway receives as a whole, as of October 2025, Norway participates in projects worth 8.8 billion euros, 7.5 times more than Norway receives in funding from the EU Commission in the collaborative projects.

SINTEF also has one of Europe's highest success rates in Horizon Europe. Since the start of the programme, we have succeeded in more than one in four applications. By comparison, the European average is 15.8 per cent. Within the pillar Global Challenges and European Industrial Competitiveness, the success rate is highest. This gives Norwegian businesses a strong basis for succeeding internationally.

Our cooperation with the industry also stands strong in the EU programmes: SINTEF participates in 40 per cent of Norwegian companies' EU collaborative projects, which makes us a key partner for businesses that want to strengthen innovation power, market access, and transition through European consortia.

Through our Brussels office and extensive participation in European platforms and partnerships, we also contribute to developing European research and innovation policy. This includes work related to the EU's next Framework Programme (FP10) and strategic initiatives on digital security, green transition, and technological sovereignty. In addition, SINTEF participates in many projects under the European Defence Fund.

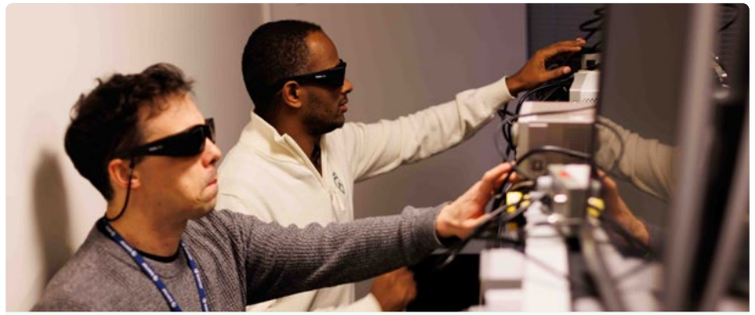
Overall, EU cooperation gives SINTEF and our partners access to the world's largest research arena, strengthens global competitiveness, and provides a direct opportunity to influence the development of Europe's research and innovation agenda.

€8.8 bill.

Total funding for ongoing research and innovation in EU projects in which Norway participates, as of Oct 2025

€213 mill.

EU funding for ongoing EU projects at SINTEF, as of Oct 2025



Monitoring air and water: under EU auspices, SINTEF researchers Marco Povoli and Firehun Tsige Dullo are developing aluminium oxide waveguides that are transparent to broad-spectrum visible light (UV-NIR). These are relevant for quantum-based measurements.

New tool for monitoring air and water quality

The EU project COMPAS, coordinated by SINTEF, is developing a compact and ultra-sensitive photonic sensor platform for monitoring air and water quality. Light sources, waveguides, and photodetectors are integrated on a single chip, replacing complex setup of separate components. The technology lays the foundation for future sensors through precise light manipulation at the micro and nano level. The project is developing photonic integrated circuits (PIC) in line with the EU's goal of technological sovereignty and the Chips Act ambitions, and will demonstrate a fully integrated PIC sensor.

Read more ↗

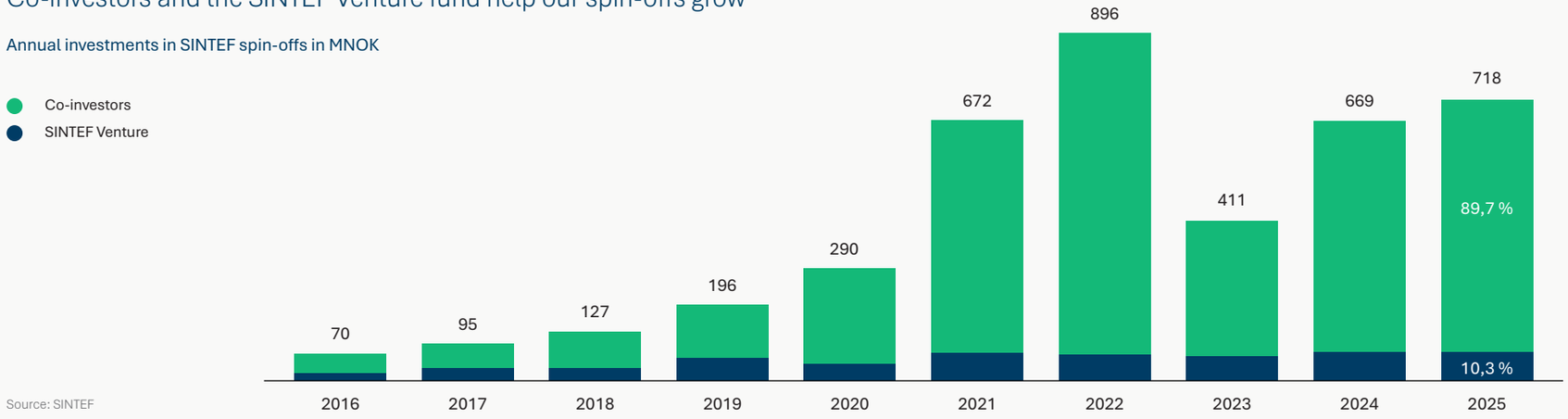
3.3 Commercialisation of research results

Part of SINTEF's role is to commercialise research results that are not exploited by clients. Through the establishment of start-up companies and the licensing of technology developed at SINTEF, we bring new knowledge and new solutions to the market. The spin-offs create innovations that provide societal benefits and competitiveness, as technology from SINTEF lays the foundation for new goods, services, and value chains.

The digitalisation and sustainability transition is creating an increasing need for technologies that will sustain the industries of tomorrow. In our long-term research, which is mainly financed by public funds, technology is developed that forms the basis for new companies and new market opportunities. Our spin-offs are characterised by high scientific competence and leading technology. Together, they make a significant contribution to the transition and renewal of Norwegian industry.

Co-investors and the SINTEF Venture fund help our spin-offs grow

Annual investments in SINTEF spin-offs in MNOK



Source: SINTEF

A model for growth through start-up companies

SINTEF works primarily in the pre-seed and seed phases, but follows up the companies closely also in the growth and scaling stages. In this way, the commercialisation activity helps to realise SINTEF's vision: *Technology for a better society*. Early-stage investments involve high risk. SINTEF has therefore developed a robust, profitable, and acknowledged model for commercialisation of research results.

Access to capital is crucial for the development of early-stage companies. SINTEF's investment fund has a strong investor network that provides the financial capacity to advance technology from research. In 2025, SINTEF Venture VI further increased its capital base as two new investors joined. Following the capital expansion, the fund has a total of NOK 517 million in managed capital. This gives us an increased ability to realise our strategy of commercialising technology through start-ups. We are humbled and proud of the trust that investors show in SINTEF and our commercialisation concept through their investments in the fund.

Collaboration between research environments, TTO, and partners

The commercialisation concept is based on close interaction between SINTEF's research environments, our commercialisation company SINTEF TTO, and external partners. The mission is to achieve commercial va-

lue creation through start-ups and realise ownership positions through exits at the right time.

Proximity to the markets in which the research environments work, previous experience with commercialisation, and proactive networking give us a strong market foothold. SINTEF has established six investment funds since 2002 and currently has 21 active start-ups under management through our SINTEF Venture funds.

More information about these companies ↗

Over the last ten years, over four billion NOK has been invested in our start-ups, of which the SINTEF Venture funds have invested NOK 532 million. This demonstrates the ability to mobilise private capital and the quality of the technology being commercialised through start-ups.

Contribution to sustainability and societal benefits

In the same way as for the project portfolio, we have mapped our start-ups according to their relevance to the UN Sustainable Development Goals (SDGs). The companies are in an early phase. Commercial potential develops over time. If they scale up, they have significant potential for sustainable societal impact.

All the companies contribute to Sustainable Development Goal 8 “Decent work and economic growth” by developing technologies that provide new products, services, and value chains. A large proportion also address Sustainable Development Goal 9 “Industry, innovation and infrastructure”. This is through development of industrial technologies such as robotics, sensor technology, and software. Several companies develop health technology that supports Sustainable Development Goal 3 “Good health and well-being”. Others contribute to Sustainable Development Goals within energy through hydrogen, energy storage, and climate measures.

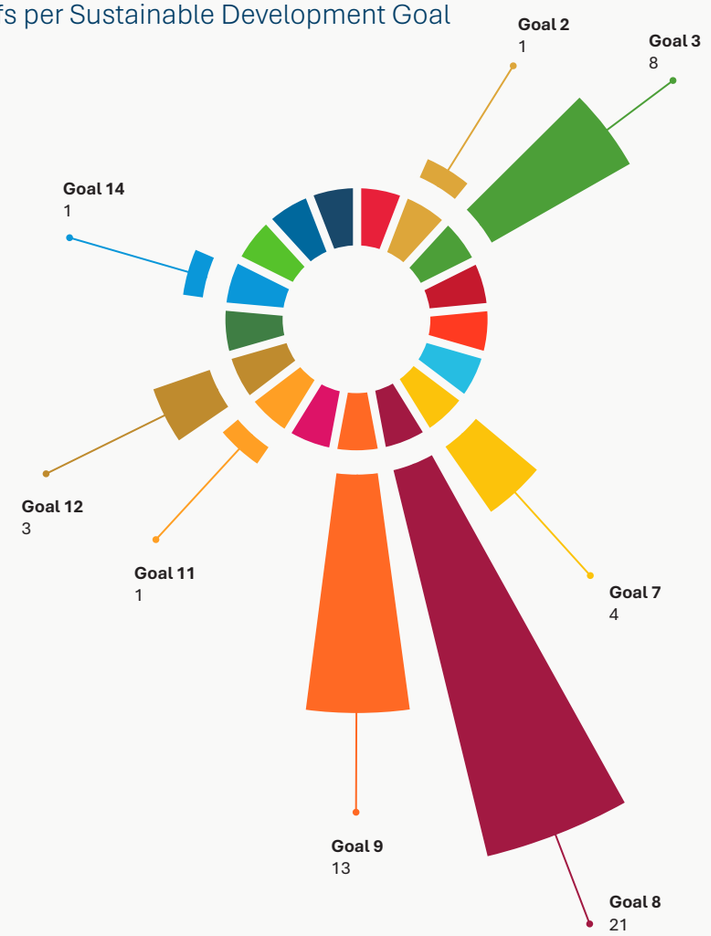
Results in 2025

2025 was a year characterised by challenges in international capital markets, with geopolitical unrest, war, and high interest rates. Despite this, NOK 718 million was invested in SINTEF’s 21 start-ups, of which NOK 74 million came from the SINTEF Venture funds.

One of the clearest results of the year is the sale of SpinChip Diagnostics to bioMérieux for 1.6 billion NOK. This demonstrates SINTEF’s ability to take world-leading technology from our own laboratories to global markets. Through collaboration with SINTEF, Investinor, external investors, and employees in the company, the technology has been advanced to a level where it can be realised on a large scale internationally.

More information about Spinchip and our sale can be found here ↗

Spin-offs per Sustainable Development Goal



Source: SINTEF

Decent Work and Economic Growth
Industry, Innovation and Infrastructure
Good Health and Well-being
Affordable and Clean Energy
Responsible Consumption and Production
Zero hunger
Sustainable Cities and Communities
Life Below Water

Our spin-offs contribute to sustainability

Here are some examples from our start-ups that contribute with technology for a better society.

Many meters of pipe: Previse Technologies' technology can look for rust under pipe insulation, which makes the process both simpler, cheaper, and more environmentally friendly for many large facilities. Illustrated here at the Multiphase Laboratory at Tiller.

Previse Technologies finds rust in pipes. This provides major savings for companies and the environment.

Precise "weather forecasting" for miles of pipe – sensors "see" where there is moisture under the insulation. Previse Technologies is realising technology that makes it possible to detect hidden rust on insulated process pipes before accidents occur. The technology, developed at SINTEF Energy, can cut maintenance costs by billions in Norway alone. In addition, it can reduce environmental impact by shrinking waste volumes, as well as strengthen safety in the industry. The company was established in 2025.

Read more ↗

Hystar's technology was developed in SINTEF's laboratories in Trondheim: CTO and co-founder Alejandro Barnett (right) and research engineer Firdaus Hendricks are now ready to take the technology to the global market.

From lab to the global market. Hystar strengthens the competitiveness of green hydrogen.

Hystar is commercialising technology that reduces energy loss in the production of green hydrogen. With Hystar's technology, water electrolysis can become cost-effective enough to make green hydrogen competitive compared to hydrogen from fossil sources. This would open up a huge market for the company's electrolysis equipment. Green hydrogen can be used for large-scale storage of solar and wind power. Hystar was established in 2022 and raised NOK 375 million in growth capital in 2025 for further development and realisation of technology.

Read more ↗

3.4 Laboratories and software

SINTEF's laboratories, test facilities, and digital platforms are the foundation of our research and innovation activities. With more than 100 laboratories – several of them world-class – we enable the development, testing, and demonstration of technologies that are crucial for sustainable transition in, among others, the energy, ocean, health, mobility, and process industries.

Over the last ten years, SINTEF has invested 1.9 billion NOK in research infrastructure. In 2025 alone, we invested NOK 175 million in new laboratories, scientific equipment, upgrades, and properties. The infrastructure is used in both basic research, applied research, piloting, and technology verification. It is a key resource for our clients who need documentation, risk reduction, and technical evidence before a solution can be put into use in the market.

Our laboratories include everything from advanced energy and materials laboratories to ocean basins, microchip factory (MiNaLab), construction laboratories, pilot plants, and digital test arenas. Environments such as the Ocean Basin, Energy Lab, and the Multiphase Laboratory are examples of infrastructure that make Norway internationally competitive.

Software and digital tools constitute a separate and equally fundamental part of SINTEF's research infrastructure as the physical laboratories. They are used both in research that is closely linked to laboratories – through modelling, analysis, digitalisation of experiments, and digital twins – and in research that does not involve laboratories at all, such as advanced simulations, data-driven analyses, decision support, and the development of digital methods and services. Digital infrastructure enables faster and more precise research processes, and makes it possible to explore issues and solutions that cannot be tested physically. Together, the digital and physical infrastructure provide a broad and complementary foundation for innovation and knowledge development.

Through strong infrastructure – both physical and digital – SINTEF creates a powerhouse for knowledge development, technology development, and value creation, and contributes to realising sustainable solutions that can be put into use on a large scale.

Silicon wafers under the microscope: Senior Engineer Leny Nazareno inspects silicon wafers for particles and pattern defects. The powerful green light is monochromatic (single-coloured), making even small particles and pattern defects visible without a microscope.

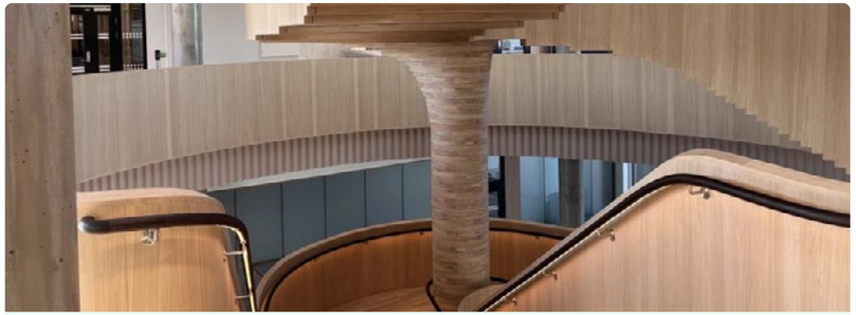
Software and digital tools constitute a separate and equally fundamental part of SINTEF's research infrastructure as the physical laboratories

Photo: Mari Aftret Mørtvedt/SINTEF

125. Can we turn CO_2 emissions into something of value?

> **“A completely new chapter for Norwegian ocean technology and Norway as an ocean nation”**

Minister of Digitalisation and Public Governance Karianne Tung at the opening of Professor Mørch’s House

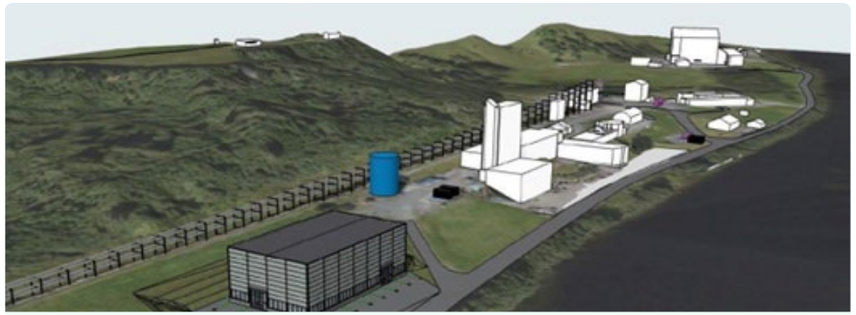


The famous staircase: Walking the stairs in Professor Mørch’s House is an experience in itself.

Professor Mørch’s House: New milestone in the development of the Norwegian Ocean Technology Centre

The Norwegian Ocean Technology Centre is a major national investment in ocean space technology. The centre will consist of both wet and dry laboratories, workshops, teaching facilities, office and meeting rooms in Trondheim. In addition, infrastructure is being further developed in the Trondheim Fjord, in Ålesund, and at Hitra and Frøya. The Ocean Technology Centre will be one of the world’s most advanced facilities for research and education in marine engineering. The centre gives NTNU and SINTEF access to world-class facilities and premises.

In August 2025, Professor Mørch’s House was opened in Trondheim. The building houses teaching, research, and office facilities for Department of Marine Technology, NTNU and SINTEF Ocean, and is Norway’s most environmentally friendly building with BREEAM Outstanding certification.



The Multiphase Laboratory gets a new neighbour: The pilot building, which will be located at SINTEF’s process technology centre at Tiller, will have an area of around 1,000 m^2, has a cost framework of approximately NOK 30 million, and is scheduled for completion in 2026.

Here, CO_2 will be turned into valuable green products

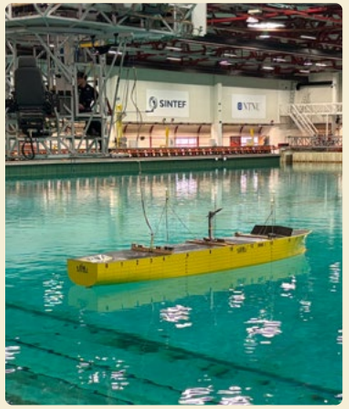
At the same time as the opening at Tyholt took place, construction began on a new pilot building. SINTEF is investing over NOK 30 million in this facility, located at the Multiphase Flow Laboratory and the CO_2 lab, to strengthen the development and testing of sustainable value chains from carbon capture to green products. The building gives the industry the opportunity to test and validate technology at a pilot scale before full-scale establishment. It will be completed in 2026. The first user is the PYROCO$_2$ project, which demonstrates how captured CO_2 and green hydrogen can be converted into acetone through energy-efficient high-temperature fermentation. The acetone can be further processed into, among other things, aviation fuel, plastic, and other chemical products. The project has the potential to facilitate the use of up to 17 million tonnes of CO_2 equivalents by 2050.

Photo: SINTEF

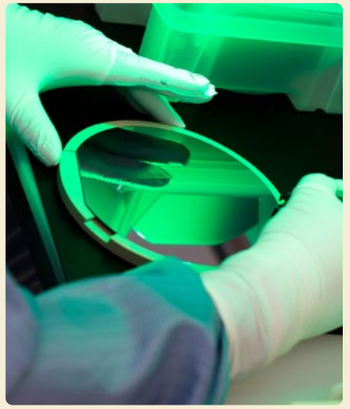
The laboratories are the foundation we stand on

At SINTEF, we have over 100 laboratories, and several of them are world-leading. They provide the basis for our research. Together, they cover a wide range of technology areas. These are some of them.

Read more about our laboratories here ↗

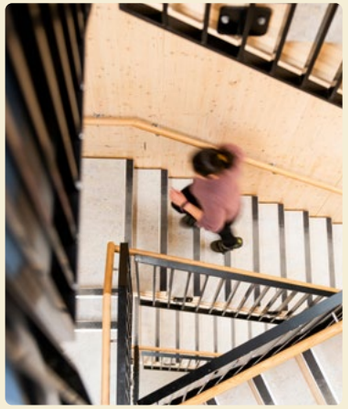


The Ocean Basin



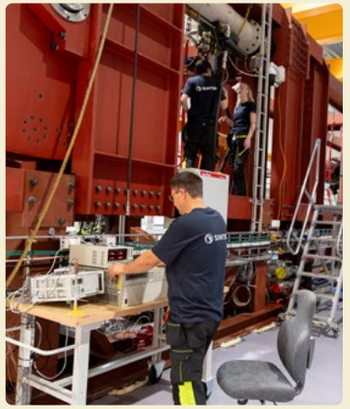
MiNaLab

Fermentation laboratories



Zero-emission building

CO_2 lab



The Construction Laboratory

Energy lab

The Multiphase Flow Laboratory

Photo: SINTEF

3.5 Transition policy

We contribute to increased security and faster transition through new knowledge and technology in a world that requires political choices and the will to prioritise. As the country's largest research institute, and as a technical industrial research institute with a vision of *Technology for a better society*, SINTEF wants to make a difference. SINTEF therefore also has ambitions to deliver facts and knowledge for the design of a policy for sustainable transition.

There is a great need for knowledge-based decisions in a landscape characterised by climate and nature risk, geopolitical tensions, technological shifts, and resource scarcity. Beyond conducting research, commercialising, and securing necessary research infrastructure, SINTEF's role as an independent research institute is also about establishing various types of knowledge bases for policymaking for public administration and contributing to a good public debate. By doing so, we will facilitate a more knowledge-based societal development. Our insights from thousands of projects find their way to the general public, bureaucrats, politicians and other decision-makers through, among other things, opinion pieces, participation in public committees, consultation responses, input to committee proceedings in the Storting, meetings, seminars and conferences.

Here, SINTEF's input to the Storting's Standing Committee on Business and Industry's consideration of the submitted white paper on the future of aquaculture can be mentioned as an example. SINTEF's input comments particularly on technological and administrative prerequisites that we believe must be in place if Norway is to succeed with the extensive technology development that the white paper assumes.

As a major player in the Norwegian research system, SINTEF also contributes with its expertise and experience related to the development and design of national R&D policy. We also provide input to Norwegian positions in connection with the development of European research policy.

SINTEF's corporate strategy is aimed at creating societal impacts and contributing to sustainable development. We see that the transition is going too slowly and are concerned that many of the major challenges of our time are receiving too little political attention.

Key arena: CEO Alexandra Bech Gjørv talks about SINTEF's projects at NHO's Transport and Logistics Conference 2025, one of the most important meeting places for the transport and logistics industry.

There is a great need for knowledge-based decisions in a landscape characterised by climate and nature risk, geopolitical tensions, technological shifts, and resource scarcity

Photo: Ard Jongsma/SINTEF

3.6 Contribution to local communities and innovation ecosystems

SINTEF strengthens local communities through research, collaboration, and active roles in innovation ecosystems nationally and globally. This provides concrete effects for business, skills, and societal development.

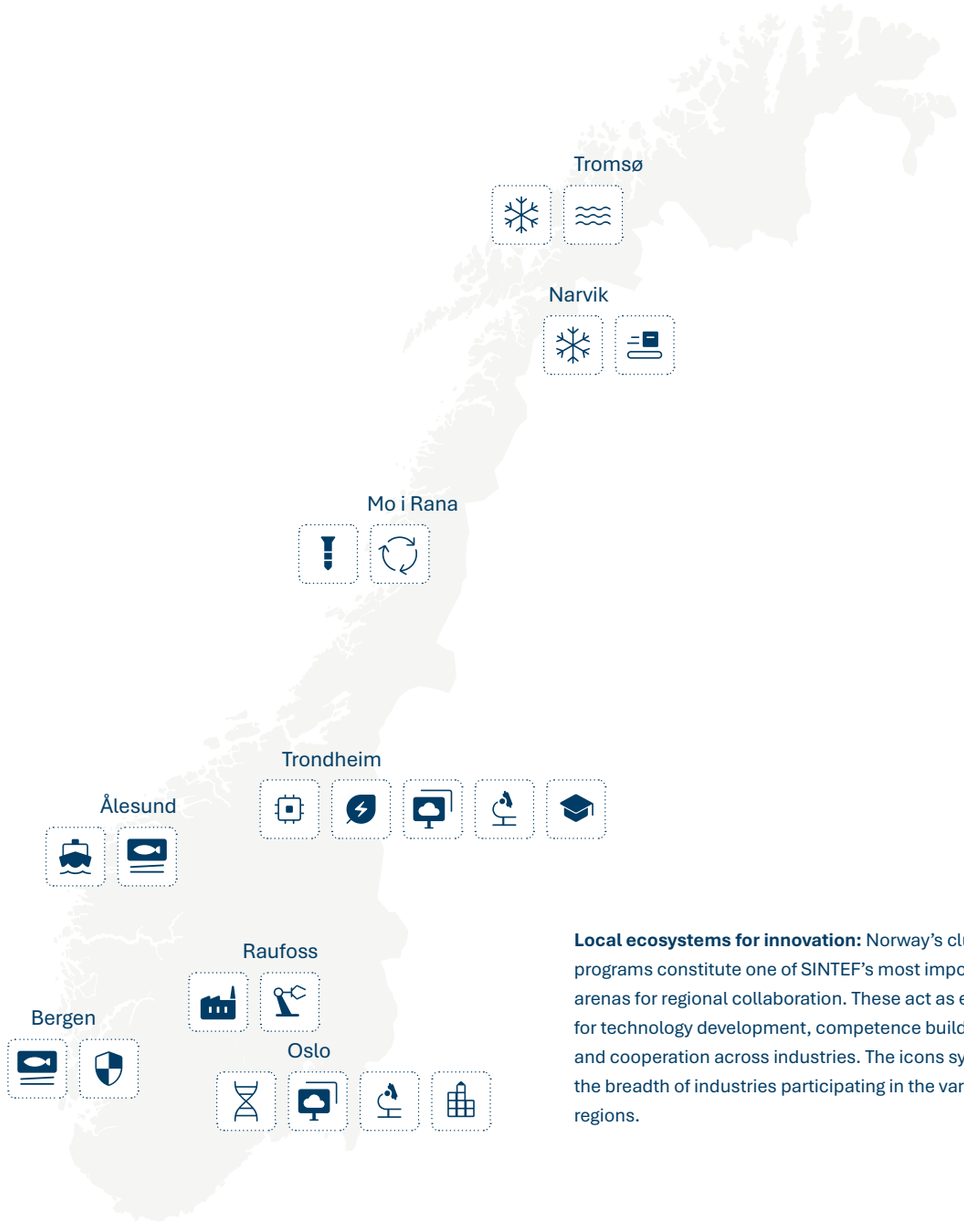
SINTEF is a central player in the development of strong innovation ecosystems across the country. As a research partner in a wide range of industries, we work closely with companies, public enterprises, universities, and regional development environments. This proximity means that research can be quickly put to use in the local communities where the needs arise. The activity contributes to strengthening both local transition capacity and competitiveness and provides ripple effects for jobs, skills, and service development.

Regional presence strengthens business

SINTEF has significant activity in Trondheim, Oslo, and Raufoss, in addition to several locations through our institutes. This allows us to be close to local industrial environments and especially small and medium-sized enterprises that need research-based expertise, testing opportunities, and advice to succeed in transition. In collaboration with municipalities, county municipalities, business associations, and educational environments, we create meeting places for knowledge sharing and project development. This role is also an important reason why the topic of local communities was assessed as material in the double materiality analysis in 2025.

Clusters as a driver for local value creation

The cluster programs in Norway are among SINTEF's most important arenas for regional interaction. In 2025, SINTEF participated in nine NCE/GCE clusters and 13 ARENA clusters. These function as engines for technology development, upskilling, and collaboration across industries. The clusters range from maritime and biomarine industry to energy, health, digitalisation, and circular economy. Through research-based knowledge, participation in projects, and close dialogue with companies, SINTEF contributes to the clusters developing new solutions, new companies,



Local ecosystems for innovation: Norway's cluster programs constitute one of SINTEF's most important arenas for regional collaboration. These act as engines for technology development, competence building, and cooperation across industries. The icons symbolise the breadth of industries participating in the various regions.

and increased internationalisation. The cluster activity also gives us insight into regional needs and allows us to connect the research front with concrete challenges in the business sector.

Innovation districts build knowledge cities

SINTEF has a central role in the development of innovation districts in Norway's largest cities, including Trondheim Tech Port and Kunnskapsbyen Oslo, in collaboration with universities, business, and public actors. These districts bring together research environments, companies, and students and create new meeting places for the development of technology, services, and jobs. They contribute to digital green transition in urban areas and make the cities better equipped to attract talent, investments, and new collaboration opportunities. For SINTEF, these are important arenas for connecting research with practical application in urban and regional development.

A knowledge hub in Trondheim – the interaction between NTNU and SINTEF

Trondheim constitutes one of Norway's strongest knowledge environments, where the proximity between NTNU and SINTEF has for several decades created a unique research and innovation ecosystem. Together, we contribute to developing technology, expertise, and new industries that provide ripple effects far beyond the region. The physical co-location on and around campus provides short distances between research, education, and business, and makes it possible to mobilise interdisciplinary expertise on a large scale. SINTEF is at the same time one of Trondheim's largest knowledge employers and functions as a cornerstone company in the region, with significant importance for jobs, access to expertise, and innovation power. This interaction makes Trondheim a national focal point for digital green transition.

Global innovation ecosystems and collaboration in low- and middle-income countries

In addition to our work in Norwegian innovation environments, SINTEF also contributes to strengthening innovation ecosystems in low- and middle-income countries (LMIC). Over the last five years, SINTEF has participated in 41 projects in LMIC within, among other things, circular economy, waste management, food and nutrition security, digitalisation of public services, renewable energy, water, oceans, education, health, and inclusive technology. These projects address global challenges such as climate, nature loss, and poverty, and build local capacity for green and just transition.

Through the corporate initiative Global sustainable development and the Gemini Center Global Impact, SINTEF collaborates closely with partners such as Norad, the UN system, and universities to develop green value chains in LMIC.

In addition to our work in Norwegian innovation environments, SINTEF also contributes to strengthening innovation ecosystems in low- and middle-income countries

Photo: Ruter

GRØNNBY – Oslo as a living laboratory for green mobility

In 2025, SINTEF and the City of Oslo started the research project GRØNNBY, which will contribute to the city's goal of 95 per cent emission cuts by 2030. The project makes Oslo a living laboratory for new mobility solutions, where researchers test green transport in collaboration with city districts, transport companies and residents. The goal is to develop measures that actually work in everyday life – from car sharing to better integrated transport services.

Read more ↗

Chapter 4

SINTEF’s contribution to sustainability through research and innovation

A glimpse from MiNaLab, which conducts research and development in microsystems and nanotechnology, as well as small-scale production of high-tech sensors.

Photo: Mari Ahtret Martvet/SINTEF

How we translate research and innovation into sustainable results

This chapter shows where SINTEF has the greatest impact on society and where developments in our surroundings are most important to us – and thus where our efforts can have the greatest impact on society and industry.

The material topics presented are based on SINTEF's strategic beliefs. These are our assessments of the most significant trends in technology, society, and politics – and the areas where SINTEF can make the biggest difference going forward. The beliefs serve as a strategic framework that sets direction for how we prioritise initiatives and develop competence across the organisation. Transition policy, the fifth strategic belief, is presented in Chapter 3.5, as this is one of our cross-cutting material topics.

Material topics for SINTEF's research and innovation

Zero emissions in value chains

Identified material topics:

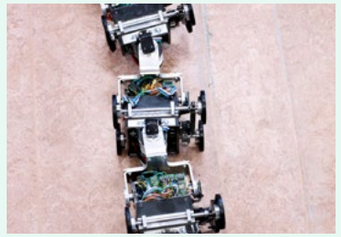
- Reduction and removal of greenhouse gases, including CCUS and CDR
- Oil and gas activity in the transition to a low-emission society
- Climate-adapted and zero- and low-emission mobility and infrastructure
- Renewable energy, energy efficiency, and energy systems

Planetary boundaries

Identified material topics:

- Removal of harmful substances and sustainable land use in industry, oceans and nature
- Value creation from oceans and water while safeguarding marine resources and nature
- Circular material flows and resource efficiency

Artificial intelligence and digitalisation



Identified material topics:

- Technology and productivity
- Deep technology

New approaches to security and health

Identified material topics:

- Defence and preparedness for secure societies
- Technology and productivity in the health sector, incl. medicine and biotechnology

How it connects – the figure shows how we link two perspectives:

- *Our strategic beliefs*, expressed through SINTEF's four of five strategic beliefs [8]
- *Our material topics*, identified through the double materiality analysis in accordance with ESRS

You can read more about the methodology and findings from the materiality analysis in Chapter 5 ↗

8) Transition policy – the fifth strategic belief – was presented in Chapter 3.5, as one of our material topics that cuts across all research and innovation areas.

4.1 Zero emissions in value chains

The world is in the midst of a comprehensive energy and climate transition. Emissions must be reduced in all value chains – from raw material extraction and production to transport, storage, use, and reuse. This must happen quickly enough to reach climate targets, while simultaneously safeguarding nature, security of supply, competitiveness, and social legitimacy. When multiple crises become more acute, the pace of the transition is challenged, and society's capacity for long-term investment is weakened.

The need for research and multidisciplinary solutions

It is SINTEF's strategic belief that the need for solutions enabling zero emissions in value chains will grow. Short-term fluctuations cannot change the fact that this is a fundamental and existential driver. Society needs solutions that cut emissions now, and new technologies and processes that make zero emissions possible in the future. A strong driver behind this is also increased competitiveness in a world that has set a course towards zero emissions. This creates increasing demand for multidisciplinary solutions at a technological, systemic, and socio-technical level.

How SINTEF contributes to zero emissions in the value chain

SINTEF works across this entire landscape. We develop technologies and solutions that reduce emissions, enable renewable energy, strengthen energy efficiency, and make carbon capture and storage scalable in practice. At the same time, we contribute to electrification and zero-emission technologies in transport and industry, and ensure that, among other things, buildings, energy, and mobility infrastructure are planned and operated for a changing climate.

The work combines technology development with system analyses, digital twins, and social and natural science insights to ensure that the solutions work in practice for industry, authorities, and local communities.

Risks in the market and in the transition

The transition is also affected by several parallel crises. Political changes, increased geopolitical uncertainty, and pressure in supply chains create risks of delays to the green transition.

Around half of SINTEF's revenue is linked to the green transition. One of our greatest financial risks is therefore a possible temporary weakening – or more lasting collapse – in investments and demand for green technology.

Dilemmas and societal considerations

The climate transition raises several dilemmas:

- Nature versus energy infrastructure
- Pace versus legitimacy and participation
- Short-term versus sustainable solutions
- Green solutions versus competitiveness
- National versus global considerations
- Distribution of costs and benefits

Navigating this requires knowledge that unites climate, energy, nature, and society in a holistic perspective. SINTEF develops insight that supports the management of these dilemmas, while we take measures to maintain speed and quality in the transition.

Our role in energy security

In a world where energy security is once again high on the agenda, we are experiencing demand for research related to fossil energy. SINTEF wants to contribute to a rapid transition to a zero emissions society; a transition where oil and gas production is managed in line with the 1.5°C target, while production is kept efficient and safe during the transition period.

In practice, such considerations can be difficult to balance, particularly in a time of war and pressure on supply chains. Through leadership and awareness in the organisation, we strive to find the best solutions for society, clients and SINTEF.

Our material topics

The sub-topics that follow highlight our material topics and the breadth of our work: from renewable energy and energy efficiency, via reduction and removal of greenhouse gases, to a responsible transition for current oil and gas activity. And not least, climate-smart mobility and infrastructure solutions. Together, this shows how we influence and manage risks and opportunities related to zero emissions in value chains.

Renewable energy, energy efficiency, and energy systems

E1 Climate change E4 Biological diversity

The transition to a zero emissions society requires both increased access to renewable energy and smarter systems that use energy much more efficiently. At the same time, considerations for nature, security of supply, and costs must be balanced in an energy system that is becoming increasingly complex. SINTEF develops technology, analyses, and models that make it possible to electrify industry and transport, integrate more renewable power, and build flexible systems that can withstand both changes in demand and a changing climate. In this way, we lay the foundation for a robust energy system that supports a responsible transition to zero emissions.

Robust and contactless solution: Senior researcher Giuseppe Guidi working on the prototype for the charging system that SINTEF Energy has been working on.

Contactless charging for electric ships

Together with the shipyard group VARD, SINTEF Energy has developed a robust and contactless charging solution for electric ships. Traditional charging plugs work poorly in rough waters. This is due to movement, saltwater, and wear and tear. In the OceanCharger project, we have therefore developed an inductive, magnetic charging connection without direct metal contact. The solution withstands tough conditions and can easily be connected, like placing a cup in a cup holder. The technology provides safer and more reliable charging at sea, reduces the need for charging at the quay, and contributes to the transition to zero-emission offshore vessels.

Read more ↗

Reduction and removal of greenhouse gases, including CCUS (carbon capture, utilisation and storage) and CDR (carbon removal)

E1 Climate change

If climate targets are to be met, emissions must be reduced and removed from the atmosphere. Industrial processes, waste management, and energy production need solutions that can be scaled and work in practice. SINTEF develops technology and knowledge that makes carbon capture, transport, and storage safer, cheaper, and more efficient. At the same time, we research solutions for negative emissions and a more efficient process industry. Through interdisciplinary work, verification, and system understanding, we help businesses and authorities build value chains that enable a realistic path to net zero emissions.

Emission cuts: CCS systems on board can be a measure on the path to achieving emission targets for shipping.

Ships can also capture CO_2

SINTEF has developed and documented solutions for CO_2 capture on board ships, solutions that can provide significant emission reductions in international shipping. Through the research centre FME NCCS and the CCSHIP project, SINTEF and its partners have analysed, tested, and demonstrated technically feasible and cost-effective solutions, including system integration and retrofitting on existing vessels. The technology can reduce emissions by up to 95 per cent and has little impact on shipping costs.

Read more ↗

Oil and gas activity in the transition to the zero emissions society

E1 Climate change

Energy security, industrial jobs, and the need for rapid emission reduction must be managed simultaneously – also for current oil and gas activity. The transition to a zero emissions society requires technology that cuts emissions in existing production, while competence and infrastructure are used to build new value chains for green energy. SINTEF contributes with solutions that increase energy efficiency, reduce methane and CO_2 emissions, improve safety, and deliver new knowledge for responsible operations. In this way, we support a managed and knowledge-based transition where risk is reduced and new opportunities are created.

Here the oil era is over: Frigg is one of several decommissioned oil and gas fields located near infrastructure such as oil and gas pipelines. These will be useful when hydrogen from offshore storage is to be transported to land.

This is how decommissioned gas fields can become safe hydrogen storage

Energy security and rapid emission cuts require new solutions that use existing competence and infrastructure. In the HyStorm project, SINTEF is investigating how decommissioned gas fields can become safe large-scale hydrogen storage – a key to building new value chains for green energy. We test how rock formations react to hydrogen and assess leakage risk to document safety. The solution can provide large energy storage reserves and strengthen both transition, value creation, and preparedness in a future energy system. At the same time, existing oil and gas pipelines will be better utilised.

Read more ↗

Climate-adapted, zero- and low-emission mobility and infrastructure

E1 Climate change

The transport sector is facing a double shift: Emissions must be reduced rapidly, while infrastructure must be adapted to a changing climate. Mobility systems must become more energy-efficient, nature-friendly, and robust, and transport infrastructure must be maintained in a sustainable way. In addition, mobility systems must be developed so that people and goods can be transported without compromising nature, safety, or accessibility. SINTEF develops technology, data foundations, and decision-making tools that enable electrification, smarter logistics, environmentally friendly construction and maintenance, extended service life, climate-adapted infrastructure, and holistic mobility solutions across sectors.

Road builders are paving new paths: The construction industry and the Norwegian research community are collaborating on alternative materials for use in road construction.

Alternative materials will make road construction greener

The project Sustainable value chain and material use in road construction (BVM) aims to halve greenhouse gas emissions from road construction by 2030. With ten large-scale pilots, the project demonstrates circular and bio-based materials. Including SiGS (Silica Greenstone) and Cemonite in concrete for tunnels and structures along roads, and SiGS, biogenic binders, and wood fiber in the road structure itself. SINTEF leads these sub-projects. The pilots show great potential for emission cuts and resource savings, and the collaboration model enables rapid introduction of sustainability solutions in the industry. The project is part of the Green Platform.

Read more ↗

4.2 Planetary boundaries

Loss of biodiversity is considered one of the greatest global risks for both society and business. Our strategic belief is that solutions that respect planetary boundaries are essential and a prerequisite for our continued existence. The climate crisis, nature loss, pollution, and pressure on land and water resources challenge the foundation for health, economy, and welfare. At the same time, the need for holistic solutions that address various environmental impacts simultaneously is increasing.

The need for research and holistic approaches

Solutions that safeguard the planet's nine planetary boundaries are not simple in practice. Finding solutions that keep us within planetary boundaries requires research that combines technology, natural sciences, social sciences, and economics – and that weigh different impacts in a holistic perspective.

SINTEF has contributed to technology and policy for a transition that reduces nature and climate footprints, for example through the use of natural working media in cooling and heating processes to replace substances that deplete the ozone layer and contribute to the greenhouse effect and global warming. Experience from such processes shows that research plays a key role when complex environmental challenges are solved.

Global systems out of balance – and opportunities to reverse the trend

Increased material use threatens resource availability and leads to increased and changed land use, while today's linear economy creates great pressure on nature and raw materials. Only 11.8 per cent of the raw materials used in the EU are recycled, and Norway is down at 2.4 per cent. This represents both a system risk for business and society, and a significant opportunity for innovation.

The planet's biochemical cycles are out of balance. Disturbances in phosphorus and nitrogen cycles threaten ecosystems related to water, agriculture, and seafood production, and require new solutions for monitoring, purification, and management.

SINTEF's contribution to nature-positive transition

Our strategic belief is that value creation that respects planetary boundaries requires the reduction of harmful substances, responsible land use, and more circular material flows. SINTEF develops technology, methods, and knowledge that make it possible to replace dangerous chemicals, reduce emissions, restore ecosystems, and strengthen nature considerations in decision-making processes.

At SINTEF, we research, among other things, nature-based solutions, ecosystem restoration, efficient collection of nature data, and tools that integrate nature considerations and nature risk into planning, innovation, and management.

We mobilise for collaboration between business, authorities, and research communities that contribute to realising technology and solutions that make it possible to contribute to climate transition and take nature considerations into account simultaneously.

The connection between nature, ocean, materials, and economy

Nature considerations must be built into solutions within offshore wind, maritime transport, aquaculture, energy, and infrastructure to reduce nature impact and ensure responsible land use. At the same time, we strengthen sustainable value creation in ocean and water, from fisheries and aquaculture to new bio- and circular economic opportunities. In addition, we make circular material flows more profitable through better processes, digital tracking, and design for reuse. With life cycle analyses, ecosystem knowledge, and digital infrastructure, we build bridges between strategy and practical implementation. This overall picture guides how we develop solutions that keep us within planetary boundaries.

Our material topics

The three sub-topics that follow constitute SINTEF's material topics under the belief Planetary boundaries: removal of harmful substances and responsible land use, sustainable value creation in ocean and water, and circular material flows and resource efficiency. Together, these topics show how nature and resource management can be integrated into technology development and industrial transition – not as a limitation, but as a source of innovation, risk reduction, and new value creation.

132. Remember that your trash has value!

Removal of harmful substances and land use in industry, ocean, and nature

E2 Climate change E4 Biological diversity and ecosystems

If we are to stay within planetary boundaries, emissions of environmental toxins must be reduced and land areas managed more gently. Industry, construction, and management face demanding choices where climate, nature, and cost considerations must be weighed against each other. SINTEF develops technology, processes, and knowledge that make it possible to replace harmful substances, optimise land use, and reduce ecosystem burdens. Through analyses, digitalisation, and practical solutions, we contribute to industrial development that strengthens competitiveness and protects nature.

Technically demanding: Replacing the potent greenhouse gas SF_6 in large circuit breakers in the power grid is technically demanding. In the lab stands Nina Sasaki Støa-Aanensen, senior researcher at SINTEF Energy.

Green solution can replace the use of potent greenhouse gases

Many large circuit breakers that control the energy flow in the power grid are today filled with sulfur hexafluoride (SF_6) – a greenhouse gas that is a full 24,300 times more powerful than CO_2. In the FreeSwitch project, SINTEF, NTNU, and ABB have developed and tested technology that uses pressurised air instead of SF_6. This without compromising on safety and operation. The solution reduces climate impact, enables the phasing out of SF_6, strengthens the Norwegian supplier industry, and creates new market opportunities and jobs, including at ABB's factory in Skien.

Read more ↗

Value creation and use of ocean and water that safeguards marine resources and nature

E3 Water and marine resources

The ocean must deliver food, energy, and jobs while protecting ecosystems. Increasing activity in coastal and ocean areas creates conflicts between use and protection. This requires better technology and data sharing. SINTEF develops solutions to sustainable growth in fisheries, aquaculture, energy production, and marine industry. This includes everything from monitoring and modelling to advanced production methods and circular economy solutions. We help manage and develop marine resources in ways that protect nature and create lasting value.

Doctor of fish guts: Researcher Line Skontorp Meidell has earned a doctorate in the use of residual raw materials from the sea. Or fish waste, if you prefer.

We can create more value from every fish

Nearly two-thirds of the fish that are caught never reach the dinner table. As part of the SUPREME project, SINTEF has conducted trials on board fishing vessels that show that effective strategies for storage, sorting, and preservation can help reduce the loss of valuable food resources, while also providing new, sustainable sources of omega-3 and proteins. Increased use of residual raw materials from the ocean-going fishing fleet will increase access to valuable nutrients such as omega-3 fatty acids and high-quality proteins. Residual raw materials such as guts, liver, roe, and heads are rich in valuable nutrients that the world increasingly needs.

Read more ↗

Circular material flows and resource efficiency

E5 Resource use and circular economy

A more circular economy is necessary to reduce resource use, waste, and greenhouse gas emissions. Such a transition requires new materials, smarter design, better processes, and infrastructure that makes reuse and recycling profitable on a large scale. SINTEF develops solutions that enable increased reuse, improved material recycling, and more efficient value chains through tracking, documentation, digitalisation, and industrial innovation. We combine technological expertise with an understanding of sustainability and economics. All this to make the circular economy more competitive and feasible across sectors and markets.

Popular grassroots initiative extends product lifespan: Queue at Moholt student village in Trondheim when the ReStore scheme opened at the start of the semester in autumn 2024.

Students demonstrate how reuse can strengthen the circular economy

SINTEF collaborates with a number of industries to find new methods that ensure better resource utilisation. But the population must also be engaged. Norwegians recycle only 2.4 per cent of what we buy. The ReStore scheme shows how grassroots initiatives can meet this challenge. Here, students can hand in furniture they no longer need, get help with repairs, or pick up used furniture and equipment free of charge. This extends the lifespan of products and reduces the need for new production. A life cycle analysis carried out by SINTEF shows that the measure has saved 415 tonnes of CO_2 equivalents from 2019–2023.

Read more ↗

New uses for maritime steel: The Green Platform project Oppsirk will explore how maritime steel can be upcycled for use in the construction industry, helping to create a new green industry in Norway.

Only 11.8 per cent of the raw materials used in the EU are recycled, and Norway is at 2.4 per cent

Photo: Halvor Smedås, AF

4.3 Artificial intelligence and digitalisation

Artificial intelligence (AI) and digitalisation are driving a technological shift that affects everything from resource use to civil protection. The 'agentic shift' – where AI not only generates, but plans and acts – is changing the rules of the game for research, business, and public administration.

A technological shift with major societal impact

AI and digitalisation are driving major changes across the economy, security, energy, and society. The technology creates both significant opportunities and growing responsibilities for companies that develop and adopt advanced solutions.

The scope of opportunity is enormous. AI is transforming productivity, quality, and pace in business, public administration, and research. Data platforms and autonomous systems enable more efficient services, stronger competitiveness, and new markets. Better data use also improves decision-making and resource efficiency.

The 'agentic shift' further reinforces this, with the emergence of AI systems that act independently and perform complex tasks, becoming a new digital workforce. AI systems trained on methodology can now plan, test, and carry out repeated improvement rounds autonomously. Such systems are beginning to function as real research partners – not just assistants. At the same time, AI capacity is increasingly being democratised through more efficient models, lowering the threshold for adoption. Value is shifting from code and standard implementation to expertise, data, and the ability to ask the right questions, making SINTEF's domain knowledge and unique datasets a strategic advantage.

Risk, regulation, and the need for responsible solutions

The development also brings risks that become more visible each year. Large AI models require significant energy and computing power. The growth in data centres puts pressure on power grids and national capacity. Dependence on global actors increases the need for technological self-reliance. More sophisticated systems create vulnerabilities for errors, misuse, and security threats. At the intersection of innovation and regulation, new dilemmas arise: privacy, intellectual property rights, and explainability must be addressed as algorithms affect health, mobility, and welfare. The AI Act and European regulation set the framework, requiring companies to build governance models and architectures that make the technology safe and verifiable.

Europe has shown an ability to regulate technology. The challenge ahead is to combine this with the same willingness to adopt the technology. The diagnosis of the Draghi reports is clear: The focus on regulation and risk has come at the expense of competitiveness and strategic autonomy. Developments are moving faster than societal structures can adapt, and the need for a holistic knowledge base and reliable data is becoming increasingly critical.

For SINTEF, this reinforces the need to combine research, technology development, and a societal perspective. Our work must address the tension between efficiency and safety, global technology development and national control, and quick gains and sustainable solutions, while contributing to Norway and Europe acting quickly and responsibly. The materiality analysis shows that these trends affect our goal achievement, especially in technology, productivity, and deep tech, described in more detail below.

126. Does Norway have room for more data centers?

91. Microchips (3:3): Provides accurate answers about your health in real time

Six national AI centers: Research Director at SINTEF, Signe Riemer-Sørensen, together with key partners from the business sector and the public sector during the announcement of the new AI centers, where SINTEF leads two and participates in five.

Photo: William Husby Hoverv/SINTEF

Technology and productivity

S4 Consumers and end-users

Digitalisation and artificial intelligence are changing how companies work, plan, and create value. The gains can be significant, but require secure data, reliable systems, and expertise that make the technology safe practice. To realise the effect, solutions must both provide increased productivity, including by changing work processes, and be responsible, transparent, and robust. SINTEF develops digital tools, automation, decision support, and integrated data systems that modernise operations and lay the foundation for new services. Through close collaboration with the business and the public sectors, we contribute to technology that can be scaled, provides documentable effect, and strengthen innovation and sustainable development.

Knowledge sharing: In Kairos, experiences are shared across sectors, with the goal of making Norway the best in the world in the practical use of AI. In the picture, you see the project's representatives from the police IT unit, Storebrand, Knowit, TV2, AWS, Xand SINTEF.

How to collaborate with AI in everyday work?

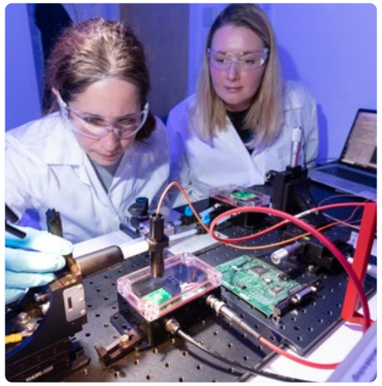
In the research project Kairos, we are investigating how humans and AI can collaborate effectively and ethically in Norwegian businesses. In an ecosystem of business, public administration, and research environments, we are building knowledge that will make Norway the best in the world at the practical use of AI. Kairos is action research – a method where research scientists and businesses collaborate closely to explore, test, and improve practice. The partners contribute actively to testing solutions in real situations and sharing experiences across sectors. The plan is to develop methods that enable collaboration between humans and AI agents across teams, systems, and tasks.

Read more ↗

Deep technology

S4 Consumers and end-users

Deep technology unites advanced knowledge and innovation, and lays the foundation for solutions to some of the greatest societal challenges we face. Artificial intelligence, quantum technology, advanced materials, and sensors are examples of technologies with great potential for change and value creation. SINTEF develops, produces, and tests such technologies, and we provide advice on how they can be adopted in a safe, responsible, and societally beneficial way. We have strong expertise and extensive experience in these fields, and we collaborate closely with leading research environments, the business sector, and public actors.



"Sees" chemicals in your breath: Elizaveta Vereshchagina and Karolina Milenko-Kuszewska are testing a device that can measure chemicals in breath. In the future, this technology could be used to provide rapid diagnoses.

Your breath can tell if you are sick

In the EU project BreathSense, we are developing microchip technology to detect disease through breath. Our breath contains substances that can give us early signs of disease. A microchip can separate the different molecules in our breath and extract information that we currently have to perform physical interventions like blood sampling or biopsies to obtain. AI is used to find patterns in patient data and ultimately make clinically relevant predictions. The goal is to develop a wearable device for breath analysis for home use, so that the need for hospital visits is reduced and effective treatment can be initiated faster.

Read more ↗

Photo: Knowit, Werner Juvik/SINTEF

4.4 New approaches to security and health

Norway is facing a heightened risk landscape, with increased demands to strengthen national security and preparedness, and a health and welfare sector under constantly increasing pressure. Both areas are affected by rapid changes, new vulnerabilities, and high complexity. This changes the requirements for how we develop and adopt knowledge and technology.

Heightened challenges in security and preparedness

The security situation in Europe and globally is characterised by increasing geopolitical tension, more complex threat landscapes, and greater dependence on critical infrastructure. Digitalisation creates new vulnerabilities, while cyberattacks, disinformation, and influence operations are becoming more advanced. Preparedness is challenged by, among other things, a shortage of expertise and requirements for closer cooperation between civilian and military actors. In addition, climate change increases the risk of natural events that challenge society's resilience.

A pressured and more complex challenge landscape in the health and welfare sector

The health and welfare sector is facing increasing pressure due to demographic changes, more chronic diseases, and high expectations for quality, accessibility, and patient safety. Lack of expertise, recruitment challenges, and high work pressure can create a risk of lower capacity and greater variation in services. At the same time, technological development creates opportunities for productivity growth and strengthened services, but also new requirements for organisation, infrastructure, data management, and collaboration. The sector is also dependent on secure supply lines to many suppliers abroad. This makes it more complex to organise, finance, and scale the services.

The need for new approaches

Developments show that both the security and health sectors are in situations that can no longer be addressed with traditional ways of working within each individual sector. Both need working methods that:

- connect research more closely to practice
- provide faster learning and clearer progress
- manage development based on risk, consequences, and quality
- ensure that technology can be adopted safely and in a documented manner
- make it possible to mobilise broad expertise around concrete needs
- handle dilemmas related to ethics, information access, and privacy in sensitive societal sectors

SINTEF as an independent, technology-driven, and cross-sectoral partner

To succeed in this landscape, independent actors are needed who can combine technological depth, sector understanding, and the ability to mobilise industry, authorities, and research environments. SINTEF has this role, and our strategic direction is clear: We will contribute to making Norway stronger in the face of global security challenges, while simultaneously strengthening productivity, quality, and innovation in the health and welfare sector.

Participation in European research programmes, in the European Defence Fund, and in national initiatives on artificial intelligence and quantum technology strengthens our ability to develop solutions that meet both security needs and health challenges. The combination of deep technology, independence, and broad societal understanding makes SINTEF a central contributor to a more resilient and knowledge-based Norway.

Our material topics

The three sub-topics that follow constitute SINTEF's material topics under the belief New approaches to security and health: defence and preparedness that provide secure societies, and technology and productivity in the health sector, including medicine and biotechnology. Together, these topics show how new approaches contribute to solutions that better safeguard needs, frameworks, and quality requirements.

135. Women's health is losing ground - and we must take action

Defence and preparedness for secure societies

S4 Consumers and end-users

War, cyber threats, and climate change make it necessary to strengthen society's ability to prevent, manage, and withstand crises. At the same time, critical functions are becoming increasingly digitalised and interdependent, which creates both opportunities and new vulnerabilities. SINTEF develops technology, models, and practices that improve situational awareness, robustness, and cooperation across sectors. We contribute solutions for better preparedness, secure infrastructure, decision support, and training, so that authorities and businesses are better equipped to handle a more complex risk landscape.

Dressed for battle: European soldiers in action during a military exercise.

Smart soldier equipment

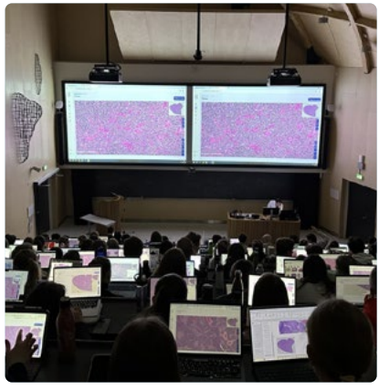
The EU project ARMETISS is developing smart textiles that will provide European soldiers with better protection, increased comfort, and improved situational awareness. SINTEF contributes solutions for temperature regulation, health monitoring, and equipment that is lighter and more ergonomic for use in the field. The goal is soldier equipment that alerts when something is wrong, and that adapts to both the body and the surroundings. The work is carried out in close cooperation with partners across Europe.

Read more ↗

Technology and productivity in the health sector, including medicine and biotechnology

S4 Consumers and end-users

Increasing needs, scarce expertise, and higher expectations are putting health and welfare services under pressure. At the same time, technology creates great opportunities for more precise diagnostics, better treatment, efficient operations, and patient safety. SINTEF develops medical technology, digital solutions, and biotechnological innovations that strengthen capacity, quality, and value creation in the health sector. We work with everything from advanced sensors and medical software to production methods and decision support, and help ensure that innovation is put to use in a safe, ethical and sustainable way.



Immediate guidance: Interactive markings allow students to explore structures in the images and receive immediate guidance from the learning tool LearnPathology. It strengthens independent learning.

Doubling capacity in pathology education

LearnPathology is a digital learning tool developed by NTNU, SINTEF, and St. Olavs hospital. The tool gives medical students a flexible and engaging way to learn histology and pathology through digital tissue sections, tasks, and explanations. The project is based on broad interdisciplinary cooperation and has garnered national recognition. LearnPathology has contributed to doubling the capacity in pathology education at NTNU. The tool provides both students and teachers with a modern, motivating, and effective learning environment.

Read more ↗

Chapter 5

Sustainability statement

A glimpse from the SEM lab. Scanning electron microscopy (SEM) provides ultra-detailed imaging of surfaces.

Photo: Werner Juvik/SINTEF

SINTEF's sustainability statement

This chapter provides a comprehensive overview of the material impacts, risks, and opportunities related to environment, social, and corporate governance (ESG) – referred to as IRO (Impacts, Risks and Opportunities) – and how SINTEF follows up in practice.

We base the statement on *double materiality*, so that the reader sees both how we impact people and the environment (impact materiality) and how sustainability topics can affect SINTEF's finances, strategy, and operations (financial materiality).

The European Sustainability Reporting Standards (ESRS) form the basis for the presentation. This is not a full CSRD report; the goal is for the statement to reflect our strategy, governance, and results.

How to read this chapter:		
Ch. 5.1	ESRS 1 – General principles and materiality	Method, criteria, and overview table of material topics and ESRS links
Ch. 5.2	ESRS 2 – General information	Governance, strategy, risk, internal control, and stakeholders
Ch. 5.3	ESRS E1–E5 – Environmental information	Climate, pollution, water and marine resources, biodiversity, and circular economy
Ch. 5.4	ESRS S1–S4 – Social conditions	Own workforce, workers in the value chains, affected communities, and consumers/end-users
Ch. 5.5	ESRS G1 – Business conduct	Ethics, integrity, compliance, and associated control mechanisms

Passionate about solar energy: At SINTEF, we work to make solar energy cheaper, more efficient, more environmentally friendly, more accessible, and better integrated into the energy system. Here, Research Manager Gaute Stokkan stands in front of solar panels on a roof at Gløshaugen.

Smart management of energy flow: SINTEF, represented here by Åse Lekang Sørensen, has looked at what time of day it is best to charge an electric car, and how charging can be moved to the night or to times of the day with solar energy.

Overview of all our material topics

This figure provides an overview of all of SINTEF's material topics. The topics are material because they are of great importance both for how SINTEF impacts the environment, people, and society, and for how various conditions can affect SINTEF's operations going forward.

The material topics that concern SINTEF's research and innovation – that is, how we contribute positively to society (handprint) – are discussed in Chapters 3 and 4, and are also found here in Chapter 5. In addition, material topics related to SINTEF's own operations (footprint) are included, such as climate footprint, working environment, and responsible corporate governance.

Overall, this provides a comprehensive presentation that reflects the logic of the ESRS and makes it possible to see the connection between SINTEF's impacts, risks, and opportunities. For more details, we refer to the IRO table in Chapter 5.1. IRO stands for Impacts, Risks, and Opportunities, and the table provides a systematic overview of these for each material topic.

Cross-cutting topics affecting SINTEF's entire operations

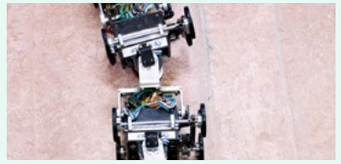
- Research for innovation
- Commercialisation of research results
- Laboratories and software
- Transition policy
- Local communities and innovation ecosystem

Material topics for SINTEF's research and innovation

- Zero emissions in value chains

- Planetary boundaries

- Artificial intelligence and digitalisation



- New approaches to security and health

Material topics related to our own operations

- Climate footprint from our own operations and property
- Infrastructure, technical safety, and operation of laboratories
- Water consumption, wastewater, and concession and regulatory requirements
- Working conditions and safety for people in laboratories and workshops
- Employee welfare, diversity and recruitment
- Working conditions and risk in supply chains (due diligence)
- Information security, export control, and privacy
- Research and business ethics, and corporate culture

5.1 ESRS 1 – General principles and materiality

This section documents the process, method, criteria, and results of SINTEF's double materiality assessment. The assessment is used to link each material topic to the relevant ESRS standard and to where in the value chain impact and risk arise, and it forms the basis for the discussion of our material topics in Chapters 5.3–5.5.

Our approach

The assessment describes how SINTEF impacts – and is impacted by – sustainability topics, both in our own operations (footprint) and in research and innovation (handprint). We assess double materiality: impact materiality – how SINTEF's activities and solutions impact people and the environment throughout the value chains, and financial materiality – how sustainability topics can affect SINTEF's finances, strategy, and operations (see figure on the next page).

In this version, the footprint is specifically assessed for our own operations, while the handprint is assessed thematically based on strategic beliefs and the research portfolio.

SINTEF's work with sustainability is based on an assessment of which topics are most significant for society, our partners, and our own operations

New knowledge about plankton: Eirin Kleiven works at the Plankton Centre, a research facility that contributes to new knowledge about the production and harvesting of plankton biomass, and the processing of the biomass for further use.

Structure and key concepts in Chapter 5:

- **Traceability:** ESRS codes and the IRO table show where each topic belongs in the value chain
- **Materiality:** our most important topics from the double materiality assessment (impact and financial materiality)
- **Effects:** our handprints (societal impact) and footprints (own operations)
- **Implementation:** governance, policy, risk management and concrete measures
- **Key results:** for 2025

Process and method (IRO-1)

SINTEF has conducted an updated, simplified double materiality assessment for this year's reporting, which has been further developed from the simpler version in 2024. The assessments are based on existing management and analysis processes and draw data from strategy and risk processes, HSE and quality systems, due diligence assessments in the supply chain, as well as analyses of the research and innovation portfolio. AI tools have been used to support the structuring of a thematic longlist, while the assessments and decisions have been made by subject matter experts and line management.

The basis for the assessment also includes risks and opportunities related to commercialisation, in that new technologies and start-up companies are assessed for potential impact, risk, and sustainability effect before further innovation and investment processes.

The work is anchored in group management and refined through contributions from scientific and staff functions.

	Impact materiality	Financial materiality
Handprint **Research and innovation**	How SINTEF's research and innovation activities affect the environment, people, and society	How external sustainability topics affect SINTEF's ability to conduct research and innovation
Footprint **Own operations**	How SINTEF's internal operations affect the environment, people and society	How external sustainability topics affect SINTEF's finances, operations, and strategic capability

Materiality is assessed according to the following criteria (impact and financial materiality):

- Actual and potential impacts (environment, people and society)
- Transition risk and physical risk (regulation, market/technology, climate/nature)
- Opportunities (innovation, markets, technology and new value chains)
- Stakeholder expectations (clients, authorities, employees, partners, etc.)
- Strategic importance for SINTEF (connection to our strategic beliefs and project portfolio)

Results – material impacts, risks and opportunities (IRO-2)

The table shows our identified material sustainability topics, linked to ESRS standards, handprint/footprint, impact materiality, placement in the value chain and a description of why the topic is considered material.

E = Environment
S = Social
G = Governance

Upstream = suppliers / purchasing
Own operations = SINTEF's own activities
Downstream = clients / end-users

Material topic		ESRS standard	Handprint/footprint	Materiality	Upstream	Own operations	Down-stream	Description
Cross-cutting topic	Research for innovation	ES Entity specific ESG		DOUBLE		✓	✓	Material because research is our core business and most important source of societal and sustainability impact; clients and authorities demand multidisciplinary solutions that can be implemented in practice.
	Laboratories and software	ES Entity specific ESG		DOUBLE	✓	✓	✓	Material because advanced physical and digital infrastructure is a core capacity that enables development, testing, and verification at scale, thereby reducing risk for our partners.
	Commercialisation	ES Entity specific ESG		DOUBLE		✓	✓	Material because commercialisation translates research into market products and start-ups, scales the impact of the knowledge and strengthens financial sustainability.
	Contribution to local communities and innovation ecosystems	S3 Affected communities		IMPACT		✓	✓	Material because our presence, clusters and innovation districts provide ripple effects for expertise, value creation and transition capacity.
	Transition policy	ES Entity specific ESG G1 Business conduct		IMPACT		✓	✓	Material because the knowledge base and analyses from SINTEF influence framework conditions, priorities, and the pace of the green, digital, and secure transition.
Zero emissions in value chains	Reduction and removal of greenhouse gases, including CCUS and CDR	E1 Climate change		DOUBLE			✓	Material because the industry needs both scalable emission cuts and solutions that remove greenhouse gases to reach climate targets. SINTEF develops key technology and contributes to value chains for carbon capture, transport, and storage that make the solutions applicable in practice.
	Oil and gas activity in the transition to the zero-emissions society	E1 Climate change		DOUBLE			✓	Material because energy security and rapid emission cuts must be balanced in the transition to a zero-emissions society. SINTEF contributes with technology and knowledge for more efficient, safe, and climate-friendly operations, while new competence and infrastructure can be used in the development of green value chains.
	Climate-adapted and zero-/low-emission mobility and infrastructure	E1 Climate change		DOUBLE			✓	Material because transport and infrastructure are both major sources of emissions and must be adapted to a changing climate. SINTEF's data, decision-making tools, and technologies enable electrification, more robust infrastructure, and holistic mobility solutions.
	Renewable energy, energy efficiency, and energy systems	E1 Climate change E4 Biodiversity and ecosystems		DOUBLE			✓	Material because electrification, energy efficiency, and the integration of more renewable energy are key drivers for emission cuts in value chains. SINTEF contributes with technology, analyses, and models that enable robust and efficient energy systems that balance considerations for climate, nature, and security of supply.
Planetary boundaries	Removal of harmful substances and land use in industry, ocean, and nature	E2 Pollution E4 Biodiversity and ecosystems		DOUBLE			✓	Material because substitution of harmful substances and more knowledge-based land use are crucial for reducing environmental and health risks within planetary boundaries. SINTEF develops technology, processes, and decision-making bases that support responsible land management and competitive industrial development.
	Value creation and use of ocean and water that safeguard marine resources and nature	E3 Water and marine resources		DOUBLE			✓	Material because the ocean and water are central to Norwegian value creation, while ecosystems must be protected against overuse. SINTEF develops knowledge and solutions that combine sustainable use of marine resources with long-term value creation.
	Circular material flows and resource efficiency	E5 Resource use and circular economy		DOUBLE			✓	Material because current material use exceeds planetary boundaries and creates both system risk and resource scarcity. SINTEF develops technology, processes, and knowledge bases that enable more circular material flows, increased reuse, and more efficient resource utilisation.

Material topic		ESRS standard	Handprint/footprint	Materiality	Upstream	Own operations	Down-stream	Description
Artificial intelligence and digitalisation	Technology and productivity	S4 Consumers and end-users		DOUBLE			✓	Material because AI and digitalisation fundamentally change productivity, quality, and decision-making in the business and public sectors. SINTEF contributes to the technology being used in a responsible, secure, and verifiable manner that provides a documented effect and strengthens competitiveness.
	Deep tech	S4 Consumers and end-users		DOUBLE			✓	Material because deep technology such as AI, quantum technology, advanced sensors and materials drives new markets. SINTEF develops, tests and applies such technologies in collaboration with strong partners, and contributes to robust, competitive, and sustainable solutions for society.
New approaches to security and health	Defence and preparedness that provide secure societies	S4 Consumers and end-users		DOUBLE			✓	Material because a sharpened and more complex risk landscape requires technology, models, and cooperation that strengthen society's ability to prevent, manage, and withstand crises. SINTEF contributes with knowledge and solutions that increase robustness, situational awareness and preparedness across civilian and military sectors.
	Technology and productivity in the health sector, including medicine and biotechnology	S4 Consumers and end-users		DOUBLE			✓	Material because demographic changes and increased expectations put health and welfare services under pressure. SINTEF develops technology and solutions that strengthen capacity, quality and patient safety, and contribute to the use of innovation in a safe, ethical and effective manner.
Own operations	Climate footprint from own operations and property	E1 Climate change		IMPACT	✓	✓		Material because SINTEF has emissions linked to its own operations, and must fulfil its own ambitions and meet stakeholder expectations for climate-efficient operations, including measures for gas and energy consumption, purchasing and investments.
	Infrastructure, technical safety, and operation of laboratories	E2 Pollution		IMPACT		✓		Material because laboratory processes and inputs can cause emissions and pollution in the event of failure; robust barriers, maintenance, and controlled operations are crucial for the environment, safety, compliance and continuity.
	Water consumption, waste-water, and concession and regulatory requirements	E3 Water and marine resources		IMPACT		✓		Material because we must protect the water environment and ensure compliance in laboratory and pilot operations; management of water extraction, emissions and permits reduces risk.
	Working environment and safety for people in laboratories and workshops	S1 Own workforce		IMPACT		✓		Material because we conduct high-risk operations in laboratories and pilot plants; systematic HSE and barrier management are a prerequisite for safe operations and quality.
	Employee welfare, diversity and recruitment	S1 Own workforce		DOUBLE		✓		Material because the competition for competence is fierce and because a diverse, inclusive working environment increases quality, innovation and attractiveness.
	Working conditions and risk in supply chains (due diligence)	S2 Workers in the value chain		DOUBLE	✓			Material because we have an impact beyond our own operations; due diligence assessments and supplier requirements prevent negative impacts in the value chains.
	Information security, export control and privacy	S4 Consumers and end-users G1 Business ethics		IMPACT		✓	✓	Material because we manage sensitive data and participate in international collaboration; we must protect confidentiality, integrity, availability and ensure compliance with regulations.
	Research ethics, business ethics, and corporate culture	G1 Business conduct		IMPACT		✓		Material because independence, integrity and responsible technology development are the foundation for trust among clients, authorities and society – and for our license to operate.

Reporting principles:

Chapter 5 follows the ESRS structure: E1–E5 (environment), S1–S4 (social conditions), and G1 (business conduct).

ESRS 2 with governance information (governance, risk, internal control, business model/strategy and stakeholders) is presented in 5.2 and applies across the topics.

5.2 ESRS 2 – General disclosures

The chapter describes how the Board of Directors and group management follow up on sustainability, from strategy and targets to risk management, internal control, and relevant policies, and how certified management systems support compliance and continuous improvement.

Governance, risk and internal control (GOV1-GOV5)

GOV-1 – Role of the administration and management and control bodies

The SINTEF Foundation is a not-for-profit foundation with no owners, although it is subject to public supervision by the Norwegian Gambling and Foundation Authority pursuant to the Norwegian Foundations Act. The SINTEF Foundation is SINTEF's parent institution.

Control of SINTEF's operations is also exercised through the Foundation's supreme bodies; SINTEF's Board of Directors and SINTEF's Council, as well as our external auditors. The operations are regulated in the Articles of Association, shareholder agreements in the part-owned subsidiaries, group agreements and Instructions for the Board.

SINTEF's CEO is also the managing director of the SINTEF Foundation and SINTEF AS, as well as the Chair of the Board of the subsidiaries SINTEF Energy AS, SINTEF Ocean AS, SINTEF TTO AS and SINTEF Eiendom Holding AS. SINTEF's group management team is responsible for the strategic management of our overall activities.

One key goal of our corporate governance is to safeguard SINTEF's independence and integrity so that we can fulfil our purpose. At the same time, we have to ensure that we are regarded as having a high degree of legitimacy, by our stakeholders, national and international authorities and society as a whole.

The entire surplus is used to strengthen SINTEF's solvency and capacity for research and innovation through upskilling, investing in research infrastructure and strategic initiatives, including in seed funds. Dividends cannot be paid out from the foundation.

SINTEF's goal is to generate a minimum operating margin of 5 per cent over the business cycle, as a basis for fulfilling its purpose in both the short and the long term.

SINTEF's governance structure

SINTEF's work is based on formal certifications. We must always strive to meet the requirements and expectations of our clients and other partners. Therefore, we have a management system designed to ensure that we deliver products and services of the agreed quality, take account of the external environment, and work systematically on our working environment and safety. The requirements apply to all employees and contract personnel. More detailed information about certifications can be found on page 64.

The Board of Directors follows up SINTEF's sustainability work through regular briefings on ambitions, strategic initiatives, and developments in climate, nature, and societal risk.

The Board of Directors regularly assesses its own competence, including in sustainability-related topics, and seeks to ensure that the Board as a whole has sufficient insight to follow up on the company's work. As part of the Group's governance, the Board of Directors also approves the policy and principles for commercialisation of research results, and supervises that the commercialisation takes place in accordance with SINTEF's purpose, management system and ethical guidelines. The Board of Directors also closely followed the merger between SINTEF Manufacturing AS and SINTEF AS in 2025, as an important structural measure to realise synergies between research environments and strengthen a robust and future-oriented organisation of the Group.

The Board of Directors' responsibilities and composition

The Board of Directors is the Foundation's supreme decision-making body. It exercises the Foundation's ownership interests in wholly and part-owned subsidiaries and is responsible for ensuring that the activities of the SINTEF Foundation and the SINTEF Group are prudently organised and managed. The Board of Directors is also the Board of Directors of SINTEF AS. The Board decides on overall policies, targets and strategies for SINTEF in collaboration with the CEO. The Board approves SINTEF's business plans and budgets. The Board of Directors appoints the CEO of the SINTEF Group.

The Board of Directors' responsibilities and obligations are set out in the Norwegian Foundations Act, the Private Limited Liability Companies Act, the Articles of Association and the Instructions for the Board. The Board of Directors perceives its role as being to:

- Supervise the daily management and the Foundation's other operations
- Ensure at board level that SINTEF reaches its targets
- Strengthen, support and challenge the management
- Balance priorities and contribute to improvement work
- Be a sparring partner for management

The Board of Directors holds eight ordinary meetings per year, and otherwise as needed. The Board of Directors consists of nine members with the following composition:

- Four members and two deputy members shall be from the business sector or public administration. These are appointed by SINTEF's Council.
- Two members and one deputy member are appointed by NTNU from among persons with a primary position at NTNU.
- Three members must be permanent employees of SINTEF AS and be elected in line with the provisions for employee board representation in the Private Limited Liability Companies Act.

The Council

SINTEF's Council is tasked with supervising that the Foundation's purpose is furthered in line with the Articles of Association and the Council's own decisions. The Council is also an advisory body to the Board. The Council meets at least twice a year, although it can meet more frequently if necessary or desired. The Council consists of 28 members. 25 are appointed by NTNU, UiO, the labour market organisations Tekna, LO, NHO, and SINTEF's Board of Directors, respectively. Three council members are elected from among the employees of SINTEF's research companies.

NTNU's rector chairs the Council. The Council consists of representatives of the business sector, experts from NTNU and UiO, employer organisations, trade unions, and people with a background from the public sector. Council members thus have close links to key groups of stakeholders.

The appointing bodies must take gender balance and diversity into account when appointing members and deputies to the Council. Members of the Council

5 %

SINTEF has a target of a minimum 5 per cent operating margin over a business cycle

100 %

of the Board of Directors are independent members [9]

33 %

of the board members are employee representatives

9) Independent board members are defined as the per centage of independent board members without management responsibilities at SINTEF.

serve terms of four years. Re-election is permitted, although a term limit of eight consecutive years in office applies. This rule does not apply where the rector has been a member of the Council in some other capacity.

Other bodies

The Foundation has a Nomination Committee consisting of three members appointed by and from SINTEF's Council. The chair of the Council serves as the chair of the Nomination Committee. Members of the Nomination Committee are elected by the Council for terms of two years, although these terms are limited by their term of office on the Council. Members can be re-elected twice. The Nomination Committee's job is to propose the four candidates to SINTEF's Board that must be appointed by the Council in line with the Articles of Association.

In 2021, the Board of Directors decided to establish a board subcommittee, the Audit and Security Committee, to strengthen the Board's work, particularly within cyber/information security. A specific mandate has been established regarding the committee's roles, responsibilities and tasks. The committee reports to the Board and holds three ordinary meetings a year. SINTEF has an external auditor, elected by the Council, and an internal auditor, elected by the Board of Directors. SINTEF is audited in accordance with the ISO certification of our management systems for quality, the external environment, the working environment and information security.

SINTEF's Board of Directors 2025: From left: Kristin Misund, Bård Myhre, Terese Løvås, Bendik Sægrov-Sorte, Malin Sletnes, Øyvind Gregersen, Tore Ulstein, Lars Christian Dahle, and Ragnhild Katteland.

As of 31 December 2025, SINTEF's Board of Directors consists of:		
Members		
Chair of the Board	Tore Ulstein	Chair of the Board of Ulstein Group
Deputy Chair	Øyvind Weiby Gregersen	Professor at the Department of Chemical Engineering, NTNU
Member	Lars Christian Dahle	CEO, SynPlan
Member	Kristin Misund	SVP R&D and Business development, Borregaard
Member	Terese Løvås	Head of Department of Energy and Process Engineering, NTNU
Member	Ragnhild Katteland	Chief Sales and Delivery Officer, XLCC
Member	Bård Myhre	Senior Research Scientist, SINTEF Digital
Member	Bendik Sægrov-Sorte	Senior Engineer, SINTEF Industry
Member	Malin Sletnes	Senior Research Scientist, SINTEF Community
Deputy members		
Deputy member	Ingelin Steinsland	Professor, Vice Dean at the Faculty of Information Technology and Electrical Engineering, NTNU
Deputy member	Erlend Skagseth	Managing partner, Sarsia Seed Management AS
Deputy member	Astrid Undheim	Executive Vice President, Technology and Development, Sparebank 1 SMN
Deputy member	Øystein Wiggen	Senior Research Scientist, SINTEF Digital
Deputy member	Sverre Gullikstad Johnsen	Senior Research Scientist, SINTEF Industry
Deputy member	Maria Gellein	Senior Technician, SINTEF Industry

Photo: Emma Sæther/SINTEF

Responsibilities and composition of the group management

The day-to-day operations at SINTEF are managed by the CEO and Deputy CEO, together with the Executive Vice Presidents of the institutes at SINTEF AS, the Managing Directors of the subsidiaries and Chiefs of Staff, who together make up SINTEF's group management. The group management team holds four meetings a month, and otherwise as required.

GOV-2 – Information to management and control bodies, and sustainability matters

The Board of Directors and management at SINTEF work actively with strategy and ambitions to strengthen SINTEF's sustainability contribution in line with the vision 'Technology for a better society'. An updated external analysis was among the topics discussed at the annual strategy meeting for the Board of Directors and group management in 2025. Two important observations and discussions concerned the need for SINTEF to maintain momentum in the green transition and contribute to strengthened defence and preparedness. The group management has contributed to the update of the double materiality analysis, which is presented in this report and which defines the material sustainability topics for SINTEF. The group management has followed up on the 2024 climate accounts and the process for setting quantitative climate goals and measures for SINTEF. The Board of Directors and group management are kept updated on changes related to sustainability reporting. So far, SINTEF is not subject to reporting obligations under the EU's sustainability reporting directive. The Board of Directors and management at SINTEF work actively on security and working environment, safeguarding export control and data privacy in the business, as well as ethical sustainability dilemmas. Such dilemmas can arise, among other things, in connection with which projects SINTEF should take on, and how projects are best framed together with clients and partners. The ambition for SINTEF's management is to ensure that positive impacts on people and the environment are optimised, and that negative impacts are reduced or removed, as further described in Chapter 3.1.

The Board of Directors and group management review SINTEF's overall risk picture every four months, as further described in GOV5 Risk management and internal control. Specific risks are also subject to in-depth follow-up when this is deemed necessary.
The Board of Directors and group management regularly receive information about SINTEF's commercialisation activity and the assessments included in the follow-up of the portfolio companies.

GOV-3 – Integration of sustainability-related results into incentive schemes

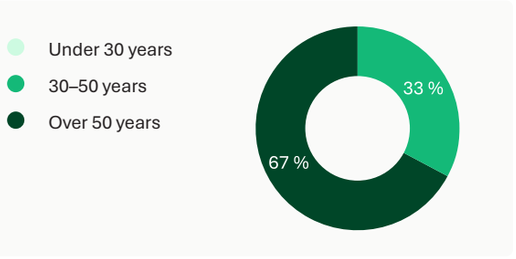
SINTEF has no sustainability-related incentive schemes. The requirement is therefore not relevant.

GOV-4 – Statement on due diligence assessment

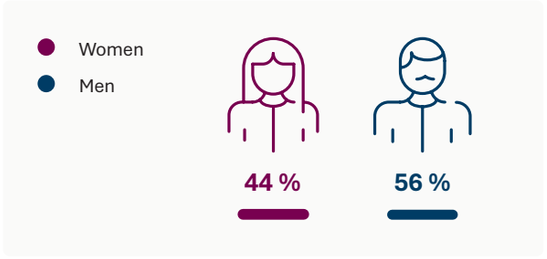
SINTEF has committed to monitoring working conditions in the value chain through risk assessments, due diligence assessments and dialogue with our suppliers.

This includes requirements for fair wages, safe working conditions, freedom of association and gender equality. Due diligence assessments also include commercialisation processes, where new techno-

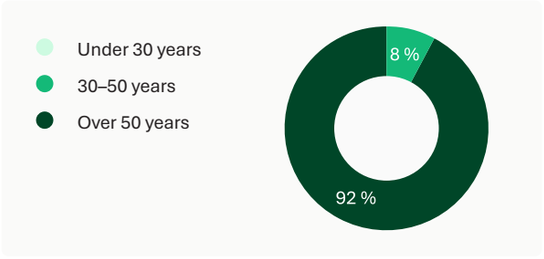
Age composition of the Board of Directors



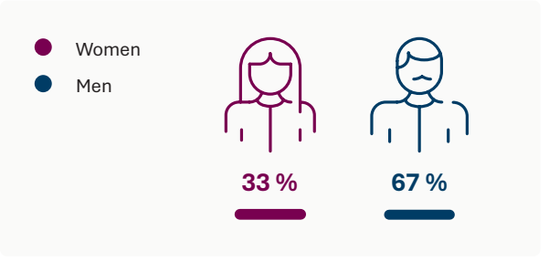
Gender distribution of the Board of Directors



Age distribution of group management



Gender distribution in group management



logies, companies and technology transfers are assessed for risks related to human rights, working conditions, the environment and ethical business practices before establishment or investment.

In 2025, the work has been continued with strengthened systematics and prioritisation in the due diligence assessments, including updating risk assessments and improved data collection from selected supplier categories with higher risk.
SINTEF has also strengthened the processes for following up on suppliers, including clearer expectations regarding compliance with requirements related to working conditions, rights and ethical standards. Where deficiencies are uncovered, this is followed up through dialogue and improvement measures in line with the Transparency Act's principles for due diligence.

The Board of Directors and group management are kept informed about the status and any findings from due diligence assessments as part of the ongoing work with the company's accountability and risk management.

See Chapter 5.4 Social conditions (S2 Employees in the value chain) for more information about the Transparency Act.

GOV-5 – Risk management and internal control

Risk management and internal control are an integral component of SINTEF's corporate governance and cover strategic, market and operational factors. Risk management also includes commercialisation activity, including market risk, technological risk, access to capital and sustainability-related risk in portfolio companies.

Responsibilities

SINTEF's Board of Directors has overall responsibility for ensuring that the Group has sound internal control and risk management. SINTEF's Audit and Security Committee is established as a preparatory body for the Board and supervises the Group's internal audit and internal control and risk management, as well as work related to information security and emergency preparedness.

The group management team is responsible for operationalising the Group's risk management and internal control. The corporate staff responsible for quality are responsible for facilitating risk management and internal control, including frameworks and appropriate tools. This is done in close cooperation with other corporate staff areas.

SINTEF has also established a barrier model with four barriers to ensure operations are conducted in accordance with laws, regulations, internal policies, and business model.

SINTEF's barrier model

First-line control
Managers and employees in the line and in project groups

Second-line control
Control activities and staff functions

Third-line control
Internal auditor (Deloitte)

Fourth-line control
External auditor (KPMG), external audits by certification bodies and supervisory authorities

Four barriers: SINTEF's barrier model describes responsibilities and control activities in the first, second, third, and fourth line and shows how the organisation works systematically with internal control, risk management, and compliance.

Framework and implementation

Risk management and internal control are based on the principles in the framework provided by the Committee of Sponsoring Organisations of the Treadway Commission (COSO) and on methods for risk management provided in ISO 31000. SINTEF is also certified in accordance with the requirements for Quality Management Systems (ISO 9001), Environmental Impact (ISO 14001), Working Environment (ISO 45001), and Information Security (ISO 27001). Risk management and internal control are described in specific processes in the Group's management system.

The risk profile is discussed by the management and Board of Directors of each of the research institutes, as well as by group management and the Board of Directors every four months. Risk mitigation measures are defined and implemented on an ongoing basis. An annual report from the internal audit is prepared for group management and the Board of Directors.

In 2025, the internal audit conducted four audits within the topics of data management, financial management and cost control in internal projects, artificial intelligence, and property management. The audits have provided several follow-up points that can contribute to improvements in how SINTEF works to meet external and internal requirements.

In 2025, the internal audit has also followed up on findings from previous years' audits. The work has resulted in several improvement measures that contribute to further strengthening the framework for risk management and internal control.

In 2025, SINTEF has also strengthened the assessment of climate-, nature-, and societal risks. The assessment is included in the Group's overall risk profile and is discussed by group management and the Board of Directors as part of the four-month reporting and strategic discussions.

Furthermore, work on data quality and system support for risk management was initiated in 2025 to ensure more comprehensive and precise reporting of SINTEF's total risk. This includes improvements in processes for data capture, reporting, and follow-up of risk-mitigating measures.

Business model, strategy, and stakeholders (SBM1-SBM3)

This chapter is aimed at ESRS SBM-1 to SBM-3 and describes SINTEF's business model, strategy, and stakeholders, as well as how stakeholder dialogue influences strategy, business model, and materiality assessments (IRO). More about SINTEF's strategy and stakeholders can be found in Chapters 1.1 and 1.2.

SBM-1 – Business model

SINTEF creates value through contract research, grant-funded research, publications, consulting, and commercialisation of technology. The model is based on interdisciplinary expertise, cooperation with clients and partners, and access to advanced infrastructure. Profits are reinvested in research, infrastructure, and commercialisation, which strengthens our ability to develop new solutions and competitiveness.

SBM-1 – Strategy

The strategy is based on the vision "T*echnology for a better society*" and describes how SINTEF will deliver societal benefits and competitiveness through research for innovation. We have defined nine strategic focus areas that gather and mobilise our expertise, innovation power, and infrastructure. The strategy further provides direction to the research environments through five strategic beliefs regarding:

- Zero emissions in value chains
- Safeguarding planetary boundaries
- Artificial intelligence and digitalisation
- New approaches to security and health
- Transition policy

These form the framework for our significant sustainability contributions described in Chapter 4.

Commercialisation of research results is one of our strategic tools for translating new technology into solutions that can be adopted by industry and society.

SBM-2 – Stakeholders

SINTEF's most important stakeholders are clients in the private and public sectors, research and educational institutions, national and European authorities, investors, employees, innovation environments, and local communities. Dialogue takes place through research projects, partnerships, steering committees, employer discussions, councils and committees, as well as hearings and policy processes. Input from

Stakeholder group	Why important	Purpose of dialogue	How dialogue takes place	How input influences SINTEF
Clients (business and public sector)	Commissioners and end-users of research; crucial for societal impact and relevance	Identify needs, develop solutions, and strengthen innovation and competitiveness	Projects, partnerships, steering committees, and client meetings	Influences research priorities, strategic choices, and technologies being developed
Research partners (universities and research institutes)	Academic quality, competence development, recruitment, and long-term knowledge building	Conduct excellent research, share infrastructure, and develop research environments	Research consortia, SFI/FME, joint projects, and PhD tracks	Influences academic development, competence strategy, and long-term capacity building
Social partners (NHO, LO, Tekna, etc.)	Key actors in Norwegian policymaking and tripartite cooperation	Contribute to policymaking, legitimacy, and knowledge base for working life and transition	Consultations, councils, committees, dialogue arenas, and joint initiatives	Influences themes, societal relevance, and direction of applied research
Research Council of Norway	Funding body and premise provider for national research policy	Dialogue on priorities, program design, and the research's societal contribution	Program dialogue, consultations, and evaluation processes	Influences which themes SINTEF seeks funding for and long-term initiatives
EU and European research authorities	Major research funding and premise provider for European research direction	Ensure Norwegian participation and influence the development of European research	Partnerships, EU programs, and expert panels	Influences international positioning and research profile
Ministries and government ministers	Sets overarching political goals, framework conditions, and priorities	Provide knowledge base for national policy and long-term strategies	Meetings, input, policy development, and strategy dialogue	Influences strategic direction, thematic initiatives, and societal missions
Politicians (The Storting and regional level)	Adopt policy, budgets, and regional priorities	Support decisions with research-based knowledge	Consultations, dialogue meetings, regional processes	Influences national and regional priorities and areas of application
Investors and financial actors	Contributes to scaling, commercialisation, and further development of technology	Explore commercial potential and support innovation	TTO cooperation, investor meetings, due diligence	Influences innovation strategy, commercialisation, and technology choices
Employees	Bearers of competence, culture, and execution capability	Ensure competence development, working environment, and involvement	Performance reviews, leadership forums, KPI dialogue	Influences HR strategy, organisation, and competence development
Local communities and society at large	Affected by research activity and infrastructure	Transparency, legitimacy, and societal dialogue	Information, dialogue meetings, and media work	Influences assessments of societal impact, environmental considerations, and project execution

stakeholders influences strategic priorities, research direction, development of group initiatives, and assessments of risks and opportunities. The detailed stakeholder overview is presented in the table on the previous page.

SBM3 – Stakeholders' impact on strategy, business model, and materiality

SINTEF's stakeholders have a direct impact on strategy, business model, and assessments of material sustainability topics. Input from key stakeholder groups is used systematically in the work to further develop the research portfolio, prioritise group initiatives, and conduct analyses of impacts, risks, and opportunities.

Impact on strategy

Clients in the private and public sectors influence the research direction through needs, challenges, and technological issues that are requested in projects and partnerships. This provides insight that is used in the assessment of new initiatives and priorities.

Authorities, the Research Council of Norway, and EU research programmes influence the strategy through framework conditions, funding schemes, and priorities in research policy. This guides which areas SINTEF develops capacity in, and which subject areas will become central in the coming years.

Cooperation with universities, especially NTNU, contributes to scientific development, long-term upskilling, and recruitment. The dialogue influences how SINTEF prioritises research infrastructure, research environments, and strategic initiatives.

Employees influence the strategy through input related to competence, working environment, and scientific development, which form the basis for decisions on organisational development and competence strategy.

Impact on the business model

SINTEF's business model is based on collaboration with industry, authorities, and research environments. Changes in stakeholder needs, such as new technology requirements, political guidelines, societal expectations, or changed market conditions, have an impact on how SINTEF organises research, develops collaboration, and prioritises investments in laboratories, technology, and competence.

Impact on the materiality analysis (IRO)

Our dialogue with stakeholders influences how SINTEF has assessed material sustainability topics. Demand and needs from clients, authorities, employees, investors, and local communities are used to identify which sustainability topics have the greatest impact on people, the environment, and society, as well as which topics entail particular risks or opportunities for SINTEF. This supports the assessments that form the basis for the material handprints and the thematic pages presented in Chapter 4.

The team behind the summit: The EU Summit in Brussels has established itself as an important customer event where key clients, members of the European Commission, and partners meet to mobilise support for EU research and innovation.

SINTEF's business model is based on cooperation with business, authorities, and research environments

Photo: Kevin Zuijderhoff/SINTEF

5.3 Environmental information (E)

The environmental dimension of SINTEF's sustainability work includes both how we impact the climate and nature through our own operations, and how we contribute to solutions that reduce emissions, safeguard natural resources, and strengthen resilience in society and industries. The ESRS standards for the environment (E1–E5) cover key areas such as greenhouse gas emissions, pollution, water and marine resources, biodiversity, and circular economy.

In this chapter, we describe for each topic why it is material for SINTEF, how we manage risk and environmental impact, what measures we implement in both research and our own operations, and what results we have achieved in the reporting year.

Climate change (E1)

- Climate footprint from own operations and property
- Renewable energy, energy efficiency, and energy systems
- Reduction and greenhouse gas removal, incl. CCUS and CDR
- Oil and gas activity in the transition to a zero-emission society
- Climate-adapted and zero-/low-emission infrastructure and mobility

Climate change is one of the most pervasive challenges for society and industry. Climate change affects all sectors SINTEF works with. Our impact has two sides: the footprint from our own operations, including what we consume and how this creates emissions, and the handprint from research and technology, i.e., how we develop solutions that contribute to emission cuts in society.

Why this topic is material

Climate change affects nature, people, and the economy. Climate change creates physical risk, such as extreme weather and climate-related operational interruptions, and transition risk related to, for example, taxes, regulations, markets, and changing technology. SINTEF's double materiality analysis shows that climate is material both for our research (handprint) and our own emissions (footprint).

The transition to a zero-emission society requires solutions that reduce emissions throughout the value chains – energy, industry, mobility, buildings, and infrastructure. Approximately half of our revenue is linked to the green transition. This is both a major opportunity for SINTEF and a financial risk if the pace of transition in society weakens. We must also handle ethical and technical dilemmas: We must also handle the risk of negative climate impacts from technologies we contribute to, and optimise solutions that both reduce emissions and support competitiveness and security. Concrete dilemmas can, for example, arise in connection with assistance to the oil and gas sector, ref. Chapter 4.2.

In our own operations, responsible management of our own greenhouse gas emissions is required. Most of the emissions in SINTEF's climate accounts are in scope 3, and especially in purchased goods and services, capital goods, and business travel. This means that management of purchasing, property development, and travel is central to reducing our footprint.

How we follow up on our responsibility

Climate work is anchored in the group strategy and ISO 14001-certified environmental management. The climate accounts include scope 1, 2, and 3 according to the GHG Protocol and are calculated using Morescope software. Here, actual consumption is combined with transaction data to estimate total emissions from SINTEF. In 2025, 86.5 per cent of the accounts are based on transaction data. This means that 13.5 per cent is activity-based, linked to actual consumption via suppliers. A high degree of transaction data entails uncertainty in the estimates and makes comparability vulnerable to factor and method updates.

Staff functions in the SINTEF Group and SINTEF Eiendom lead the work with, among other things, purchasing, buildings, and energy. All units follow group-wide policies for the external environment and purchasing. Travel activity is monitored monthly, with tertial analyses and internal sharing for the management of measures. Group management has decided to set science-based, quantitative climate targets. The staff functions are working on strengthened accounting quality, possible targets, and action plans to enable this.

This is what we are doing – our measures

Measures in research and innovation (handprint).
SINTEF develops technology, system understanding, and decision-making bases that support emission cuts in the value chains, including renewable energy, electrification, CCUS/CDR, industrial transition, energy efficiency, low-emission mobility, climate adaptation, and more. Read more in Chapter 4.1.

Reading tip! Each ESRS section starts with: Why is the topic material for SINTEF → How we follow up our responsibility → This is what we do (our measures) → This is what we have achieved in 2025

Measures in own operations (footprint). Ongoing priorities:

- Prepare quantitative, science-based climate targets, including quantification of measures and clear division of labor for target achievement.
- Energy efficiency and upgrading of buildings and laboratories (including appropriate use of solar cells and heat/cold storage).
- Reduce emissions from laboratory gases and process equipment, through more detailed mapping of consumption and gas types, as well as purification solutions/substitution for high-global-warming-potential gases (including SF6 and PFC at MiNaLab).
- Sustainable purchasing: measures to reduce purchasing where possible, and make more sustainable choices, including incentives in policy for employees' mobile phone purchases, as well as systematic follow-up of suppliers
- Reduce travel emissions through clear prioritisation of digital meeting platforms, management parameters, and tertial analyses.
- Strengthened supplier follow-up (framework agreements, product selection, packaging, EPD requirements) to lower the footprint of purchased goods and services.
- Strengthen the climate accounts through better data basis, a higher proportion of activity-based data, and less use of estimates.
- Improve the analysis of the climate accounts to identify sectors, categories, projects, and suppliers that can be linked to measures with high impact.

Smart storage of heat and cold

Cartesian is a company that offers modular and cost-effective energy storage systems for heating and cooling systems. The main focus is heat and cold storage in commercial buildings. The technology is based on ten years of research and development in thermal energy storage at SINTEF Energy and NTNU. It was ready in 2023 after testing in the ZEB laboratory, Zero Emission Building Lab.

The technology stems from the research center HighEFF and has been put into use by several clients.

Energy efficiency: We at SINTEF are also using Cartesian's technology in one of our buildings. Here, we expect that, together with a heat pump, it will contribute to reducing energy consumption by around 30 per cent.

Saving electricity with the help of the sun

SINTEF Real Estate is surveying all our properties to see where it is possible to install solar panels on the roofs. 176 solar panels are in place on the roof of S.P. Andersens vei 15 (PTS 2), which is the first in Trondheim. Installing solar panels on the roofs is one of our electricity-saving measures. All parts in the system have an EPD, which stands for Environmental Product Declaration. This is a document that describes a product's environmental impact throughout its entire life cycle, from raw material extraction to disposal.

Electricity from the sun: In the picture, we see project manager Frode Aakvik at SINTEF Real Estate, Martin Brunstad Høydal from Norconsult (design engineer), and Alexander Knutsen and Robert Kvam from Buvik Elektro (executing contractor).

Illustration: Cartesian, photo: SINTEF Real Estate

This is what we achieved in 2025

Results in research and innovation activity (handprint):

In 2025, SINTEF's climate-oriented research and innovation projects have contributed to significant emission reductions and to accelerating the energy transition in several sectors, such as renewable energy, energy efficiency, CCS/CDR, industry, infrastructure and mobility. The work has strengthened the decision-making basis for authorities and the business sector and made it possible to plan, test, and scale new solutions that cut greenhouse gas emissions in practice.

SINTEF's greenhouse gas emissions in 2025 were 29,058 tonnes CO_2 equivalents (location-based): a reduction of 5 per cent from 2024, primarily via reduced investment levels.

Results for own operations (footprint):

Scope 1:

867 tonnes CO_2e

mainly reduced gas use and lower process emissions, including improvements due to improved data classification

Scope 2:

615 tonnes CO_2e

reduced energy consumption, less use of estimates for shared premises, and more buildings with data foundations

Scope 3:

27,576 tonnes CO_2e

increase in emissions within purchased goods and services and business travel, where emission factors and challenges related to transaction data cause estimated emissions to rise, even where consumption in traveled km or NOK has gone down

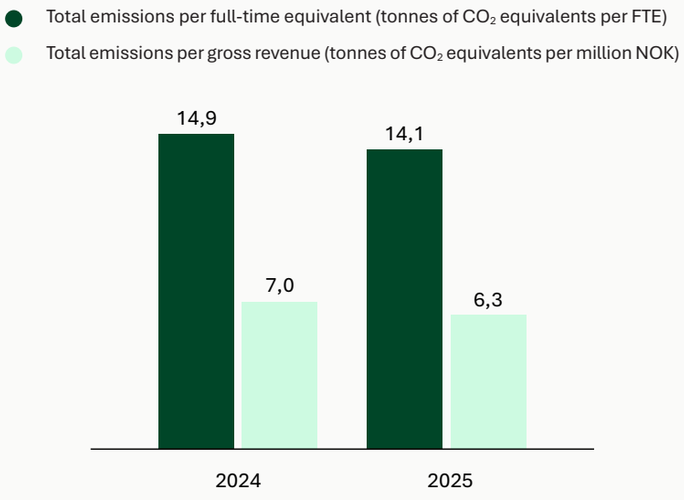
Several of our most central climate results and impacts are discussed in more detail in Chapter 4 Zero emissions in the value chains, which covers SINTEF's contribution within E1 Climate Change.

SINTEF's climate accounts 2025

In 2025, the climate accounts were expanded with more and more precise data and an increased proportion of activity-based data, which strengthens the quality of the climate accounts.

Emissions per full-time equivalent were 14.1 tonnes CO_2e, and emissions per MNOK revenue were 6.3 tonnes CO_2e. SINTEF has reduced emissions per full-time equivalent by 5 per cent, and tonnes CO_2e per MNOK revenue by 10 per cent, measured against 2024.

Emissions relative to full-time equivalents and revenue



Source: Total emissions, MoreScope, full-time equivalents and revenue, SINTEF

Category	2025 tonnes CO_2 equivalents	Share 2025	2024 tonnes CO_2 equivalents
Scope 1			
1.1 Combustion of fuel	140	0 %	119
1.2 Process emissions	105	0 %	334
1.3 Gas	622	2 %	1,021
Total Scope 1	**867**	3 %	**1,474**
Scope 2 [14]			
2.1 Purchased electricity (location-based)	370	1 %	394
2.1 Purchased electricity (market-based)	14,935	34 %	15,716
2.2 District heating	245	1 %	329
Total Scope 2 (location-based)	**615**	2 %	**723**
Total Scope 2 (market-based)	15,180	35 %	16,045
Scope 3			
3.1 Purchased goods and services	19,223	66 %	18,652
3.2 Capital goods	3,531	12 %	5,053
3.3 Upstream fuel and energy-related activities	1,012	3 %	1,038
3.4 Upstream transport and distribution	297	1 %	345
3.5 Waste from operations	171	1 %	359
3.6 Business travel	3,069	11 %	2,875
3.7 Employee commuting	—	0 %	—
3.8 Upstream leased assets	273	1 %	60
Total Scope 3	**27,576**	95 %	**28,382**
Total (location-based)	**29,058**	100 %	**30,579**
Total (market-based)	43,623	100 %	45,901

Note: SINTEF has discovered a failure in reporting from 2024 and backwards in this year's reporting of greenhouse gas emissions. Due to corrections related to value-added tax in procurement data, SINTEF's climate accounts have been reported with ~22–25 per cent too low data. This has been corrected in this year's accounts, including the correction of historical data for 2024 as well. For further details about the accounts, see the specification of emission categories below. Source: Morescope

Development of emission categories

Scope 1 (direct emissions)

Greenhouse gas emissions within Scope 1 include direct emissions from SINTEF's own operations, such as combustion of fuel, process emissions, and use of gases. This accounted for 3 per cent of SINTEF's greenhouse gas emissions in 2025. This also includes a rough estimate for the use of SF6 related to the production of semiconductors at our laboratory MiNaLab. The process results in microchips that are used in sensors which are important for the green transition. However, SF6 is a very potent greenhouse gas, even when used in small quantities. When SF6 is utilised in production at SINTEF's laboratory, the gas converts into new compounds with a significantly lower climate footprint. An unknown quantity nevertheless turns back into SF6 after use. The magnitude of the emissions of these new compounds and the residual component of SF6 is roughly estimated to potentially amount to up to 600 tonnes of CO_2. In this case, we have assumed that half of the gas is emitted. This is an uncertain estimate, but it is included in the climate accounts to highlight a significant emission category and impact. We have investigated how we can measure, report, and mitigate these residual emissions in the future.

Data and quality

Scope 1 is now 83 per cent activity-based. In 2025, propane consumption for heating and research has been mapped and correctly distributed across locations and purposes. Together with lower gas consumption and less use of transaction-based estimates with high uncertainty, this has contributed to a noticeable decrease in Scope 1 emissions.

Reduction of high-potency greenhouse gases at MiNaLab

In 2025, SINTEF has mapped which purification solutions for SF_6 and PFCs can be installed in the microchip production at MiNaLab. These gases are used in plasma etching of silicon wafers, where they are broken down into their constituents. However, it is uncertain how much recombines and is released after the process.

In parallel, work has been done with the ministry to change the regulations on the tax on SF_6, so that a future purification regime can provide exemptions. This was confirmed in the 2026 national budget and means that SINTEF can now proceed with the planning and installation of purification equipment at MiNaLab.

Satisfied research engineer: Aina Herbjørnrød can smile for greener production of microchips in the future.

Photo: Mari Aftret Mørtvedt/SINTEF

Scope 2 (purchased energy)

Scope 2 covers emissions from purchased electricity and district heating and accounts for 2 per cent of SINTEF's total emissions. Emissions have been reduced as a result of lower energy consumption, in addition to increased collection of activity-based data and more complete registration of actual consumption. This has resulted in less need for uncertain estimates when data is missing.

Overall, for SINTEF's owned buildings, targeted work has been done on energy efficiency. Energy consumption per square meter of building area has been reduced by 32 per cent since 2017.

Methodology for calculating Scope 2 emissions

SINTEF reports indirect emissions from purchased energy (Scope 2) in line with the GHG Protocol, and reports both location-based and market-based methodology. Location-based figures are used in graphs.

The location-based method reflects the average emission intensity in the geographical areas where SINTEF has its energy consumption. Emissions are calculated based on national or regional emission factors for power generation, and provide a picture of the actual emissions linked to the power grid where the business operates.

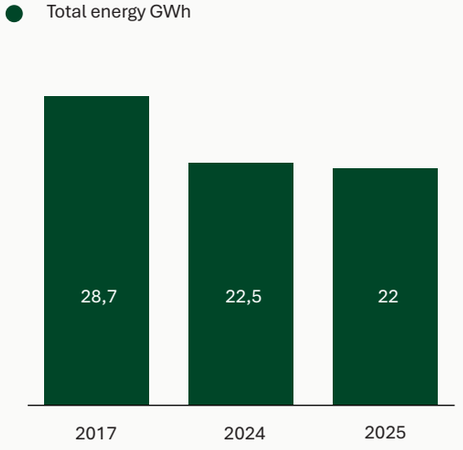
The market-based method reflects emissions linked to the energy choices SINTEF has made. The method takes into account guarantees of origin, power purchase agreements, and other instruments that document the production source of the electricity. SINTEF has not purchased guarantees of origin, and therefore a residual mix with a higher emission factor is used.

Data and quality

Scope 2 is based on actual energy consumption (electricity and district heating) where SINTEF has activity data. For shared locations without company-specific measurement data, estimates have been made for SINTEF's share of consumption. In 2025, the coverage of activity data has been improved, among other things through building upgrades and more complete registration.

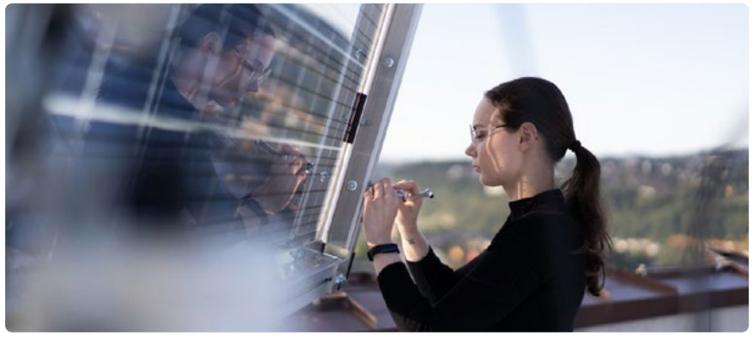
The improved data quality has reduced the need for uncertain estimates. This methodological strengthening explains parts of the reduction in Scope 2 emissions, along with lower energy consumption. Smaller locations in SINTEF, such as office sites outside Trondheim and Oslo, are not included in the calculations. This has been identified as an area for improvement for future years' reporting.

Energy consumption



SINTEF has reduced energy consumption despite the building stock having increased. Source: SINTEF

High up: Installation of experiments in the high-voltage hall at SINTEF Energy Lab.



Solar lab: The Alpha Centauri field laboratory has double-sided solar panels that capture sunlight directly and from the surrounding environment.

– 32 %

For SINTEF's owned buildings as a whole, targeted work has been done on energy efficiency. Energy consumption has been reduced by 32 per cent from 2017 – from 375 kWh/m² to 254 kWh/m² of building stock.

Scope 3 (upstream)

Scope 3 accounts for 95 per cent of SINTEF's climate accounts. In 2025, there is an overall reduction, mainly driven by a lower investment level, as shown in more detail per emission category below.

Data and quality

In Scope 3, SINTEF reports 11 per cent activity-based data. Of the ten suppliers that generate the highest emissions, we have obtained activity data from six. However, a large proportion of transaction data with associated uncertainty still remains.

There is significant uncertainty when emissions are calculated from transaction data. The reported increase of 3 per cent in category 3.1 Purchased goods and services is not due to increased consumption or more emission-intensive purchasing, but technical adjustments in emission factors related to currency changes.

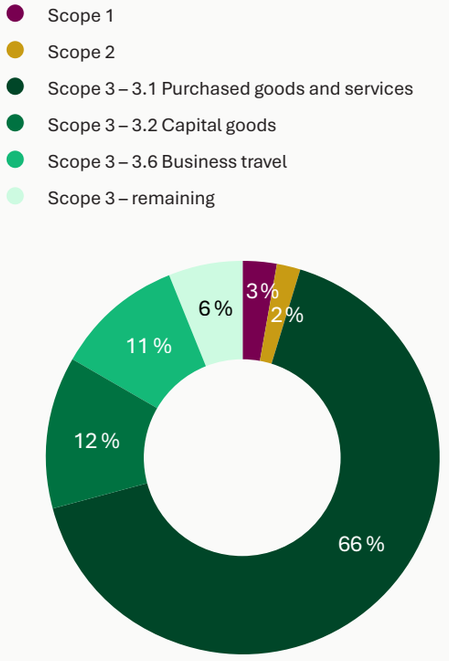
A large part of the estimated emissions is linked to the purchasing of equipment and materials for laboratory operations, as well as collaboration in projects with other research organisations. Long-term property investments can in individual years increase emissions in the climate accounts, but will in the long term also reduce emissions through energy efficiency.

Purchased goods and services. 66 per cent of SINTEF's greenhouse gas emissions come from purchased goods and services. SINTEF's purchasing policy states that sustainability must always be included in the assessment basis. We follow up on framework agreements and suppliers to strengthen sustainability and reduce the footprint. The climate accounts are used to prioritise areas and measures. But when transaction data dominates, it is still difficult to track the effect of individual measures directly in the accounts. In 2025, increased use of activity data confirms that SINTEF has chosen more climate-friendly suppliers than the average for these supplier categories. This data change explains parts of the decline in SINTEF's climate footprint.

Capital goods (investments and buildings). Investment level also affects Scope 3. Capital goods are in 2025 estimated at a total emission of 3,531 tonnes of CO_2e, linked to long-term building and laboratory investments. This constitutes 12 per cent of total greenhouse gas emissions. Within capital goods, 98 per cent of calculated emissions are based on transaction data. SINTEF is working towards obtaining more project-specific emission data directly from larger property and investment projects to strengthen the climate accounts and decision-making information.

To reduce emissions throughout the building's life cycle, we follow the environmental certification system BREEAM NOR. This means that new buildings must be certified at a minimum level of Excellent, while modernisation projects must follow the BREEAM In Use standard for existing buildings. The level of ambition is clearly evident in completed projects such as the Energy Building (extension, Excellent), Professor Mørch's house (Outstanding), and in planned projects such as Forskningsveien 1B (planned Outstanding, with reuse of brick and low-carbon concrete). Such choices reduce energy consumption and emissions in the operational phase.

Emissions broken down by scope 1, 2, and 3



Source: Morescope, SINTEF

Business travel. Business travel accounts for 3,069 tCO_2e in 2025 and 11 per cent of SINTEF's climate accounts. CO_2e per full-time equivalent from air travel has increased by 1.3 per cent from 2024 to 2025, even though the number of kilometers flown per full-time equivalent is decreasing by 8.8 per cent. Compared to 2019, the number of kilometers traveled by air has been reduced by 22 per cent. The main explanation is method and calculation: an updated calculation model provides higher calculated emissions on certain routes. In addition to air travel, the business travel category includes hotels, taxis, trains, buses, rental cars, and driving one's own car on business trips. The data basis is from Berg-Hansen (air travel and hotels). Others are estimates via transactions.

Commuting. Employee commuting is, as before, not reported. A preliminary rough estimate indicates ~750–1,500 tCO_2e; this is not included in the accounts. A travel habit survey is planned for 2026 to enable reporting and measures going forward.

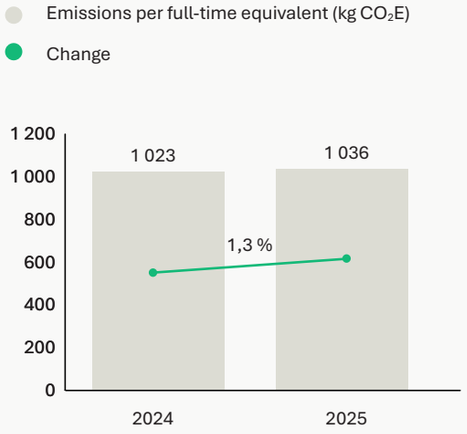
Downstream emissions are not included in SINTEF's climate accounts. Our contribution through research and innovation is largely aimed at developing solutions that can reduce or remove others' emissions and can be linked to so-called Scope 4 effects (avoided emissions).

Quantifying such effects is demanding, partly because new solutions often take time to implement, are part of larger measures, and can have an unclear baseline. It is nevertheless considered a reasonable assumption that SINTEF's total contribution downstream in the value chains exceeds our own emissions. Development of methods to quantify such effects is in itself a separate research area.

Other downstream activity includes, among other things, SINTEF's start-up companies, which are not included in the climate accounts based on an assessment of materiality.

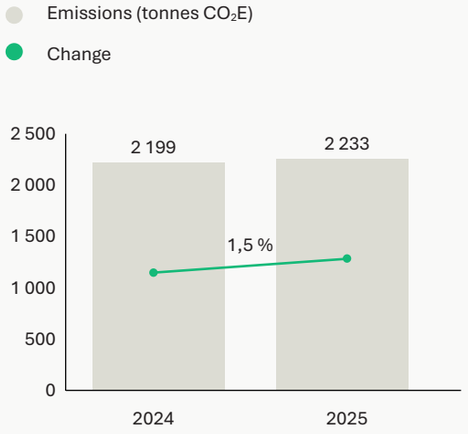
The number of kilometers traveled by air has been reduced by 22 per cent from 2019 to 2025

Emissions from air travel per full-time equivalent



Source: Berg Hansen travel agency, SINTEF

Total emissions from air travel



Source: Berg Hansen travel agency, SINTEF

Pollution (E2)

- Infrastructure, technical safety, and operation of laboratories
- Removal of harmful substances and land use in industry, ocean and nature

Pollution is a significant topic for SINTEF. This is because research activities can involve the use of chemicals, gases, and biological material that require safe and responsible handling. At the same time, our research contributes to the development of cleaner technologies and solutions that can reduce the use and emissions of harmful substances in industry and society. The topic therefore encompasses both our footprint, through safe operation of laboratories and technical environments, and our handprint, through solutions that support the transition to a less polluting society.

Why this topic is significant

Pollution affects nature, people, and society's resource base. If hazardous substances are not handled correctly, the consequences can be serious. SINTEF's research and technology development involve activities where chemicals, gases, and processes are included. This makes responsible handling, assessment of environmental impact, and control of technical conditions necessary to avoid emissions to air, water, or soil. The risk is reinforced by regulatory requirements, including through the EU's regulations for chemicals.

At the same time, industry and authorities demand technology and a basis for decision-making that make it possible to reduce the use of hazardous substances and develop cleaner solutions. This makes the topic significant, both because we must manage risk in our own operations and because the results of our research can contribute to lower environmental impact in society.

How we follow up on responsibility (governance)

SINTEF has a zero-vision for pollution. All activity that can affect the external environment is managed through our certified environmental management system (ISO 14001). Research and laboratory projects that involve the use of chemicals, gases, or biological material conduct risk assessments at start-up and along the way. The assessments include exposure risk, emission potential, technical barriers, safe storage, and waste management.

All unwanted incidents, near-incidents, and observations with potential for emissions are reported weekly to group management and are actively used in learning and prevention. Laboratories, pilot plants, and technical environments are followed up through training, maintenance, internal audits, and established procedures for chemical handling, gas and process plants, and handling of hazardous waste.

This is what we do – our measures

Measures in our own operations (footprint):

- risk assessments of all activities with potential for impact
- strengthened technical and organisational barriers in laboratories and pilot plants
- procedures for safe handling, storage, labeling, and waste management of chemicals
- training, certification, and continuous competence development in technical safety
- systematic follow-up of incidents and improvement measures across units

Measures in research and innovation (handprint):

- development of cleaner technologies and processes that can reduce the use and emissions of harmful substances
- models and methods that provide industry and authorities with a better basis for safeguarding nature considerations and land-efficient development
- knowledge development that strengthens safer and less polluting material and process choices

Examples of this work are described in Chapter 4.

This is what we achieved in 2025

Research in 2025 has also contributed to new knowledge and technology with the potential to reduce the use of harmful substances and strengthen the development of cleaner solutions in several sectors.

Through certified environmental management, continuous improvement, and close follow-up, SINTEF has not had any pollution incidents with negative environmental impact in the last three years. The work with SF_6 and PFCs at MiNaLab will further reduce risk going forward.

Water and marine resources (E3)

- Water use, wastewater, and concession and regulatory requirements
- Value creation and use of ocean and water that safeguards marine resources and nature

SINTEF's work with water and marine resources ranges from research and innovation in ocean and water environments, to operational matters such as water use, emissions, and concession requirements in our own operations. This makes the topic significant, both regarding our impact on ecosystems and how changes in nature and regulation affect us.

Why this topic is significant

SINTEF's research on ocean and water resources involves activity close to ecosystems, water bodies, and biological material, both in sea and freshwater. Field operations, laboratory experiments, and data collection in vulnerable areas can, if not carried out within clear environmental frameworks, entail a risk of impact on water quality, marine habitats, and biodiversity.

At the same time, our research is an important part of society's efforts to understand and protect marine ecosystems. Changes in nature and regulation thus affect both how we work and the role we play in the development of sustainable solutions.

How we follow up on responsibility (governance)

SINTEF conducts research and test activity in marine and aquatic environments, with an emphasis on limiting environmental impact and ensuring responsible use of natural resources. The activities are evaluated through environmental and risk assessments, anchored in ISO 14001, and include quality, traceability, and compliance in the field and laboratories.

At the same time, emphasis is placed on our research contributing to a better knowledge base, technology development, and data-driven tools that support responsible management of water and marine resources.

This is what we do – research and innovation and our measures

SINTEF carries out a broad portfolio of measures that strengthen sustainable use and protection of water and marine resources:

- We develop and test technology such as sensors, models, and monitoring tools for better resource management and conduct research on sustainable marine value chains and biomarine resources. We also provide a knowledge base for coastal and ocean management through modeling of impact factors, biodiversity, and climate change.
- At the same time, we follow strict procedures to reduce our own impact on ecosystems through risk assessments, control of chemicals and biological material, and environmental management in line with applicable requirements.

This is what we achieved in 2025

In 2025, research activity was strengthened through new partnerships, increased use of ocean infrastructure, and the development of new methods for ecosystem monitoring. Projects such as DiverSea and Sailing4Science contributed to a better data basis, increased understanding of biodiversity, and new technology for monitoring.

Cross-sector collaboration contributed to better management of our own activity, more efficient use of test infrastructure, and clearer environmental frameworks for field operations.

Fully automatic catch registration next

We are the host institute for EveryFish, an EU-funded project where SINTEF Ocean collaborates with 16 partners from eight European countries to develop technology that makes catch registration completely automatic on board fishing vessels. By adopting advanced digital solutions, our goal is to reduce manual work, improve data quality, and ensure more precise documentation of catch regarding species, size, and weight. Through the project, we are building on the experiences from a previous EU-funded project, SMARTFISH. We are testing the technology directly with the fishing fleet. The project will contribute to better compliance with regulations and provide a solid knowledge base for research, management, and more sustainable utilisation of marine resources.

Photo: SINTEF

Biodiversity and ecosystems (E4)

- Renewable energy, energy efficiency, and energy systems
- Removal of harmful substances and land use in industry, ocean and nature

In this section, we describe how SINTEF's research and innovation contributes to knowledge development and to the development of methods, technology, and decision support that provide a better data basis regarding nature and land use, strengthen nature considerations in planning, technology development, and management, and can reduce the burden on nature.

Why this topic is significant

Nature loss is a central sustainability risk that affects sectors we conduct research for. Clients and authorities demand knowledge, data, and tools that make the safeguarding of nature considerations verifiable and integrated into decisions. Our research is used by industry and authorities and can thus affect biodiversity and land use both directly and indirectly through solutions that are scaled in society. Therefore, E4 is significant for our societal mission. More specifically, to develop knowledge, methods, data, and technology that reduce the burden on nature, support sustainable land use, and facilitate nature-positive choices. Read more about this in Chapter 4.2 Planetary boundaries.

How we follow up on responsibility (governance)

SINTEF has clear governance frameworks to prevent and manage nature impact in our research and innovation projects. The project manager is responsible for identifying the risk of nature impact and securing necessary permits, while the research environments are responsible for quality-assuring method choices and data processing. Training and authorisations are required for activities with nature impact, and deviations/improvements are followed up in the management system.

This is what we do – our measures

We develop knowledge, data basis, methods, technology, and decision support that make the safeguarding of nature considerations more verifiable in research and innovation, land-use planning, and actual use of land. The research includes new approaches to the collection and analysis of nature data, including digital and sensor-based solutions, methods for restoration and nature-based solutions, and tools that help industries and management reduce nature impact and safeguard natural values when new technology and infrastructure are developed.

This is what we achieved in 2025

In 2025, SINTEF contributed to a better data basis regarding nature, new methods for ecosystem restoration, and a strengthened decision-making basis for nature management and land use. SINTEF research scientists participated in work under the auspices of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) related to both the report on business and biodiversity and the upcoming report on the methodological assessment of nature data and nature's contributions to people. This work contributes to knowledge development for better monitoring of biodiversity and follow-up of the global nature agreement. The long-term corporate initiative on biodiversity and land use has further strengthened SINTEF's ability to develop technology, nature data, and tools that integrate nature considerations into innovation, planning, and business development, and that support the transition to nature-positive solutions.

SINTEF's corporate initiative on biodiversity and land use

Since 2021, SINTEF has had a long-term corporate initiative on biodiversity and land use. The initiative has strengthened the institutes' ability to develop knowledge, technology, and decision-making foundations that facilitate value creation on nature's terms. The initiative works at the intersection of technology development, nature, society, and business. It mobilises research environments across SINTEF to develop solutions that reduce the impact on nature from research areas such as resource utilisation, energy, infrastructure and mobility, health, and preparedness.

Resource use and circular economy (E5)

• Circular material flows and more efficient resource utilisation

The essential topic in E5 is circular material flows and more efficient resource utilisation. For SINTEF, this is essential because our research and innovation influence how materials are designed, used, transformed, and circulated in several sectors. All this enables circular value chains in practice.

Why this topic is essential

Shortages of critical raw materials, increasing waste volumes, and loss of resources in value chains make the transition to a more circular economy a business- and society-critical topic. Clients and authorities need knowledge, technology, and data that make resource flows traceable, measurable, and manageable, and that document the effects of circular solutions. SINTEF's handprint lies in the fact that our research and tools reduce material use, increase the utilisation of residual flows, and close loops.

134. Can biodegradable plastic work in the aquaculture industry?

How we follow up on responsibility (governance)

Circular research is conducted within established research ethics guidelines, quality systems, and project procedures. Projects involving new materials, processing, or analyses conduct risk assessments before and during implementation. Specifically with particular emphasis on data quality/robustness and possible negative system effects. Examples include unintended environmental impact during testing, or biases in the data basis. Responsibility for method selection, permits, and data security is clearly placed with the project manager and those responsible for the subject area.

This is what we do (research and innovation)

We develop circular processes and materials that extend lifespan, enable repair, reuse, and recycling. We upcycle residual flows from industrial waste, plastic, biomass, textiles, metals, and marine waste into new products and input factors. We build digital resource management with data platforms, traceability technology, and analyses that make resource flows documentable and manageable in line with regulatory requirements and business needs. We also connect value chains in a circular bioeconomy, where by-products become raw materials in new high-value products.

This is what we achieved in 2025

In 2025, SINTEF delivered knowledge, analyses, and technology that strengthen the transition to circular value chains. This is through better understanding of material flows, higher utilisation of residual resources, and new solutions that reduce material consumption and open up for robust, more climate-friendly value chains and business models.

New insight into the future of waste management

In 2025, SINTEF published the CircWtE analysis, which shows how Norwegian waste management can become more circular. The analysis points out that there is no single solution for the entire country. Circular solutions require customisation, better utilisation of residual fractions, and a much stronger data basis. The main finding is that smarter use of data, technology, and design can turn residual products into new raw materials and strengthen the transition to a circular economy.

5.4 Social conditions (S)

Social conditions include SINTEF's responsibility to ensure good working conditions, health, safety, working environment, competence, diversity, and equal treatment for our employees, as well as responsible handling of workers in the value chain and impact on local communities and end-users.

In 2025, SINTEF has continued systematic work with safety and working environment, strengthened processes for involvement and cooperation between parties, and maintained a high level of professional engagement and stability in the workforce. The working environment survey and other management data show both strong sides and clear areas for development, and have been guiding for priority measures throughout the year.

Own workforce (S1)

- Employee welfare, diversity and recruitment
- Working environment and safety for people in laboratories and workshops

This chapter covers SINTEF's essential social topics in our own operations. Including employee welfare, diversity and recruitment, and working environment and safety in laboratories and workshops. The topics are essential because a large part of the business takes place in high-risk environments, while the quality of the research depends on us attracting, developing, and retaining a safe, diverse, and highly competent workforce.

Employee welfare, diversity and recruitment

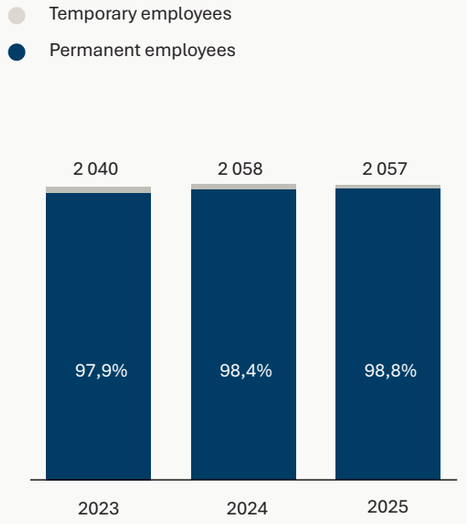
Why this topic is essential

SINTEF has a diverse and highly competent workforce that forms the foundation for our research and innovation activities. We work to ensure a safe, inclusive, and professionally developing working environment where health, safety, and well-being are safeguarded. The workforce consists mainly of permanent employees. The high stability contributes to robust research environments with great execution capability.

At the same time, the development in research activity, competition for key competence, and the complexity of laboratory and test activities mean that we must continuously further develop both working conditions, management systems, and processes. Our most important tools in this work are the management system for safety and working environment, close dialogue with employees, safety representatives, and union representatives, as well as systematic mapping of the working environment through, among other things, working environment surveys, occupational health assessments, and safety inspections.

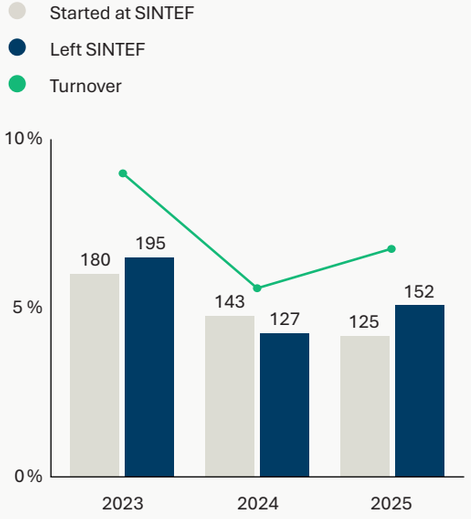
The workforce is characterised by high stability, great professional breadth, and a strong international profile, which is fundamental to our ability to conduct high-quality research. This means that the topic is essential for SINTEF, because working conditions, health, development, and organisational culture affect both quality, risk, and the sustainability of the business.

Full-time equivalents



Source: Morescope, SINTEF

Hiring and turnover



Source: Morescope, SINTEF

This is how we take care of employees and diversity

At the end of 2025, SINTEF had 2,196 employees [10] (2,169 permanent employees), corresponding to 2,057 full-time equivalents, of which 76 per cent are scientific employees. 63 per cent of these have a doctorate. Temporary positions accounted for 1.2 per cent, mainly related to temporary replacements and time-limited special expertise. The high proportion of permanent positions provides stability and predictability in the organisation and is considered a clear competitive advantage in the recruitment and development of research environments. SINTEF attracts many qualified candidates within a wide range of subject areas. Our employees develop competence that is of great value both for SINTEF and for the business sector and the public sector.

SINTEF practices flexible working hours, with core time between 9 a.m. and 3 p.m., flexible time on both sides of the core time, and the possibility of working from home by agreement. This flexibility is important for accommodating different life situations, including needs related to disabilities and caregiving responsibilities. We want to ensure good forms of cooperation, presence, and inclusion regardless of the workplace. Experience shows that predictability, clear clarification of expectations, and good coordination between project management and line management are important factors for ensuring a good working environment in hybrid teams.

The working environment survey (AMUS) for 2025 had a response rate of 93 per cent. This gives the analyses high legitimacy and representativeness. The survey consistently shows that employees have high engagement, a sense of great influence on their workday, and that there are consistently good relationships between employees and managers. These are strengths of the working environment that have proven stable over time. They constitute important drivers for both well-being, psychological safety, and research quality.

This is what we do – our measures

Our work on measures is based on insights from AMUS, the cooperation between the parties, and the ongoing follow-up of the working environment. The work includes measures within both workload, sickness absence, participation, equality, and competence development.

Follow-up of the working environment (AMUS-based measures)

AMUS also identifies areas for development, particularly related to the experience of balance between demands, control, and support in the workday, role clarity, and ability to execute. Some units had results that indicate a higher risk of work-related stress. These have been followed up through targeted measures in collaboration between HR and managers. The measures include, among other things, better expectation management, support in planning workload, and systematic dialogue about capacity and priorities.

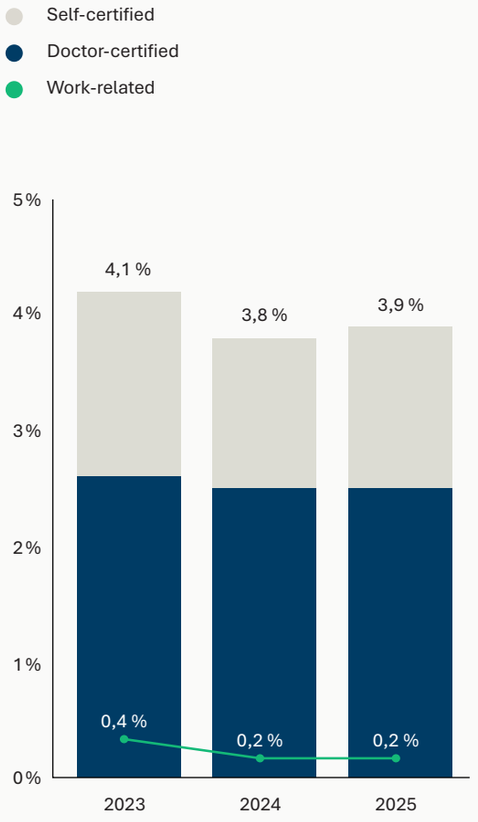
Sickness absence and facilitation

Sickness absence in 2025 was 3.9 per cent, of which 0.2 per cent was work-related. The absence is lower than both the national level and the level in comparable businesses. Follow-up of sickness absence takes place in each unit through close dialogue between manager and employee. Long-term sickness absence and work-related sickness absence are followed up specifically. Preventive work, including good management practice and relevant facilitation of the work situation, is an integrated part of the ongoing follow-up.

Cooperation between the parties and participation

SINTEF has a structured and good cooperation with the trade unions. 76 per cent of the employees are unionised. The cooperation between the parties includes both formal and informal arenas for dialogue, including information and consultation meetings. Union representatives also participate in the onboarding of new employees. The principle of equal treatment of employees, regardless of organisational membership, is maintained. The cooperation with union representatives is particularly important in the work on following

Sickness absence



Source: SINTEF

10) The calculation of how to count the number of employees, and thus full-time equivalents, has been changed for this year's reporting. We now include everyone who has a contracted position size > 0 in the number of employees. In previous years' reporting, we have counted those registered as "permanent employees". The difference between the two figures represents an increase in the number of employees/full-time equivalents of approximately 1.4 per cent for SINTEF as a whole.

up the working environment, role understanding, transition, and culture development.

Equality, diversity, and equal opportunities

SINTEF works systematically to promote equality and diversity. The 'Plan for gender balance' is a central management tool, and the business follows the requirements of the activity and reporting obligation. Small gender differences in salary were identified, and there is still a need to strengthen the gender balance in certain subject areas. The scheme with a minimum average salary increase after parental leave of more than three months was maintained.

SINTEF is an international organisation. 33 per cent of the employees in 2025 had a country of birth outside Norway, and these represented 81 nationalities. We offer an integration program for foreign employees and their families, including expat support, free Norwegian training, and English-language instruction in the SINTEF school. The working environment survey shows that foreign employees are well satisfied. At the same time, the geopolitical situation entails an increased risk of intelligence activities and illegal knowledge transfer. This places demands on awareness and preventive measures in collaboration with security environments as described in Chapter 5.5.

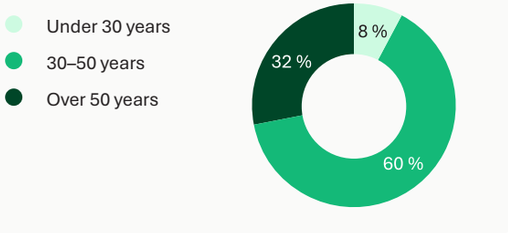
Competence development

Competence is crucial for SINTEF's position as a research institute. The SINTEF school offers training in project management, leadership, subject-specific topics, artificial intelligence, and a wide range of mandatory courses in, among other things, HSE, IT security, privacy, and export control. In 2025, 338 employees participated in classroom courses, and a total of 27,304 digital courses were completed. The SINTEF school also functions as a meeting place that strengthens culture, practice, and relationships across the organisation.

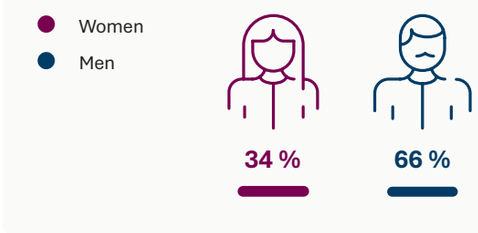
This is what we achieved in 2025

All the measures above have strengthened the working environment, competence, and inclusion in the organisation throughout the year. Sickness absence figures, AMUS results, and competence data show that SINTEF maintains stability, quality, and ability to execute.

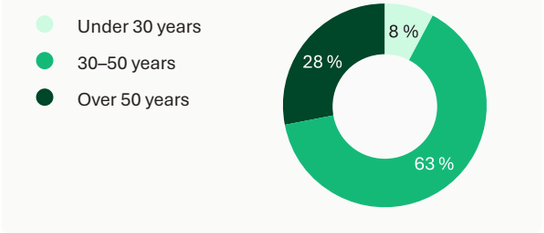
Age composition of scientific personnel



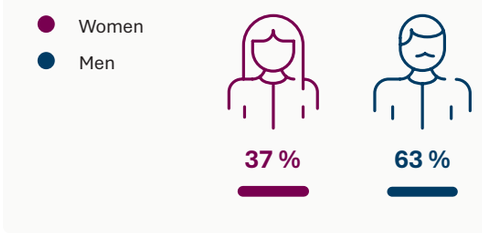
Gender distribution of scientific personnel



Age composition of all employees



Gender distribution of all employees



Working environment and safety in laboratories and workshops

Why this topic is essential

HSE is a central area in SINTEF. The business has a zero-vision for serious accidents and injuries.

With an extensive laboratory and test infrastructure, parts of our operations involve the handling of chemicals, gases, live electrical installations, as well as crane and lifting equipment and work at heights.

In 2025, 41 personal injuries were registered, three of which resulted in absence, and a total of six incidents and near-misses with the potential for serious injury or death. This results in an SIF value of 1.9, an H1 value of 0.9, and an H2 value of 2.8. All incidents were followed up with learning and improvement activities.

This is how we ensure a safe working environment

Several learning reviews have been conducted. These have contributed to improved procedures, clearer descriptions of responsibilities, and strengthened barriers. HSE work also includes systematic mapping of activities with high risk potential. This is to ensure that technical and organisational barriers are sufficient, that training and competence are updated, and that we have an emergency response organisation capable of handling incidents from these activities.

This is what we do – our measures

These are the measures we implement to reduce risk and strengthen safety in laboratories and workshops:

- learning reviews to improve procedures and lines of responsibility
- strengthening of technical and organisational barriers
- systematic mapping of high-risk activities
- training and updating of competence
- emergency preparedness work in laboratories and workshops

This is what we have achieved in 2025

The work has led to strengthened barriers, better learning loops, and clearer descriptions of responsibilities.

SINTEF maintains the zero-vision for serious accidents and closely monitors SIF, H1, and H2 as indicators of development.

Incidents with potential for personal injury, and personal injury frequency (H1 and H2 value)

	2025	2024	2023
Incidents with potential for personal injury [11]	**6**	7	14
Lost-time injury frequency (H1 value) [12]	**0,9**	1,5	0,6
Personal injury frequency (H2 value) [13]	**2.8**	3.1	3.1

HSE: Proper protective equipment must always be available, as here at SINTEF Energy Lab at Blaklia.

11) Number of incidents and near-misses with the potential for serious and very serious personal injury/death.
12) Number of injuries causing absence from work per million hours worked.
13) Number of injuries per million hours worked (excluding first aid injuries). Source: SINTEF

Workers in the value chains (S2)

• Working conditions and risk in supply chains (due diligence)

Working conditions and risk in supply chains (due diligence) is a material topic for SINTEF because we have an extensive network of suppliers spanning many countries and industries with varying risk profiles. To prevent and address negative impact, we set requirements for decent working conditions and follow up on suppliers through systematic due diligence assessments, risk-based dialogue, and clear contract requirements.

Why this topic is material

SINTEF actively works to promote good working conditions throughout the entire value chain. We collaborate closely with suppliers and other partners to support workers' rights in accordance with ILO conventions and the UN Guiding Principles on Business and Human Rights (UNGP).

SINTEF's procurement policy states that ethics and sustainability are important principles; 'SINTEF shall promote human rights and decent working conditions in connection with the production of goods and services.' This also applies to our procurement, subcontractors, both domestically and abroad.'

To uphold the procurement policy, we commit to systematically monitoring working conditions in the value chain through risk assessments, due diligence assessments, and dialogue. We set requirements for fair wages, safe working conditions, freedom of association, non-discrimination, and equality. These requirements are included both in contracts and in our standard terms for suppliers.

Scope and risk profile

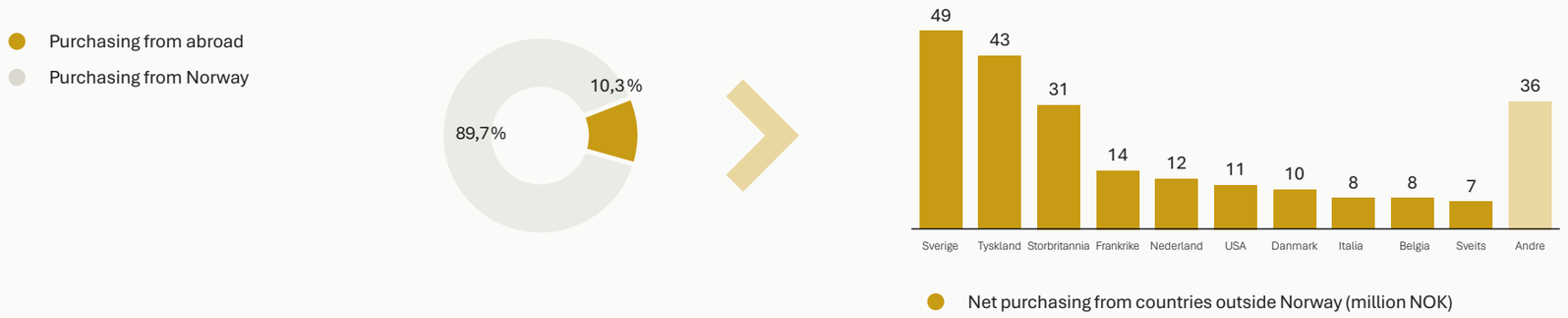
SINTEF's risk profile is reflected in the scope of the supply chain. SINTEF purchases goods and services from over 4,000 suppliers annually. The materiality analysis shows that the risk of negative impact is greatest in high-risk countries and high-risk industries. In 2025, 10 per cent of procurement came from abroad and 90 per cent from Norwegian suppliers. 0.3 per cent originated from countries classified as high-risk countries. Among Norwegian suppliers, the construction and civil engineering industry stands out as risky in this context. For foreign suppliers, this applies particularly to electronics and components, which globally have weaker traceability.

How we organise and follow up on responsibility

Work on working conditions in the value chain is described as part of SINTEF's management system. The procurement function manages contracts and supplier dialogue, while the Quality and compliance function handles risk assessments, background checks, and whistleblowing cases. Project owners follow up on suppliers operationally. In cases of high risk, the internal auditor (Deloitte) can be involved. Critical findings

Purchasing from abroad accounts for 10.3 per cent of our purchasing

Total net purchasing in 2025 (Norway and abroad)



are escalated through ordinary management and risk processes.

This is what we do – our measures

Due diligence assessments and risk management

SINTEF requires supplier evaluation for procurement over 250,000 NOK and conducts ongoing risk-based due diligence assessments. The risk assessment includes identifying suppliers in countries and industries with a high risk of violations of human rights and decent working conditions.

In 2025, nearly 260 suppliers were reviewed in background checks, and 40 received further follow-up. In cases of high risk, additional documentation or assessment from the internal auditor is obtained. Risk assessments are updated at least once a year. This is to ensure that decisions are based on updated information and external risk lists such as sanction regimes, corruption indices, human rights indices, export control, and work-related crime.

The follow-up happens in stages: identification, risk assessment, dialogue, and measures.

Measures in case of negative impact

When negative impact is uncovered or deemed likely, SINTEF enters into dialogue with the supplier to determine measures that are proportionate to the severity of the risk. Measures may include improvement of HSE routines, clarification of working conditions, requirements for subcontractors, or strengthened documentation. Where the risk is high, the collaboration may be evaluated in light of new audits. In special cases, the supplier relationship may be terminated.

Preventive measures

Preventive measures include framework agreements, standardised contract requirements, and annual supplier audits. SINTEF is also developing better system support for automated control and traceability in value chains.

Whistleblowing channels and compliance

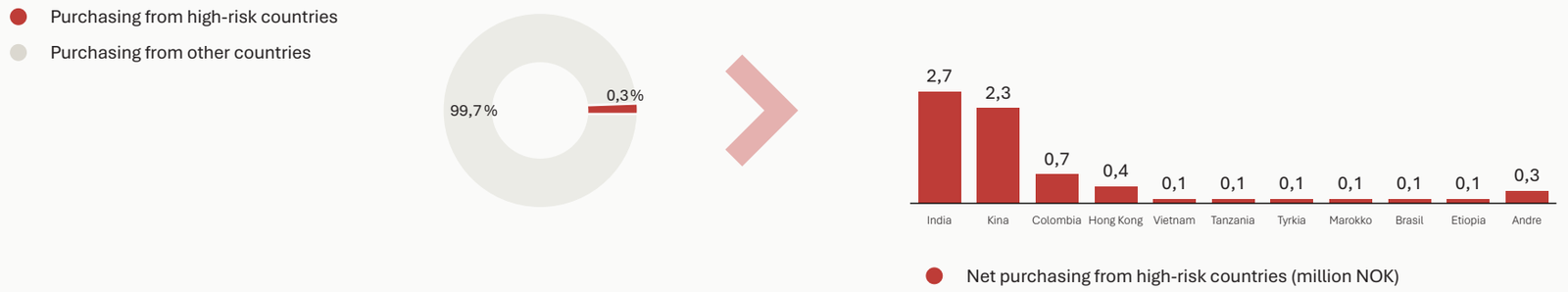
SINTEF offers both internal and external whistleblowing channels, including transparency@sintef.no, for reporting concerns or questionable conditions. A dedicated Compliance Task Force follows up on reports and coordinates measures across the organisation.

Results and priorities for the year

In 2025, no human rights violations were uncovered in the supply chain. The most significant risks were identified and followed up on, particularly related to construction and civil engineering deliveries and electronic components. The follow-up showed that the risk of violations in SINTEF's supply chain is manageable, but that transparency and traceability in global value chains still require targeted efforts. SINTEF published its annual report in accordance with the Transparency Act, with a description of findings and priorities.

Purchasing from high-risk countries [14] accounts for 0.3 per cent of our purchasing

Total net purchasing in 2025 (Norway and abroad)



14) High-risk countries are defined as countries with a high or very high risk of violations of fundamental human rights. This includes countries with high levels of slavery, low levels of human development, high corruption index, countries classified as "not free" and/or countries on the government's sanctions list or in the Norwegian Police Security Service's (PST) threat assessment.

Affected local communities (S3)

• Contribution to local communities and innovation ecosystems

SINTEF influences local communities through research, laboratories and test infrastructure, and participation in regional innovation environments. The topic is material because this activity contributes to value creation, competence, and jobs in large parts of the country, and because certain projects may entail local considerations that must be handled responsibly.

Why this topic is significant

Our research, collaboration models, and investments in laboratories and test facilities have significant importance for regional industry environments, competence development, and innovation capability.

Local communities are particularly affected in regions with extensive research activity and infrastructure. Our presence contributes to recruitment, knowledge transfer, and collaboration between the public sector, Norwegian industry, and educational institutions.

SINTEF has little negative impact on local communities. Risks are primarily related to individual projects, for example when testing new technology or upgrading laboratories, where temporary burdens or goal conflicts related to land use or local conditions may arise.

How we follow up on our responsibility

Work with local communities is integrated into SINTEF's management system and is safeguarded through processes for risk assessment, stakeholder dialogue, and project management. Follow-up takes place through:

- dialogue with local and regional actors
- participation in regional innovation structures (clusters, districts, centres)
- impact assessments for laboratories and infrastructure
- cooperation with municipalities and industry

We manage based on risk: Control mechanisms are tightened for projects and investments that may affect local communities.

This is what we do – our measures

SINTEF implements measures to ensure responsible impact and strengthen positive contributions to local communities:

- early involvement of local stakeholders
- active participation in regional innovation environments and collaboration arenas
- making laboratories and test facilities available
- cooperation with educational institutions on recruitment and internships
- risk assessments in projects with local impact
- contributions to regional infrastructure and knowledge environments

What we achieved in 2025

In 2025, SINTEF opened the new Energy Building at Gløshaugen – an 11,000 m^2 research and office building with 400 workplaces and laboratories, environmentally certified as BREEAM-NOR Excellent. We also opened Professor Mørch's house at Tyholt – a new teaching and research building for NTNU and SINTEF Ocean with BREEAM NOR Outstanding. The buildings strengthen the knowledge environment in Trondheim and create ripple effects in the innovation ecosystem.

Furthermore, SINTEF and NTNU entered into a long-term agreement for a new materials technology building, which is being built at Gløshaugen and is scheduled to be completed in 2027. The initiative will bring together students, research environments, and laboratories, and strengthen regional competence and industrial restructuring.

SINTEF also continued its participation in national and regional innovation clusters (NCE, GCE, and ARENA), which in 2025 were highlighted as important for regional development and collaboration structures in Norwegian industry.

How we are strengthening emergency preparedness in coastal communities

The competence and collaboration project RESPOND-SEA (2025–2027) is developing methods for better interaction and risk understanding between emergency preparedness actors in Norwegian sea areas. The project provides common processes and data-driven tools that improve coordination, resource use, and oversight. This is how research contributes to more effective emergency preparedness and safer services for local communities and industries along the coast. Research and technology development contribute to the safe utilisation of fjord areas for local communities affected by maritime traffic.

Photo: Sigurd Fandango

Consumers and end-users (S4)

- Information security, export control, and privacy

- Technology and productivity
- Deep tech
- Defense and preparedness that provide secure societies
- Technology and productivity in the health sector, including medicine and biotechnology

SINTEF influences consumers and end-users through research and technology development that is included in solutions used by public and private actors. The topic is material because research-based technology, especially within digitalisation and artificial intelligence, can have direct or indirect consequences for users' rights, security, and trust.

Why this topic is significant

SINTEF's impact on consumers and end-users arises primarily through its role as a research partner and technology supplier to public and private actors. Research, models, and technological solutions developed by SINTEF can be included in services and systems that affect citizens and users in areas such as health, welfare, and public administration.

End-users can be affected if digital solutions or AI-based systems are put into use without sufficient quality, transparency, or robustness. Risks can be related to biases in data sets, insufficient documentation, or unintended consequences in socially critical contexts.

SINTEF has little direct negative impact on end-users. Risk is primarily related to individual projects and the need for responsible research and technology development.

How we follow up on our responsibility

SINTEF has established processes that safeguard research ethics, quality assurance of methods and data sets, as well as responsible development and use of technology, including artificial intelligence. Projects that may affect end-users are assessed with regard to dataset quality, potential biases, consequences for vulnerable groups, and the risk of unintended societal effects.

In projects where AI and other advanced technologies may have a direct impact on citizens, patients, or users, specific assessments of quality, transparency, and how model results may affect individuals and groups are conducted, particularly in socially critical applications.

In 2025, governance was further strengthened through work on responsible AI. This includes assessments of transparency, data quality, and how model results may affect individuals and groups, as well as ensuring that high-risk projects conduct specific ethics and method assessments.

The overall governance of information security, export control, and privacy is described in more detail in G1 – Business conduct (Chapter 5.5), and includes policies, processes, and control mechanisms that are also relevant for end-user protection.

This is what we do – our measures

SINTEF works systematically to ensure responsible development and use of technology that may affect end-users. The measures include:

- involvement of users, service providers, and experts in the early phase of relevant projects
- assessment of societal, health, and safety consequences in research projects
- quality assurance of algorithms, datasets, and decision-making foundations to be used by public or private actors
- support for research environments in assessing ethical issues, responsible AI, data management, and technological robustness
- improved procedures for methodological transparency and impact assessments, particularly in AI-based decision-making and risk assessment systems
- measures to ensure secure handling of sensitive technology and data in projects with security implications

What we have achieved in 2025

In 2025, SINTEF strengthened its work on responsible technology development for end-users. This included increased guidance and assessment related to responsible AI, improved routines for data quality, ethical assessments, and clearer requirements for transparency in models and methods. Several improvements were implemented in the practice of impact assessments, especially in projects developing AI-based decision support systems within the public sector and health.

SINTEF also had a close dialogue with public actors regarding how technological solutions affect citizens. In addition, we have strengthened our work on information security and control of sensitive technology as part of a heightened geopolitical risk landscape. Overall, this contributes to research-based technologies being used to a greater extent in ways that safeguard users' needs, safety, and trust, and to SINTEF maintaining a consistent practice for responsible and secure technology development.

5.5 Governance conditions (G)

Business conduct (G1)

- Transition policy
- Research ethics, business ethics, and business culture
- Information security, export control, and privacy

The independence, integrity, and ethical standards of research are crucial for our trust in society. Business conduct encompasses both SINTEF's role as a knowledge provider in the work on transition policy for sustainability, and our own operations through research and business ethics, information security, and compliance.

Why this topic is material

As a research provider, high demands are placed on us to deliver services with high integrity and in compliance with applicable standards and principles of good business conduct and research ethics. The independence of research is a fundamental pillar of research ethics, and SINTEF's operations are based on the trust clients, suppliers, partners, and society place in us and our research services. As a foundation without the opportunity to distribute dividends, SINTEF reinvests profits into research, infrastructure, and our societal mission, which reinforces the importance of integrity, independence, and responsible business conduct. Our research forms the basis for policymaking and public debate, while we ourselves must ensure high research and business ethics in all operations to maintain trust, independence, and legitimacy.

Our impacts and risks in connection with business conduct particularly relate to our own activities, but also to our value chains. Based on assessed impacts, we have identified corporate culture, whistleblower protection, research-based input into policymaking, as well as corruption, bribery, illegal activities, intelligence activities, and illegal knowledge transfer as the most material topics. Developments in geopolitics and technology over the past year have simultaneously reinforced several of these risks, particularly regarding knowledge transfer, security, and integrity in cross-border collaboration.

How we follow up on our responsibility

Ethics is an integral part of SINTEF's operations. Ethics at SINTEF is about exercising good judgment and behavior so that we can fulfill our societal mission and safeguard our integrity and reputation. It is not sufficient to simply follow Norwegian and international law, because ethical practice requires reflection and every dilemma is different. To ensure this, ethics is a key topic in the SINTEF Academy's training programmes.

Requirements for good management of ethics and social responsibility are included in our management system, and this is reflected in our ethical guidelines "Ethics Compass" and in 15 overarching policy documents. Ethics is an integral part of our business conduct, and ethics are assessed in all project phases from sale to completion.

SINTEF has an Ethics officer that functions as an advisor to management and others, and as a whistle blowing authority. Group management frequently discusses ethical dilemmas, and internal meetings must always be initiated with HSE, security, and ethics as agenda items.

We place special emphasis on three main areas:

Relationship ethics

Good conduct at work and in interactions with others supports a positive work culture, well-being, and quality. How we appear affects how others perceive SINTEF's reliability and position in society. Research and research collaboration with clients and academic partners, often closely with the authorities, mean that SINTEF's employees often have to deal with different and strong opinions and different weightings of considerations. We cultivate tolerance and openness to others' views, provided this is consistent with our integrity and independence. SINTEF's values – courage, honesty, generosity and solidarity – guide an organisation that promotes knowledge-based social development.

Research ethics

The Research Ethics Act and the general research ethics guidelines require both the individual researcher and the research institution to ensure that all research is conducted in accordance with recognised research ethics standards. This includes the principle of impartiality. SINTEF has internal guidelines intended to ensure that we and our employees neutrally and impartially seek to preserve independence and act in accordance with research ethics standards.

SINTEF's management is responsible for ensuring that research is carried out in accordance with laws and regulations, ethical guidelines, and agreed financing frameworks. The individual research scientists are responsible for ensuring that the research is carried out in accordance with recognised scientific and ethical principles and agreed frameworks. Everyone has a responsibility to safeguard our obligations regarding reporting and financial management. There are internationally recognised standards for independence, quality, verifiability, integrity, social responsibility and sustainability.

Research ethics are based on guidelines from the national research ethics committees, international conventions, and Norwegian law. When publishing, we adhere to the Vancouver Recommendations. SINTEF has an integrity committee for safeguarding research ethics practice in accordance with the Research Ethics Act. The committee meets at least once a year and when necessary if suspected irregularities are reported. The committee supports the ethics ombudsperson, who acts as the committee's secretary.

Business ethics

Creating value depends on SINTEF employees being well-trained in ethical dilemmas. We follow the Research Ethics Act, research ethics guidelines, NUES recommendations on corporate governance, and our Ethics Compass. We treat clients with respect and openness and regard accountability as essential to maintaining trust.

When establishing spin-offs, we require that the companies align themselves with – and are governed by – the same principles as SINTEF. In this way, we ensure that fundamental requirements for integrity, independence, and ethical practice are continued when research transitions into commercialisation.

We also see that investors are increasingly including sustainability in their investment criteria, both regarding the desire to contribute positively and to assess and price risk. This aligns with SINTEF's own value base and supports our ambition for responsible business operations throughout the entire ecosystem surrounding commercialisation.

SINTEF is a member of the following international organisations that work for ethical practice:

- Charter and Code
- UN Global Compact
- Transparency International

Governing documents:

- The Ethics Compass
- 15 overarching policy documents
- Guidelines for SINTEF's Research Integrity Committee

This is what we do – our measures

Whistleblowing and protection of whistleblowers

SINTEF has established procedures for whistleblowing and the handling of whistleblowing reports. All employees are informed about their rights and obligations regarding whistleblowing, and the provisions of the Working Environment Act regarding the protection of whistleblowers are upheld. The procedure describes what whistleblowing is in a legal sense, which matters are covered, and how whistleblowers are followed up.

Comprehensive sustainability expertise – a strong knowledge base foundation for responsible innovation

Responsible research and innovation is built on a methodological foundation designed to ensure that SINTEF's projects assess climate, nature, resources, people, and value creation in a holistic manner. SINTEF uses established methods and analyses across disciplines and sectors to manage risk, assess impacts, and ensure responsible development of research and innovation. This includes, among other things:

- Life Cycle Assessment (LCA) to document environmental impact throughout the value chains
- Social Life Cycle Assessment (S-LCA) to assess social and ethical conditions, including working conditions and impact on local communities
- Material Flow Analysis (MFA) and environmentally extended multi-regional input-output analysis to assess resource use and circularity
- Societal analyses and scenario methodology to shed light on transition opportunities, barriers, and consequences
- Responsible Research and Innovation (RRI), ethical assessments, and stakeholder involvement to manage dilemmas and strengthen legitimacy
- Competence in EU Taxonomy, used to support decisions in research, innovation, and investment processes

This methodological framework strengthens the decision-making basis and reduces risk in projects, and contributes to innovation being scaled in a responsible manner with high societal benefits.

In 2025, work was carried out to update the whistleblowing procedures, and this will continue in 2026.

Governance documents:

- Guidelines for whistleblowing at SINTEF

Research-based input and scientific independence

SINTEF provides research-based input to public processes and policy. This is achieved through consultations, analyses, and cooperation with authorities and industry. SINTEF is politically neutral, and all external communication shall be characterised by professional integrity, transparency, and accessibility. The work contributes to knowledge-based debate and societal development, ref. Chapter 3.5, Transition policy.

Anti-corruption and due diligence

Prevention of corruption, bribery, and illegal activities is an important part of SINTEF's business conduct. SINTEF's ethical guidelines prohibit all forms of corruption, and anti-corruption is included in employee training. Risk-based background checks of business partners include ownership structure, politically exposed persons, sanctions, environmental crime, and reputational risk. Difficult assessments are handled by SINTEF's multidisciplinary Compliance Task Force.

Similar due diligence principles apply in all parts of the business where SINTEF enters into new forms of cooperation or establishes new businesses. Therefore, commercialisation activities such as the establishment of new companies and licensing processes are also assessed for ethics, anti-corruption, human rights, and environmental responsibility before investment or establishment.

In SINTEF's due diligence process, suppliers are also checked on a risk-based basis for possible violations of human rights and decent working conditions. Foreign businesses are pre-checked under established compliance procedures to identify convictions related to corruption, bribery, price-fixing, or child labour.

SINTEF assesses the risk of anti-competitive behaviour as low, as the business operates within publicly funded research and is subject to open competition, impartiality, and transparency requirements in contract projects. Procedures have been established to ensure that cooperation with clients and partners does not involve violations of competition regulations.

Governance documents:

- The Ethics Compass (anti-corruption, ch. 3)

Ethical management of investment funds (SFDR)

Our commercialisation activities, which include investment funds and their management, are subject to the Sustainable Finance Disclosure Regulation (SFDR). SINTEF's investment funds and start-ups are managed in line with SINTEF's ethical principles and policy on commercial activities.

The UN Global Compact forms the basis for both funds and start-ups, to ensure that the companies we contribute to operate responsibly regarding human rights, labour, the environment, and anti-corruption.

Our newest fund, SINTEF Venture VI, is an 'Article 8 fund' under the SFDR. More information on how the fund contributes to sustainability can be read here.

Security, export control, and protection against illegal knowledge transfer

SINTEF possesses knowledge and technology that may be of interest to foreign intelligence actors and therefore follows export control regulations. Specific security objectives are established in physical, personnel, and information security, and processes for export control and sanctions are integrated into the management system. The purpose is to ensure that technology and knowledge are not transferred to actors who may use it for military armament or terror-related purposes.

SINTEF is facing a demanding international threat landscape. We are therefore strengthening security through better logging, technical and physical security measures, assessment of recruitment risk, emergency preparedness exercises, and continuous cooperation with the PST and the Ministry of Foreign Affairs. In 2025, this work was strengthened through targeted efforts towards ISO 27001 certification of the information security management system.

Governance documents:

- Security policy
- Information security policy
- Emergency preparedness policy
- Policy for defence-related R&D
- Procedure for export control and sanctions

This is what we achieved in 2025

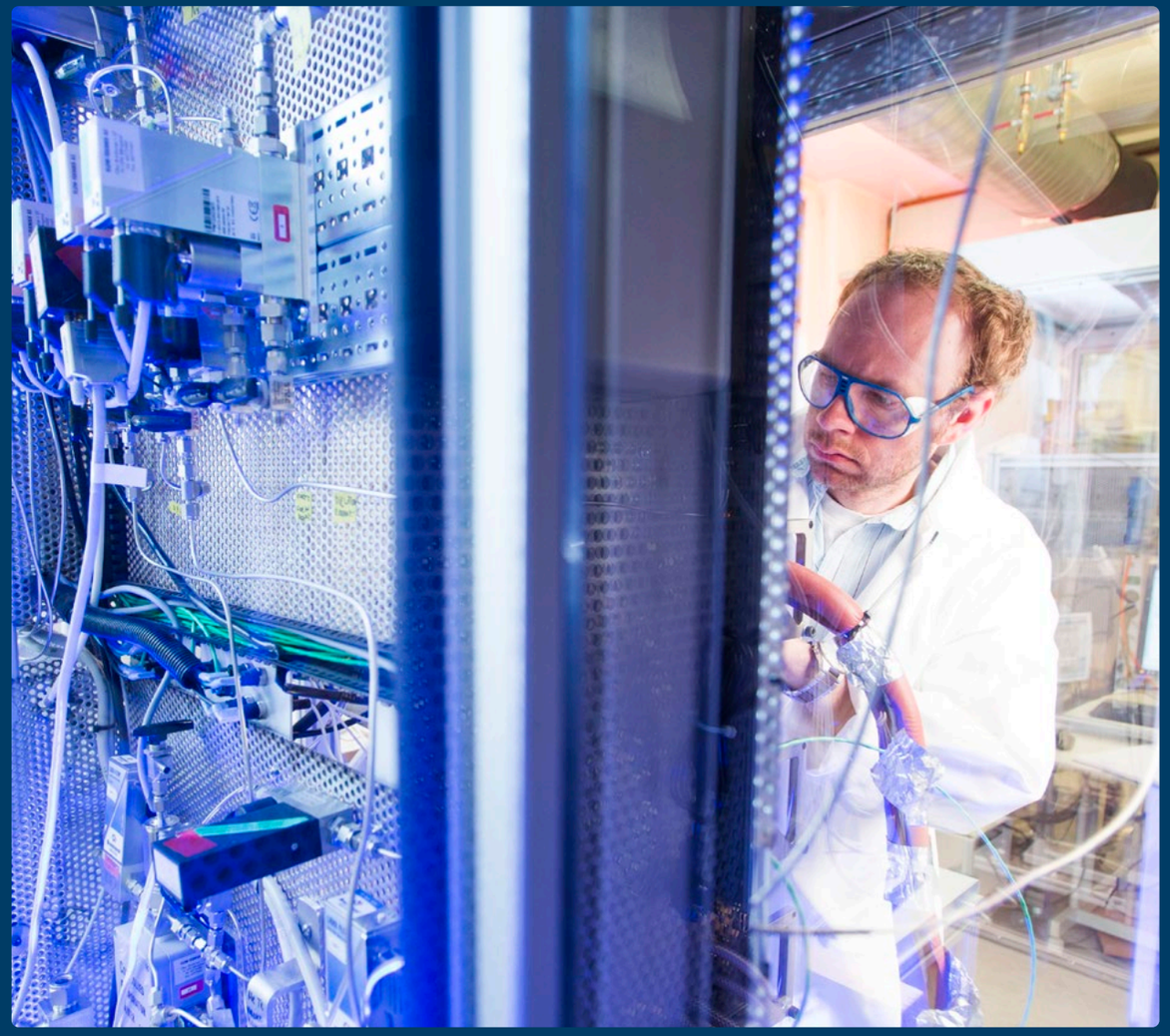
In 2025, SINTEF strengthened its work on ethics, research integrity, whistleblowing, and anti-corruption, which has contributed to increased compliance in the organisation. Systematic background checks and risk-based assessments of partners made us better able to detect and handle potential rule violations before cooperation is entered into.

At the same time, SINTEF further developed its work on responsible technology use, export control, and information security amid a more demanding geopolitical landscape. The efforts included improved logging, continuity plans, and strengthened interaction with national security authorities.

Overall, this work has strengthened SINTEF's position as a responsible and trust-building research actor, with independent and verifiable results for authorities, the business sector, and society.

Chapter 6

Board of Directors' report 2025



A glimpse from SINTEF's research on catalysts. In this area, we work within fields such as emission reduction, CO_2 utilisation, and the conversion of biomass into fuel and chemicals.

Photo: Werner Juvik/SINTEF

In 2025, the Board of Directors of the SINTEF Foundation has also focused on ensuring that the organisation operates in accordance with the foundation's purpose, and that strategic and operational decisions support long-term value creation for society and industry. We have continuously assessed framework conditions, risks, and opportunities, and have been committed to ensuring clear leadership and responsible governance to realise SINTEF's group strategy and vision of *Technology for a better society*.

SINTEF is an independent, non-profit research foundation with more than 2,000 employees, possessing cutting-edge expertise and infrastructure in a wide range of areas of strategic importance for Norway's competitiveness and autonomy. We develop knowledge and technology that create societal benefits and competitiveness, through the realisation of the UN Sustainable Development Goals (SDGs). It is the Board of Directors' assessment that SINTEF's independent role and broad competence base give the group a unique position to meet society's and industry's needs for future-oriented knowledge and technological solutions.

SINTEF delivers independent, world-leading research, in close collaboration with industry, public administration, and other research environments. The organisation creates value together with its clients by linking their needs to the research front, by building outstanding research environments and infrastructure, and by creating new businesses.

SINTEF is organised as a foundation with wholly and part-owned subsidiaries. Dividends cannot be paid out. The organisation retains all of the surplus. Our head office, and the majority of our employees, are in Trondheim. In addition, we have significant activities in Oslo and at Raufoss. SINTEF also has a presence in Tromsø, Narvik, Mo i Rana, Steinkjer, Verdal, Frøya, Ålesund, Molde, Bergen, Kongsberg, Grenland and Arendal. We also have an office in Brussels.

In 2025, SINTEF took the initiative to buy out the other owners of SINTEF Manufacturing AS and merge the company with SINTEF AS to make it easier to realise synergies between research environments and create more holistic solutions that can meet the competition and opportunities that our industry partners face in the future. The Board of Directors considers this merger an important measure to strengthen SINTEF's ability to deliver interdisciplinary and robust solutions to the industry.

SINTEF works closely with NTNU with which it has a strategic operational partnership. On the 75th anniversary in January 2025, SINTEF and NTNU signed an updated collaboration agreement that extends until 2032. We also work closely with the University of Oslo (UiO) and with a number of other universities and research institutions, nationally and internationally. The Board of Directors emphasises that such partnerships are crucial for positioning SINTEF as a leading player in research and innovation.

SINTEF has considerable assets at its disposal, partly thanks to our investments and partly thanks to hosting important publicly funded infrastructure, which we use in connection with our activities. Co-located research environments at SINTEF and the universities are an important success factor for scientific collaboration and innovation. Developed and undeveloped leasehold sites in the areas around the universities in Trondheim and Oslo account for a large proportion of the Foundation's assets. Significant government investments are being made in these areas, and great effort is being put into ensuring that SINTEF contributes positively to strengthening society's capacity for innovation in connection with these. In this context, an agreement was entered into with NTNU in 2025 regarding co-financing and collaboration on a new building for the process metallurgy environment, as part of the university's campus development.

SINTEF's position at the 75th anniversary

In 2025, SINTEF marked its 75th anniversary. A milestone that highlighted the significance the foundation and its purpose have had through three generations, and how important such a research organisation is for the period we are entering. Through the celebration, we highlighted how research and technology from SINTEF have contributed to shaping a modern Norway, while simultaneously emphasising our responsibility in a world facing major climatic and technological shifts. The commemoration has strengthened SINTEF's position as an independent knowledge partner for the business community and the public sector, with the ability to combine long experience with forward-looking innovation. SINTEF thus moves forward from the anniversary year with increased visibility, stronger relationships, and a clear ambition to continue delivering Technology for a better society for the next 75 years as well. In the anniversary year, SINTEF also achieved its best result ever in IPSOS' reputation survey of large organisations, with an 18th place overall and 4th place regarding the proportion who have a "very good impression" of the organisation.

The Board of Directors considers it significant to build on this position and continue to be a preferred choice for both the business community and the public sector.

Strategy

In March 2024, the Board of Directors adopted a new corporate strategy and updated the external analysis in 2025. The follow-up and implementation of the strategy throughout 2025 underpin a solid foundation for meeting the challenges and opportunities that characterise our time, which is marked by unrest and uncertainty.

War and geopolitical instability dominate the news, and in 2025,

SINTEF has elevated its long-standing work for security, both civil and military. In parallel, the Board of Directors is committed to ensuring that SINTEF continues to deliver strongly in the face of sustainability challenges and society's need for higher productivity, not least within health. By developing and adopting deep technologies and connecting these with insights from and collaboration with various industries and sectors, SINTEF contributes to competitiveness and societal benefits.

This effort reflects that SINTEF, at the corporate level, bases its work on five strategic beliefs regarding development trends where SINTEF has special prerequisites for making powerful contributions. More specifically, we are convinced that there will be demand for our expertise in these fields:

- Zero emissions in value chains
- Safeguarding planetary boundaries
- Artificial intelligence and digitalisation
- New approaches to security and health
- Transition policy

The Board of Directors believes that these focus areas provide clear guidelines for the group's further development, and will ensure that resources are prioritised in line with strategic goals and society's expectations.

In the strategy, the target vision is also described, and how SINTEF's knowledge and advanced infrastructure are a resource available to everyone who needs it. The strategy also describes how the researchers, with their knowledge of science and opportunities for collaboration and funding, will draw clients towards the research front and make technology accessible and manageable, which is important for the client's competitiveness. This is to enable the organisation to deliver in line with the strategy's ambitions to create competitiveness and sound societal solutions that contribute to sustainable development.

The five institutes in SINTEF, as well as SINTEF TTO, have defined local strategies. These detail the direction the various research environments must take to deliver on our common goals and ambitions and respond to specific development trends in their markets and fields.

The Board of Directors focuses on understanding SINTEF's risk profile in order to assess the organisation's vulnerabilities and analyse how SINTEF can contribute effectively to necessary transitions. The major investments SINTEF makes in infrastructure, knowledge development, commercialisation, and organisational development shall provide traceable competitiveness in the business community and societal benefits otherwise.

A transition policy

The Board of Directors has devoted much attention to the follow-up of the Draghi report from September 2024. The report, which was commissioned by the European Commission, delivered an alarming message about Europe's future competitiveness. It concludes that falling productivity in Europe is due to a static industrial structure, that one is specialised within mature technologies where the potential for significant technological breakthroughs is limited. In turn, this means that European companies invest less in research and innovation than companies in, for example, the USA. The Board of Directors is concerned that Norway ranks low on R&D efforts compared to the countries we compare ourselves with. SINTEF has committed itself to contributing to ensuring that Norway, like many other European countries, also increases its investment in research and innovation. More specifically, through a policy that stimulates increased research efforts in the business community and, in addition, a changed industrial structure where a larger proportion of employees are employed in R&D-intensive activities. The Board of Directors assesses that an offensive transition policy and increased R&D efforts is crucial for Norway's and SINTEF's future competitiveness.

One of Draghi's main recommendations is to double the budget for the EU's next framework programme for research. The EU's budget proposal, presented in the summer of 2025, includes significant growth. Upcoming discussions and final decisions regarding Norwegian participation in the next framework programme and associated competitiveness funds will be important. If Norwegian research institutes like SINTEF are to continue to participate in such research cooperation, predictable framework conditions for participation are required, including the level of – and scope of – the Retur-EU scheme. It is also important that any decisions regarding participation are viewed in the context of announced increased requirements for national co-financing in EU instruments and expectations of parallel R&D investments in one's own country.

The Board of Directors will closely monitor developments in framework conditions, ensure that SINTEF is prepared for changes, and that the administration continues to work for framework conditions that promote research, innovation, and industrial development.

Sustainability and the external environment

SINTEF's group strategy is a strategy for sustainable development, and the ambition is to create impact by delivering world-leading research for innovation and contributing to the realisation of the UN Sustainable Development Goals (SDGs). Consequently, the Board of Directors has continuously followed up to ensure that the group's measures and processes

yield documentable results in these areas.

It is a goal to reduce the environmental footprint of our own operations linked to offices and laboratories. Several measures have been implemented in recent years to reduce our energy consumption and carbon footprint. The two largest of these measures are in the office and laboratory building at Forskningsveien 1 and in MiNaLab in Oslo. These measures alone have contributed to reducing SINTEF's energy consumption by 2.3 GWh/year. Energy consumption for the property portfolio as a whole has been reduced by 32 per cent from 2017.

In 2025, SINTEF Energy completed and put into use the 'Energy Building' centrally located at Gløshaugen. The building is certified according to the leading certification scheme BREEAM-NOR to 'Excellent'. In 2025, SINTEF Ocean moved into Professor Mørch's house. This is the first university building in Norway to achieve BREEAM-NOR 'Outstanding'. The Board of Directors considers such investments and documented results within energy consumption and environmental certifications to be central to realising the group's sustainability ambitions.

Climate emissions from air travel, measured in tonnes of CO_2 per FTE, increased by 1.3 per cent in 2025 compared to 2024, but are nonetheless reduced by 5 per cent compared to 2023. At the same time, we see a reduction in distance travelled domestically and internationally of 8.8 per cent measured in kilometres/FTE. Emissions from air travel are calculated using an updated calculation model compared to previous years. The new model provides, among other things, higher calculated emissions on certain routes, which contributes to an increase in emissions from 2024 to 2025, despite reduced travel activity.

The largest share of emissions comes from indirect emissions through other purchased goods and services, as well as capital goods. Overall, we see that total greenhouse gas emissions from SINTEF in 2025 decreased by 5 per cent compared to 2024. A reduced investment level contributes to lower emissions. The same applies to more supplier-specific data, where SINTEF has chosen suppliers that have lower emissions than the average. A more detailed review of the emission trend can be found in Chapter 5.3 of the integrated annual report.

To ensure that environmental sustainability is strongly integrated into our own operations, the most important ambitions in 2025–2026 are linked to strengthening emission data, defining quantitative climate targets and measures, and ensuring a good division of labour and implementation in the organisation, including goals and plans for the property operations.

HSE and ethics

SINTEF has a complex and experimental operation, with frequent rebuilding of equipment and constantly new experimental setups that often aim to test the resilience of materials and structures. This places high demands on HSE competence and vigilance. SINTEF is responsible for the operation of unique infrastructure that sometimes carries with a high level of risk. HSE has the highest priority, and learning forms the basis for proactive improvement work. We are committed to learning both from incidents and from our day-to-day work.

In 2025, SINTEF introduced Serious incident frequency (SIF) as a new leading safety indicator to provide a more precise picture of the highest-risk activities at SINTEF. SIF includes all accidents and near-accidents with actual – or potential for – serious personal injuries. In 2025, the SIF value was 1.9 (SIF incident per million working hours). SINTEF had three injuries with absence, and nine injuries (excluding first-aid injuries without absence), which gives an H1 of 0.9 and an H2 of 2.8 for 2025.

SINTEF's ethical platform is enshrined in the ethics compass. The main areas for our work on ethics are research ethics, business conduct and relationship ethics. SINTEF's employees receive training in connection with new employment, project management, and leadership development, and ethics is part of the curriculum. The ethics ombud receives and handles inquiries and acts as a whistleblowing body. The Board of Directors considers that the work on HSE and ethics is well anchored in the organisation, and will continue to focus on continuous improvement and learning.

In accordance with the Transparency Act, we work proactively to identify and assess potential negative impacts on fundamental human rights and labour rights in our supply chains. A statement regarding our follow-up of the act is published in Chapter 5.4 of the integrated annual report and on SINTEF's websites.

Financial flexibility

SINTEF's operating profit in 2025 was NOK 143 million, compared to NOK 120 million in 2024. The financial result was NOK 185 million, compared to NOK 149 million in 2024. Profit before tax was NOK 328 million, compared to NOK 269 million in 2024.

2025 was overall a good year for SINTEF, and thanks to the financial result, SINTEF achieved the second-highest net income ever. There are still large differences in operating profit between the institutes. SINTEF Energy has had a particularly good year. SINTEF Industry is delivering a result below budget, where much time has been spent on the integration with SINTEF Manufacturing. In addition, the institute has several ongoing construction projects that are affecting operations. SINTEF Digital is showing good development and is on the right track to achieving good operations. SINTEF Community has carried out a necessary transition,

including downsizing, in 2025. SINTEF Ocean has good operations in several departments, but transition and downsizing have been carried out due to demanding framework conditions in parts of the institute, while at the same time the work on the Norwegian Ocean Technology Centre is taking a lot of time and incurring extraordinary costs. The Board considers the financial development to be satisfactory and sees that the financial results provide room for further investments in research and infrastructure. At the same time, the Board takes the challenges and differences between the institutes seriously and ensures that the administration follows up with measures to ensure sustainability across the entire group.

The liquidity situation at the end of 2025 remained good. SINTEF has established a common arrangement within the group for the placement of liquidity reserves, and at the end of 2025, we have NOK 500 million for financial management. The return was 6.5 per cent in 2025. The Board approves the annual 'Rules for financial management at SINTEF'. In addition to this, SINTEF has solid bank deposits that provide high interest income at current interest rate level. As of 31.12.2025, SINTEF's bank deposits are NOK 3.0 billion, compared to NOK 3.3 billion as of 31.12.2024. Of SINTEF's bank deposits, NOK 826 million are restricted funds, NOK 900 million is minimum liquidity, while NOK 1.2 billion is free funds for further investments.

SINTEF's financial surplus is invested in, among other things, research infrastructure, real estate, and start-up companies. In 2025, SINTEF invested NOK 175 million, compared to NOK 207 million in 2024. The largest internal investments in 2025 were the completion of the Energy Building at Gløshaugen at SINTEF Energy, as well as the initiation of the rehabilitation of Forskningsveien 1 at SINTEF Industry in Oslo. The truly large infrastructure project under construction is the Norwegian Ocean Technology Centre at Tyholt. The part of the centre that is under construction is being carried out under the auspices of Statsbygg and is financed by the state. As the future operator of the largest laboratories, SINTEF is expending considerable resources on supporting and quality-assuring the projects.

SINTEF enjoys a robust financial position. As of 31.12.2025, SINTEF has equity of NOK 3,837 million (3,610 in 2024), which is 56 per cent (53 per cent in 2024) of total assets. The corresponding figure for the SINTEF Foundation is NOK 3,407 million (3,200 in 2024), which is 98 per cent (98 per cent in 2024) of total assets.

The SINTEF Foundation's annual surplus amounted to NOK 207 million. In 2024, the corresponding figure was NOK 176 million.

2025 was overall a good year for SINTEF, and thanks to the financial result, SINTEF achieved the second-highest net income ever.

The Board sees it as its task to manage SINTEF's resources in a way that provides long-term sustainability, and will continue to ensure that investments and risk management underpin the group's strategic goals.
Equity and operational factors, combined with satisfactory orders on hand, provide a good basis for continued operation. The boards of the subsidiaries have conducted similar assessments, all of which conclude that there is a basis for continued operation. The Board is not aware of any material circumstances that have arisen since the end of the financial year that affect the assessment of the Foundation's or the Group's financial position. Given this, the financial statements have been prepared based on the assumption that SINTEF is a going concern.

Clients

In 2025, SINTEF carried out 6,107 projects for 3,209 large and small clients. This includes projects for both private and public clients.

SINTEF conducts client satisfaction surveys after projects are completed. The average score in 2025 was 4.6 on a scale from 1 to 5, which is at a similar level to the year before and above our target of 4.5. Detailed results are available to managers on an ongoing basis and are reported every four months to the group management team and followed up locally. The Board considers client satisfaction to be very high and sees this as an indication that SINTEF delivers quality and relevance in its projects. At the same time, the Board is focused on further developing the client experience and adapting services in line with clients' needs.

SINTEF creates societal impact through collaboration with clients and partners. When we have observed more difficult access to public co-financing for this research collaboration over time, we have conducted in-depth interviews with about 50 clients about how we can create greater

value for them. On the basis of this, we are establishing a best practice for strategic research collaboration at SINTEF. We see that a more strategic approach to research collaboration coincides with our clients' need to prioritise their resources in an international technology race.

Collaboration with Norwegian and international clients through participation in large and long-term research centres that are co-financed by the state via the Research Council of Norway after open competition, provides significant opportunities to create innovation through research. SINTEF participates with a number of centres for research-driven innovation (SFIs) and centres for environment-friendly energy research (FMEs) that will run until 2028, 2029, and 2033. The power it gives to use centres as a platform for research collaboration means that the government is expanding the use of centre schemes to an increasing number of areas. A number of AI centres were awarded in 2025 and are at the time of writing being established. SINTEF expects that centres will also be used in areas such as security and emergency preparedness.

An important task is to develop globally competitive solutions, connect them to the international research front, and contribute to closer integration in value chains in Europe. Here, participation in EU research programmes is of paramount importance. SINTEF is by far the largest Norwegian participant in the EU's research and innovation programmes. The results in the Horizon Europe framework programme, which was launched at the start of 2021, have been good. As of October 2025, SINTEF has been granted funding for 244 projects, with income for SINTEF of NOK 2,400 million at today's exchange rate. This represents 13.8 per cent of the signed funds brought home to Norway. These research projects have contributed to solving significant research challenges for Norwegian industry in collaboration with some of the leading research environments in Europe.

In 2025, SINTEF continued its strategic focus on the European Defence Fund (EDF). This year's call for proposals of approximately NOK 12 billion provided important opportunities for the foundation's research environments. SINTEF submitted 13 applications in October 2025 and carried out internal processes and webinars to ensure good coordination. The work is part of SINTEF's broad focus on defence and preparedness.

International turnover in 2025 was NOK 1,102 million (NOK 934 million in 2024). This amounts to 24 per cent of SINTEF's total turnover. Measured in turnover, EU projects account for 67 per cent of SINTEF's international turnover. We delivered projects for clients in 57 countries.

Research

SINTEF's capacity for scientific renewal requires a good balance between competence-building research that can be published and contract research that creates impact for our clients. The most important dissemination of our research results takes place through new technology and new solutions being adopted by clients and society. Great importance is also attached to scientific publication. To be able to assess scientific quality, from 2025 we have changed the KPI from the number of publications per researcher FTE to the number of publication points per researcher FTE. This is to take into account the quality of the publications, not just the quantity. The ambition is to achieve at least 0.8 publication points per researcher FTE per year. In 2025, the figure is estimated at 0.78, up from 0.72 in 2024. The Board of Directors considers the development in scientific publication to be positive and will continue to follow up on measures to strengthen scientific quality and research dissemination.

In the autumn of 2025, the Board of Directors had a "deep dive" into how SINTEF works to strengthen scientific quality. This touched upon, among other things, a newly developed framework for the research environments' work with objectives and local follow-ups, and a review of external evaluations via the Research Council of Norway. In the latter, SINTEF is generally considered to have good quality, both vis-à-vis international research institutes and compared with universities in Norway, despite the special framework conditions for Norwegian research institutes. Scientific synergies between the many research groups at SINTEF represent an important area for improvement.

In line with the recommendations in the Draghi report, Norwegian authorities in 2025 have focused specifically on deep tech by announcing centres in both artificial intelligence (AI) and quantum technology. The Board of Directors is satisfied that SINTEF has performed well in these calls for proposals:

SINTEF was given a central role in five of the six awarded AI centres, which include decision support, reliable and ethical AI, "embodied AI", and AI for creativity. The awards strengthen SINTEF's position as a key player in the development of responsible and innovative AI solutions. They provide a significant boost for collaboration between research, industry, and the public sector.

Within quantum technology, SINTEF also achieved a very strong position, as a participant in all four centres. We lead the centre QSTAR, Centre for Quantum Computing and Applications. In addition, SINTEF MiNaLab and the rest of the Norfab consortium were awarded NOK 35 million for strengthened infrastructure for quantum research.

The security policy situation and the total preparedness report have set the framework for a change of pace in civil preparedness and strengthened the demand for relevant research on defence and the defence industry. Throughout 2025, SINTEF has further developed the interdisciplinary

group-wide initiative on defence and the defence industry.

The collaboration with NTNU was renewed through an updated agreement in January 2025 and forms the basis for close interaction and co-location. SINTEF actively participates in European collaboration arenas such as EERA (European Energy Research Alliance) and EARTO (European Association of Research & Technology Organisations), as well as in partnerships and projects in EU programmes. These platforms are important both for quality and for scientific positioning.

Investments in laboratories and scientific equipment continue to be crucial for Norway to compete internationally. The state's investment in the Norwegian Ocean Technology Centre is the largest and most significant long-term project of significance for SINTEF. We are using a great deal of our own resources to contribute scientifically to ensuring that the project delivers as intended. The concrete work for the pool building is in full swing, even at the end of 2025. Statsbygg has announced a delay for the pool building, with completion towards 2030. The office building, Professor Mørch's house, was put into use in the spring of 2025.

Commercialisation

For SINTEF's commercialisation activities, the year has been characterised by very challenging capital markets and limited instruments for project financing. The sale of Spinchip for NOK 1.6 billion, of which SINTEF's ownership stake (through the fund SINTEF Venture III AS) was 1.4 per cent, was an important positive milestone. With its distributed solution for blood sampling, Spinchip makes an important contribution to *Technology for a better society*.

At the same time, SINTEF Venture III AS (established in 2006) was closed with a very satisfactory annual return of 20 per cent. At the end of 2025, SINTEF had 21 start-ups in its portfolio. A total of NOK 718 million was invested in the companies by investors over the course of the year, of which NOK 74 million came from SINTEF Venture funds.

Since 2014, NOK 4.3 billion has been invested in the portfolio companies, of which NOK 600 million has come from the SINTEF Venture funds, which shows that technologies originating from SINTEF have significant interest in the capital market. Further development and growth will, however, be dependent on developments in a still uncertain and demanding capital market. In connection with the 75th anniversary, SINTEF received a gift of NOK 5 million from Sparebank1 SMN for use in project work to develop new companies. This is a doubling compared to previous years and strengthens the crucial collaboration SINTEF has with the bank in this area.

The Board of Directors considers commercialisation work important for realising the societal impacts of research, and will continue to follow up on opportunities and challenges related to financing and access to capital.

People and working environment

As of 31.12.2025, SINTEF had a total of 2,169 permanent employees (2,196 employees in total), 17 fewer permanent employees and 26 fewer employees in total than at the previous year-end. 63 per cent[15] of the permanent scientific staff hold a doctorate. 33 per cent[16] of SINTEF's employees were born in a total of 81 different countries. The largest proportion comes from Germany, followed by Italy and France.

For several years, SINTEF has worked systematically on its employer profile and has achieved high visibility and strong awareness as an employer in relevant markets. A key indicator of the effect of this work is that SINTEF was named Norway's most attractive employer among young professionals in 2025 for the third time, and for the second year in a row, as measured by the Young Professional Attraction Index. In 2025, we had an average of 52 applicants per advertised position in total, up from 35 the year before. We recruited 125 new employees in 2025. 46 of these are from 20 different countries.

Every summer, SINTEF recruits summer research interns; students who get a summer job in one of the institutes. The offer is very popular. In 2025, there were several thousand applicants for 79 summer jobs. The summer research interns get to participate in research projects. The initiative is an important part of SINTEF's recruitment strategy aimed at talented students.

86 per cent of the workforce are full-time employees (100 per cent position). SINTEF has no employees who work part-time on an involuntary basis. Employees who work part-time do so by their own choice, often in connection with scaling down towards retirement. At the turn of the year, 1.2 per cent were temporary employees.

Sickness absence in 2025 was 3.9 per cent, compared to 3.8 in 2024. Work-related sickness absence was 0.1 per cent. Sickness absence is systematically followed up in the institutes.

The 2025 Working Environment Survey was conducted in March. It had then been further developed into a shorter and more precise survey with 38 targeted questions. The participation rate of 93 per cent was considered to be a very high level that provides a good opportunity for conducting representative analyses. The external benchmark is "Norwegian working life", i.e., other organisatons in Norway.

The main results show that SINTEF is at the benchmark value within all thematic areas. SINTEF has engaged employees who experience a high degree of influence and development opportunities, employee participation, and room for new ideas. Employees generally have good rela-

15) Figures corrected after signing date.
16) Figures corrected after signing date.

tionships with both colleagues and their immediate manager. Supportive management is perceived as a strength. Supportive management has the most positive development from last year and is approaching the category above the benchmark value.

The Board of Directors considers the working environment to be mainly good and inclusive, and notes that measures are being implemented in units where working environment surveys, whistleblowing, or similar provide indications of a need for improvement. The Board of Directors will continue to monitor developments to ensure that SINTEF remains an attractive employer for current and future employees.

Equality and family policy

Equality efforts are anchored in the Board of Directors and group management. SINTEF has approved a Gender Balance Plan in line with the requirements of the EU and the Research Council of Norway. Over a ten-year period, we will increase SINTEF's share of women from 33 per cent, as it was in 2021, to a minimum of 40 per cent in 2031. The plan outlines specific sub-targets that form the basis for systematic and committed development of gender balance and equality in the organisation.

At the turn of the year, the share of women was 34 per cent among scientific staff, the same share as the year before, and somewhat behind our target. The gender balance is at the lowest rung of the research scientist ladder, although the further up the ladder one looks the greater the imbalance becomes. Among managers, there is a relatively skewed gender distribution at the level of research director, while the percentage distribution between women and men at the level of research manager is approximately 40/60. The working environment survey shows no significant differences in how men and women perceive their work situation.

SINTEF has established an integration programme for international employees and their families to ensure international employees are properly looked after.

SINTEF's work on its activity and reporting obligations is discussed further at www.sintef.no/arp.

The Board of Directors considers equality, diversity, and inclusion to be key prerequisites for SINTEF's competitiveness and will follow up through measures and reporting.

Risk management and internal control

After an extensive audit by DNV, SINTEF had its ISO certifications renewed within quality, external environment, as well as working environment and safety, specifically ISO 9001, ISO 14001, and ISO 45001. For the first time, SINTEF was also certified in accordance with the requirements of ISO 27001, which confirms that SINTEF has good control over our information security. The audits were conducted through interviews, document reviews, and spot checks throughout the organisation. No serious non-conformities were uncovered, but several points for improvement have been identified and are being followed up in the ordinary improvement process. This means that the overall certification status for SINTEF has been strengthened by the end of 2025.

SINTEF has a system for reporting risk every four months with an update of the overall picture. The risk picture is discussed by the management and Board of Directors of each of the research institutes, as well as by the group management and the Board of Directors. In 2025, risk-reducing measures were defined and implemented on an ongoing basis.

A separate threat assessment for SINTEF was established in 2023 and is revised annually. It is based on our overall risk assessments, open threat assessments from the authorities, as well as dialogue with the Norwegian Police Security Service (PST) and SINTEF's strategic security partners. Work on information security was further strengthened in 2025 through the updating of group policy and preparations for ISO 27001 certification.

The Board of Directors sees that SINTEF has important roles to fill in contributing to solutions for the major and complex challenges related to nature, climate, demographics, defense, civil protection, and the challenges associated with the major shift in technology

At the same time, commercial risk is high on the agenda, linked, among other things, to geopolitical uncertainty that affects the global economy. Framework conditions are high in the risk profile for SINTEF, due to a negative and uncertain development in the authorities' commitment to industry-oriented research. Since research institutes in Norway operate with low operating margins, they face significant financial risk due to uncertainty in framework conditions.

Regulatory matters such as state aid regulations, framework conditions for research, the General Data Protection Regulation (GDPR), anti-money laundering regulations, export control and information security, as well as exposure to technology intelligence, remain central themes in risk management. In 2025, SINTEF followed developments in export control closely, including expected changes to the regulations and the establishment of a new directorate for export control and sanctions, as well as stricter requirements from clients and authorities regarding information security. These are areas that, overall, have become more demanding to manage in recent years, and where risk-reducing measures are defined and implemented on an ongoing basis.

SINTEF is exposed to currency fluctuations because some of its project income is in foreign currency, while the majority of project costs are in Norwegian kroner. Forward contracts are used to hedge currency risk. SINTEF has large bank deposits, in addition to which we invest parts of our liquidity in the financial portfolio in accordance with the "Rules for Financial Management". The Board of Directors receives regular reporting on financial results and developments in financial management.

The Board of Directors has an audit and security committee with three members to strengthen the work on security and information security. Reports are prepared for all internal audits. An annual internal audit report and privacy report are submitted to group management and the Board of Directors, with the status of the implementation of recommendations.

Insurance has been taken out for board members and the CEO that covers the personal liability they could incur for damage to assets in connection with the exercise of their office (directors and officers liability insurance). The insurance covers the insured's personal legal liability for damage to assets caused by a board member/deputy board member or the CEO of the organisation named on the insurance certificate.

The insurance does not cover liability for personal injury or property damage, including financial loss as a result of such damage. The insured are defined as any natural person who has been, is or becomes the CEO of the Group, a board member of the Group, a member of the group management team or a member of an equivalent governing body in the Group. The same applies to any former, current or future employee of the Group who may take on independent management responsibilities.

Future opportunities and challenges

The Board of Directors sees that SINTEF has important roles to fill in contributing to solutions for the major and complex challenges related to nature, climate, demographics, defense, civil protection, and the challenges related to the major shift in pace regarding technology. Many of the solutions lie in mastering the opportunities related to technology, digitalisation, and artificial intelligence. It is clear to the Board that when it comes to work on finding solutions to these challenges, SINTEF is highly sought after as a partner by the business and public sectors.

At the start of 2026, SINTEF has a solid balance sheet, and most of the institutes in SINTEF have an acceptable order backlog for the coming year. The organisation is well positioned, with its very high level of expertise, its professional networks, a world-class infrastructure, good client relations, and its high attractiveness among employees. Nevertheless, the Board of Directors is concerned about the development of the government's commitment to R&D, especially in industry-oriented research, and about the high dependency on succeeding in the EU that has been built up in recent years, in line with weakened opportunities at the Research Council of Norway. There is pressure on framework conditions and significant uncertainty, partly related to geopolitics and possible trade restrictions. Nevertheless, the Board is concerned about how the situation will develop over the next few years at a time of pressure on framework conditions and significant uncertainty. Demanding conditions are affecting the scope of opportunity for our clients to engage in research and innovation. Although SINTEF delivers a good net income, there is an increasing structural imbalance between growing operating costs and moderate growth in operating revenues, which is less visible in the results. This challenges our business model as a competitive, European, technical-industrial research institute with an important and costly laboratory infrastructure. The Board of Directors would particularly like to emphasise the importance of increased and targeted investment in research and innovation from the authorities, to ensure that SINTEF and Norwegian industry can meet the challenges and opportunities of the future in a sustainable way.

SINTEF's success in the strong competition for European research funds continued in 2025. This demonstrates that the organisation is highly competitive from an international perspective. There is very great interest from industry and the public sector in collaborating with SINTEF. However, the Norwegian research model means that public calls for proposals, including national funding for EU programmes, determine the scope of the research-based transition work to which the institutes can contribute. The

system report on the institute sector that the Ministry of Education and Research has initiated is therefore important in the Board of Directors' opinion.

Ensuring that SINTEF contributes knowledge and analyses for sound policymaking that can in turn trigger an increase in business sector investment in R&D is a top priority for the Board and group management team. This will improve the ability of companies to implement a digital, circular and green transition and contribute to overall security and more sustainable public services. In this way, the Board of Directors will also contribute to SINTEF fulfilling its vision: *Technology for a better society*.

Thank you

The Board of Directors would like to thank all employees for their great efforts, also in 2025. It has been a pleasure for the Board of Directors throughout the anniversary year to see so many wonderful representatives of the organisation in action.

Thanks also to clients, partners, and to co-owners of subsidiaries and representatives from industry and society who participate in SINTEF's many Boards of Directors and Councils.

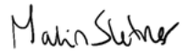
Trondheim, 19 March 2026

Tore Ulstein
Chair of the Board

Øyvind Weiby Gregersen
Deputy Chair

Bård Myhre
Board member

Kristin Misund
Board member



Malin Sletnes
Board member

Bendik Sægrov-Sorte
Board member

Ragnhild A. Katteland
Board member

Lars Christian Dahle
Board member

Terese Løvås
Board member

Alexandra Bech Gjørv
CEO

Chapter 7

Results

A glimpse from SINTEF's research on hydrogen. We conduct research in key areas across the entire value chain for clean hydrogen, from production to transport, storage, and end-use.

Photo: Smidesang & Lyng/SINTEF

7.1 Key financial figures

Figures in MNOK

Results	2021	2022	2023	2024	2025
Gross operating income	3,744	4,050	4,205	4,397	4,632
Net operating income	3,248	3,440	3,617	3,809	3,954
Operating profit	**268**	**127**	**102**	**120**	**143**
Financial income	71	89	164	177	218
Financial expenses	11	27	22	27	33
Profit before tax	329	190	243	269	328
Net income	**262**	**144**	**189**	**205**	**232**
Balance sheet					
Non-current assets	1,457	1,550	1,865	1,986	2,047
Current assets	4,178	5,039	5,306	4,885	4,777
Total assets	**5,635**	**6,588**	**7,170**	**6,871**	**6,825**
Equity	3,074	3,216	3,405	3,610	3,837
Non-current liabilities	104	100	95	93	92
Current liabilities	2,457	3,272	3,670	3,168	2,895
Total equity and liabilities	**5,635**	**6,588**	**7,170**	**6,871**	**6,825**
Profitability					
Operating margin %	8.2 %	3.7 %	2.8 %	3.1 %	3.6 %
Profit margin %	10.1 %	5.5 %	6.7 %	7.1 %	8.3 %
Return on total assets %	6.3 %	3.5 %	3.9 %	4.2 %	5.3 %
Return on equity %	8.9 %	4.6 %	5.7 %	5.9 %	6.2 %
Liquidity					
Net cash flow from operating activities	448	897	614	213	85
Current ratio	1.7	1.5	1.4	1.5	1.7
Solvency					
Equity in %	55 %	49 %	47 %	53 %	56 %
Working capital	1,721	1,766	1,635	1,717	1,882

7.2 Financial statements 2025

Income statement

Figures in 1000 NOK

The SINTEF Foundation			SINTEF	
2024	2025	Operating income and operating expenses	2025	2024
0	0	External project income	4,112,241	3,912,680
0	0	Basic grants – Research Council of Norway	385,364	378,399
369,543	338,732	Other operating income	134,728	106,390
369,543	**338,732**	**Total gross operating income**	**4,632,332**	**4,397,468**
0	0	Direct project costs	678,130	588,078
369,543	**338,732**	**Total net operating income**	**3,954,202**	**3,809,390**
74,798	63,780	Payroll expenses	2,863,904	2,745,418
25,581	24,036	Depreciation and amortisation	156,803	143,207
216,941	206,775	Other operating expenses	790,392	800,987
317,319	**294,591**	**Total operating expenses**	**3,811,099**	**3,689,612**
52,224	**44,141**	**Operating profit**	**143,103**	**119,778**

The SINTEF Foundation			SINTEF	
2024	2025	Financial income and financial expenses	2025	2024
103,073	142,159	Income from investm. in subsid. and associates	-21,927	-8,966
24,315	32,082	Other interest income	128,731	146,025
18,092	6,422	Interest income from group companies	0	0
0	7,774	Other financial income	69,206	1,459
7,521	4,630	Increase in value of market-based current assets	20,080	29,033
-1,797	-1,794	Other interest expenses	-7,517	-7,563
-1,124	−172	Other financial expenses	-3,487	-10,772
150,081	**191,102**	**Net financial result**	**185,087**	**149,215**
202,305	**235,243**	**Net income before tax**	**328,190**	**268,994**
26,482	27,747	Tax expense	95,967	63,798
175,823	**207,496**	**NET INCOME**	**232,223**	**205,195**
		Minority interest in net income	26,995	29,605
		Majority interest in net income	205,228	175,591
		Transfers:		
105,683	146,956	Allocated to fund for valuation differences		
70,141	60,540	Allocated to other equity		
175,823	**207,496**	**Total transfers**		

Balance sheet

Figures in 1000 NOK

The SINTEF Foundation			SINTEF	
2024	2025	Assets	2025	2024
		Non-current assets		
		Intangible assets		
0	0	Development	106,592	92,930
0	0	Concessions, patents, licenses and trademarks	5,163	6,227
104,175	105,706	Deferred tax asset	205,112	224,514
0	0	Goodwill/(-badwill)	9,793	8,967
104,175	**105,706**	**Total intangible assets**	**326,660**	**332,637**
		Tangible fixed assets		
372,325	352,253	Land, buildings and other real estate	1,111,210	801,511
0	2,269	Assets under construction	36,356	355,776
0	0	Scientific equipment	270,759	243,607
120	17	Fixtures and fittings, tools, office machinery, etc.	35,997	22,164
372,446	**354,540**	**Total tangible fixed assets**	**1,454,323**	**1,423,057**
		Financial fixed assets		
1,820,029	2,007,436	Investment in subsidiaries	0	0
121,106	81,106	Loans to group companies	0	0
0	0	Inv. in associates and jointly controlled entities	107,883	112,884
0	0	Loans to jointly controlled entity	325	304
137	137	Investments in shares and interests	12,063	12,311
28,964	22,855	Other long-term receivables	144,776	105,005
1,970,236	**2,111,533**	**Total financial fixed assets**	**265,047**	**230,504**
2,446,856	**2,571,779**	**TOTAL NON-CURRENT ASSETS**	**2,046,030**	**1,986,198**

The SINTEF Foundation			SINTEF	
2024	2025	Assets	2025	2024
		Current assets		
		Inventories		
0	0	Finished goods inventory	18,332	17,211
0	0	Work in progress	721,320	610,822
0	**0**	**Total inventories**	**739,651**	**628,032**
		Receivables		
6,009	6,301	Accounts receivable	634,705	627,987
42,717	31,910	Short-term receivables from group companies	0	0
11,964	10,369	Other short-term receivables	87,951	133,223
60,690	**48,580**	**Total receivables**	**722,656**	**761,210**
		Investments		
97,273	151,045	Market-based bonds and other financial instr.	365,365	209,520
0	0	Shares in portfolio comp./other financial instr.	809	22,655
97,273	**151,045**	**Total investments**	**366,174**	**232,176**
670,564	**706,166**	**Bank deposits, cash and cash equivalents**	**2,950,131**	**3,263,105**
828,526	**905,791**	**Total current assets**	**4,778,613**	**4,884,523**
3,275,383	**3,477,570**	**TOTAL ASSETS**	**6,824,643**	**6,870,721**

Balance sheet

Figures in 1000 NOK

The SINTEF Foundation			SINTEF	
2024	2025	Equity	2025	2024
		Equity		
		Paid-in equity		
71,350	71,350	Foundation's capital	71,350	71,350
71,350	**71,350**	**Total paid-in equity**	**71,350**	**71,350**
		Retained earnings		
1,576,290	1,723,246	Fund for valuation differences	0	0
1,552,255	1,612,794	Other equity	3,338,982	3,127,308
3,128,545	**3,336,041**	**Total retained earnings**	**3,338,982**	**3,127,308**
		Minority interests	426,746	411,444
3,199,895	**3,407,391**	**TOTAL EQUITY**	**3,837,078**	**3,610,103**

The SINTEF Foundation			SINTEF	
2024	2025	Equity	2025	2024
		Debt		
		Provision for liabilities		
0	0	Pension obligations	19,746	19,982
0	0	Other provisions for liabilities	21,574	19,897
0	**0**	**Total provisions for liabilities**	**41,320**	**39,879**
		Other non-current liabilities		
0	0	Liabilities to credit institutions	51,000	53,000
0	**0**	**Total other non-current liabilities**	**51,000**	**53,000**
		Current liabilities		
26,728	24,028	Accounts payable	242,558	275,617
21,514	29,997	Tax payable	77,998	53,613
4,881	3,535	Withholding tax and other public charges	251,763	269,015
0	0	Advances from clients	1,036,029	1,168,606
12,384	4,458	Current liabilities to group companies	0	0
9,980	8,163	Other current liabilities	1,286,897	1,400,889
75,488	**70,180**	**Total current liabilities**	**2,895,245**	**3,167,739**
75,488	**70,180**	**Total liabilities**	**2,987,565**	**3,260,618**
3,275,383	**3,477,570**	**TOTAL EQUITY AND LIABILITIES**	**6,824,643**	**6,870,721**

Cash flow statement

Figures in 1000 NOK

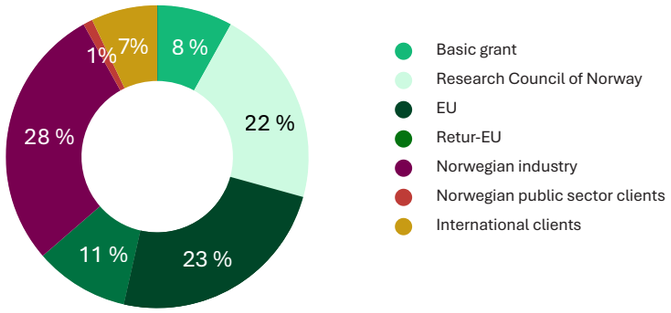
The SINTEF Foundation			SINTEF	
2024	**2025**		**2025**	**2024**
		Cash flows from operating activities:		
202,305	235,243	Profit before tax	328,190	268,994
-103,073	-142,159	Share of profit in ass. companies less dividends	21,927	8,966
-24,991	-21,514	Tax paid for the period	-53,919	-69,145
25,581	24,036	Ordinary depreciation and amortisation	156,803	143,207
0	0	Recognition of badwill	-2,606	-2,140
0	0	Impairment of non-current assets	436	−70
0	0	Pension cost with no cash flow effect	−236	-1,140
0	0	Loss/(-)gain on sale of assets	-33,233	-1,350
-7,521	-4,630	Change in value of financial current assets	-10,966	-29,089
0	0	Change in inventory	-1,121	562
0	0	Change in work in progress	-110,498	19,806
-1,045	−292	Change in trade receivables and adv. from clients	-138,045	-3,063
-12,242	-2,701	Change in trade payables	-33,059	-57,857
7,003	2,881	Change in intercompany balances	0	0
-6,906	−850	Change in other accruals	-38,543	-63,790
79,111	**90,013**	**Net cash flow from operating activities**	**85,130**	**213,891**

The SINTEF Foundation			SINTEF	
2024	**2025**		**2025**	**2024**
		Cash flows from investing activities:		
0	0	Proceeds from sale of tangible fixed assets	563	1,700
-5,039	-6,130	Payments for purchase of tangible fixed assets	-174,669	-206,905
0	0	Payments for purchase of intangible assets	-24,780	-37,009
193,565	0	Proceeds from loan receivables group	0	0
-40,000	0	Payments for loan receivables group	0	0
154,535	35,233	Proceeds from sale of financial fixed assets	139,887	372,903
-62,000	-89,623	Payments for purchase of financial fixed assets	-246,799	-136,814
241,061	**-60,520**	**Net cash flow from investing activities**	**-305,798**	**-6,125**
		Cash flows from financing activities:		
0	0	Repayment of non-current liabilities to credit inst.	-2,000	-2,000
1 ,548	6,109	Proceeds from non-current receivables	6,109	1 ,548
0	0	Acquisition of minority interests	-5,248	0
1 ,548	**6,109**	**Net cash flow from financing activities**	**-1,139**	**−452**
0	0	Effect of change in coord. funds for FME and EU projects	-91,167	-357,283
321,720	**35,603**	**Net change in bank dep. and cash equivalents**	**-312,974**	**-149,969**
348,844	670,564	Bank deposits and cash equivalents as of 01.01.	3,263,105	3,413,074
670,564	**706,166**	**Bank deposits and cash equivalents as of 31.12.**	**2,950,131**	**3,263,105**

7.3 Results per institute

SINTEF Industry

Funding sources % of gross operating income



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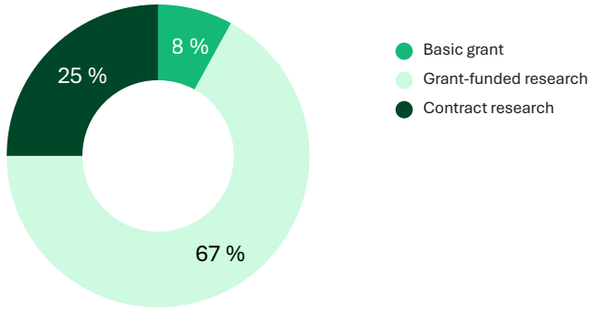
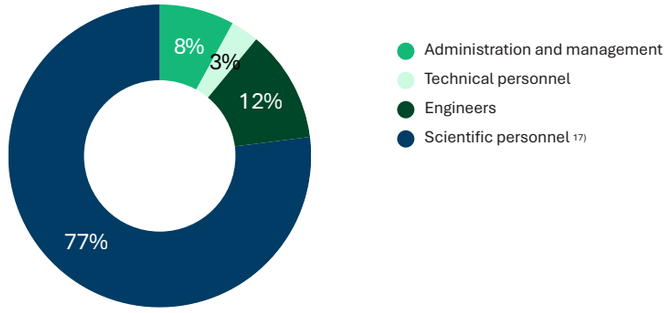
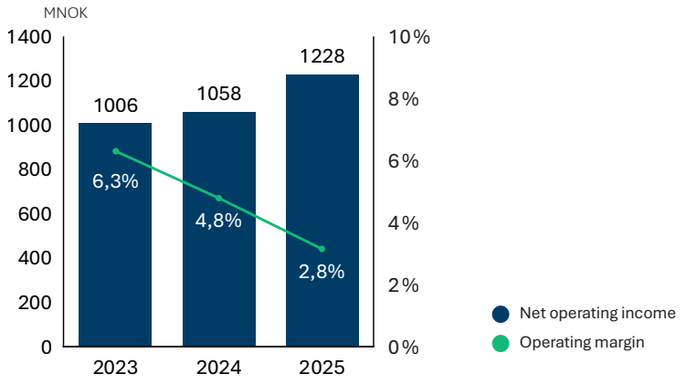


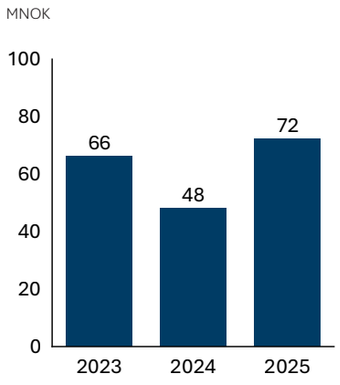
Employees



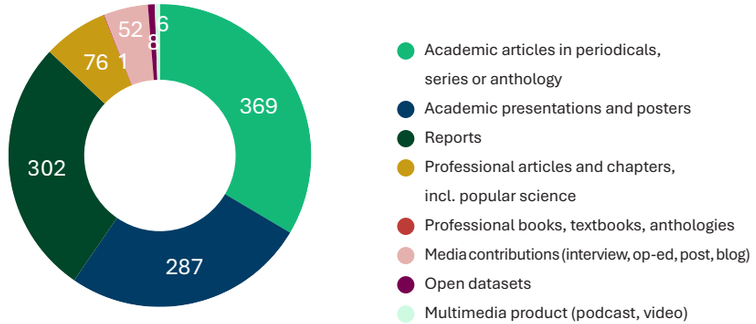
Net operating income, operating margin



Investments in laboratories, scientific equipment and other operating assets, publications and other dissemination activities



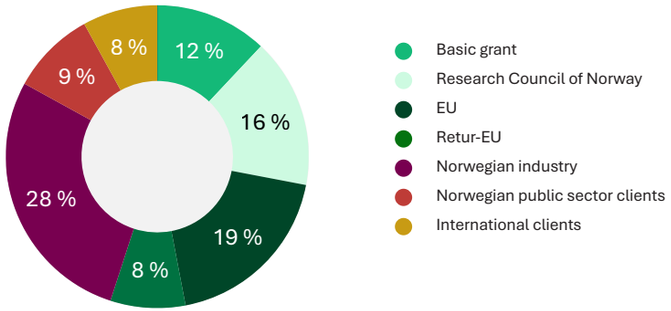
Publications and other dissemination



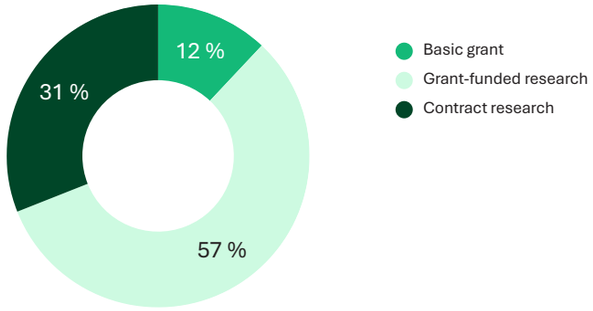
17) Scientific personnel include research scientists, research managers and research directors.
Sources: Publications; NVA, other data (incl. reports for publication data); SINTEF.

SINTEF Digital

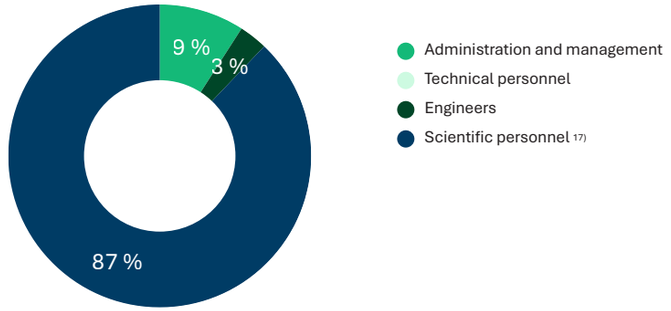
Funding sources % of gross operating income



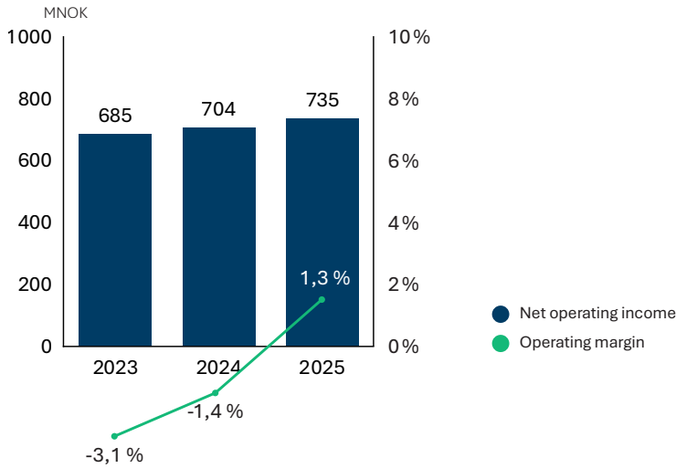
Portfolio type



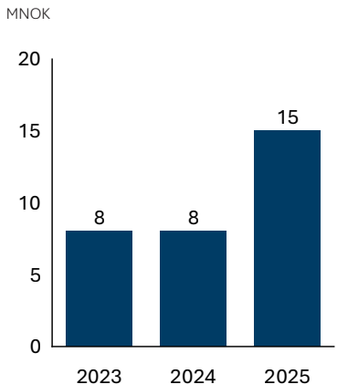
Employees



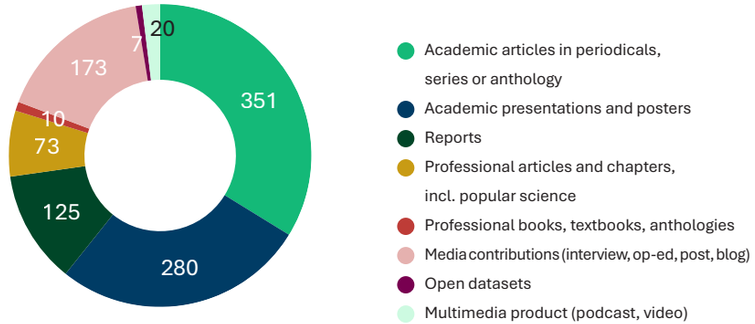
Net operating income, operating margin



Investments in laboratories, scientific equipment and other operating assets, publications and other dissemination activities



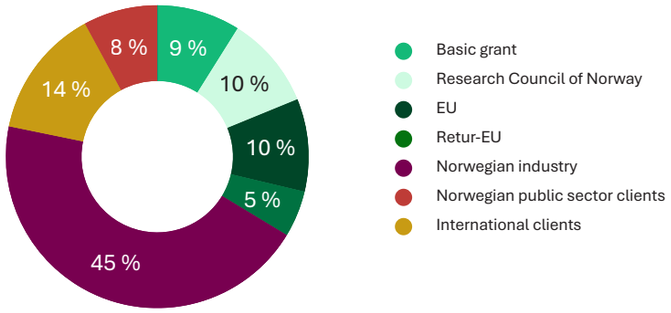
Publications and other dissemination



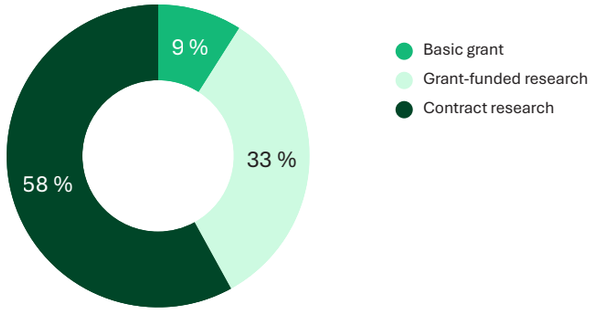
17) Scientific personnel include research scientists, research managers and research directors.
Sources: Publications; NVA, other data (incl. reports for publication data); SINTEF.

SINTEF Community

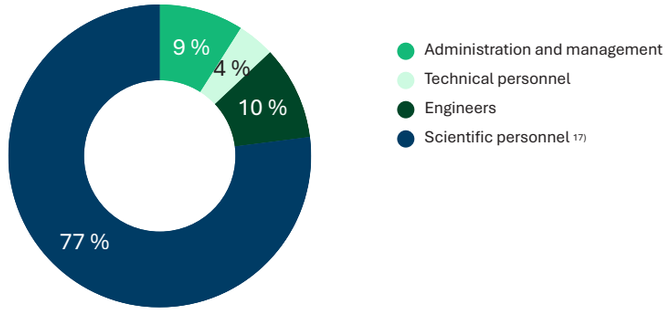
Funding sources % of gross operating income



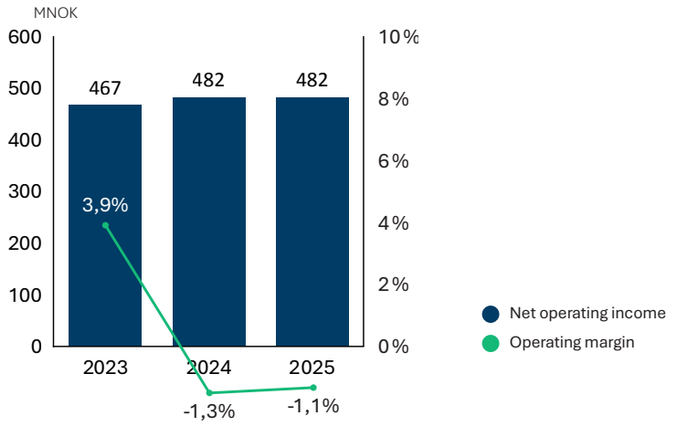
Portfolio type



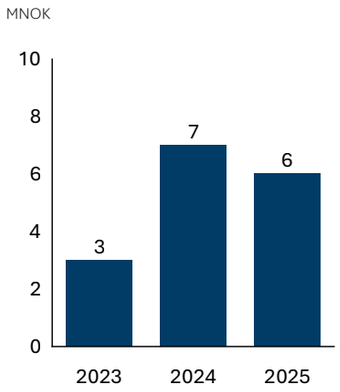
Employees



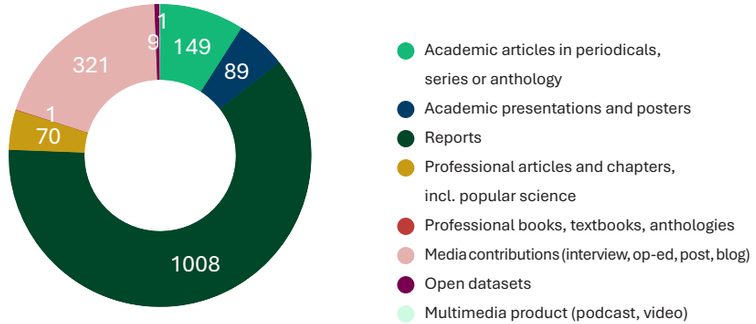
Net operating income, operating margin



Investments in laboratories, scientific equipment and other operating assets, publications and other dissemination activities



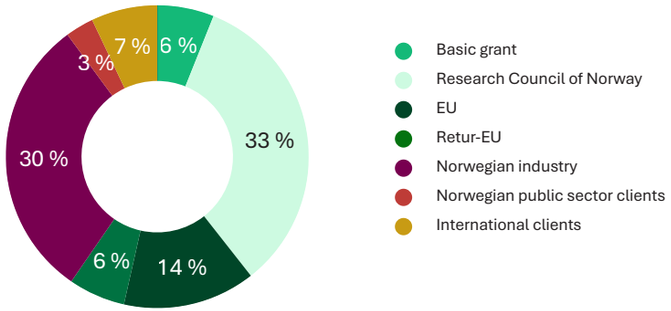
Publications and other dissemination



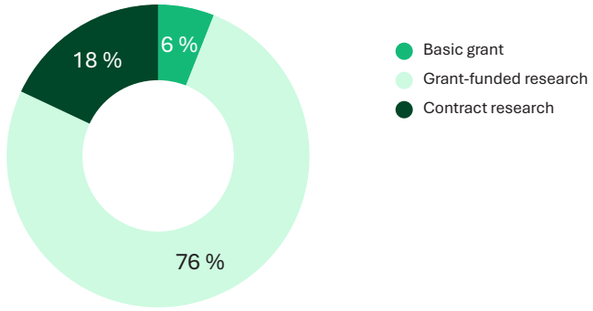
17) Scientific personnel include research scientists, research managers and research directors.
Sources: Publications; NVA, other data (incl. reports for publication data); SINTEF.

SINTEF Energy AS

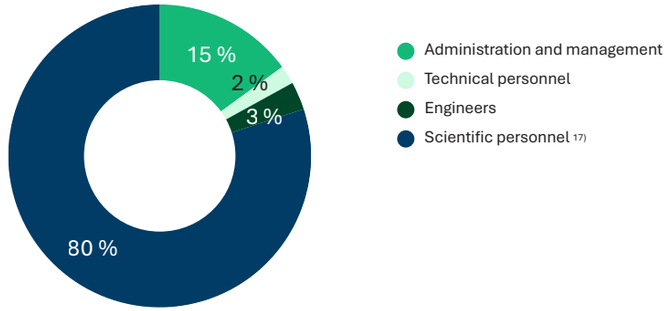
Funding sources % of gross operating income



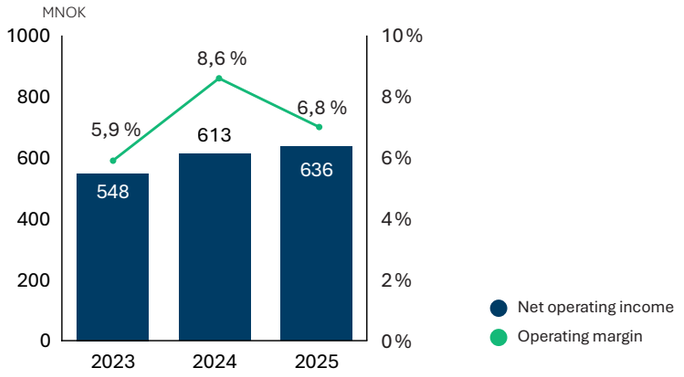
Portfolio type



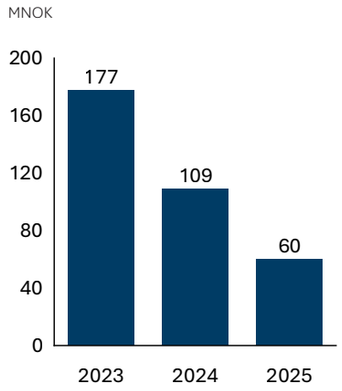
Employees



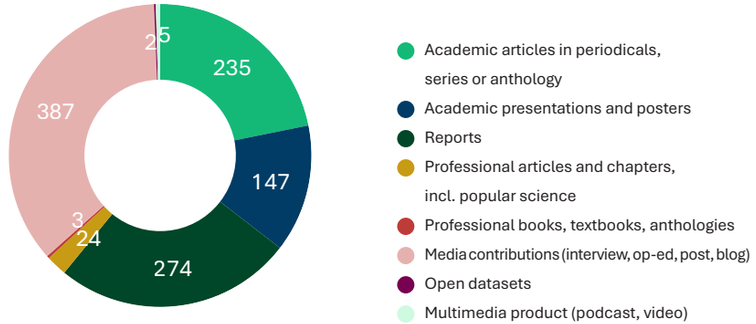
Net operating income, operating margin



Investments in laboratories, scientific equipment and other operating assets, publications and other dissemination activities



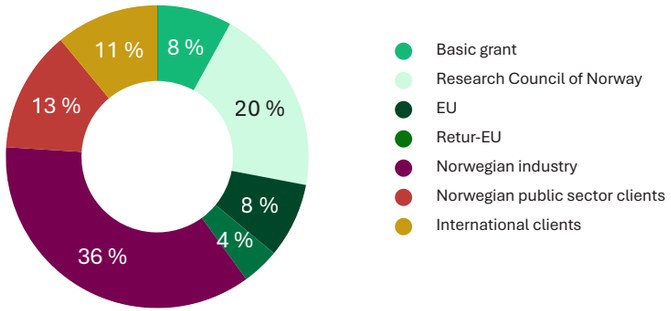
Publications and other dissemination



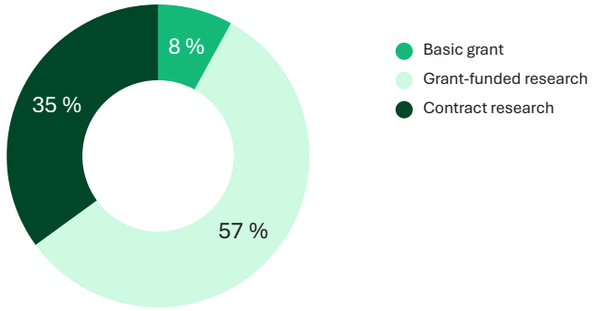
17) Scientific personnel include research scientists, research managers and research directors.
Sources: Publications; NVA, other data (incl. reports for publication data); SINTEF.

SINTEF Ocean AS

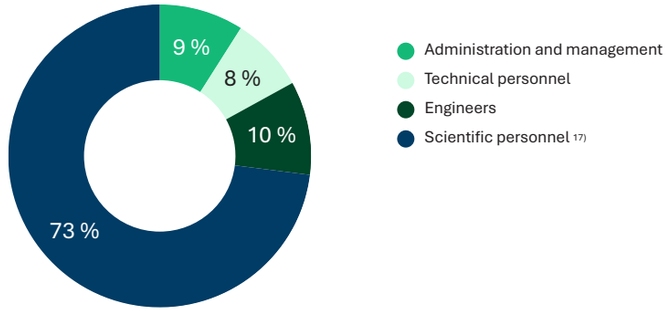
Funding sources % of gross operating income



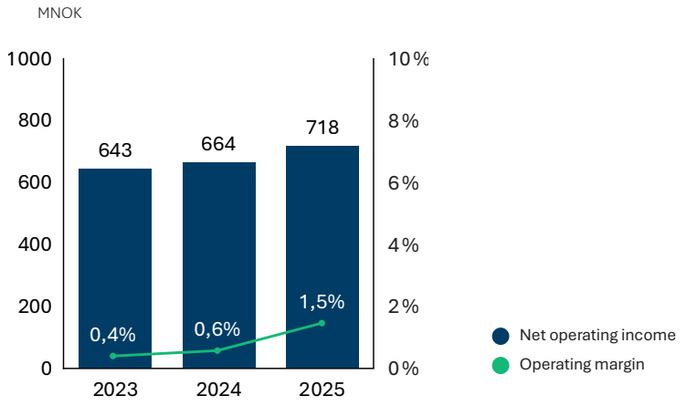
Portfolio type



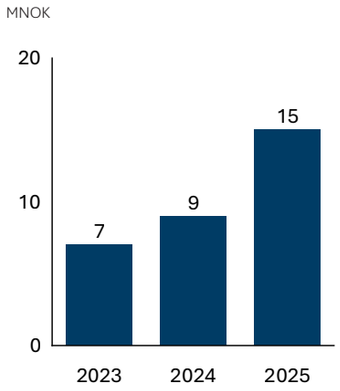
Employees



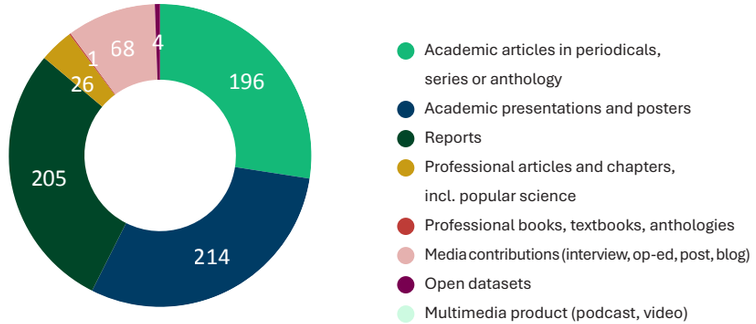
Net operating income, operating margin



Investments in laboratories, scientific equipment and other operating assets, publications and other dissemination activities



Publications and other dissemination



17) Scientific personnel include research scientists, research managers and research directors.
Sources: Publications; NVA, other data (incl. reports for publication data); SINTEF.

About the report

This integrated annual report provides a comprehensive picture of SINTEF's contribution to sustainable transition and value creation, as well as how we fulfill our responsibility for sustainability in our own operations.

Structure of the report

Chapters 3 and 4 describe SINTEF's impacts, risks, and opportunities (handprint) through research and innovation and collaboration. This highlights how we create research with impact, and the results this yields for society, industry, and the public sector.

Chapter 5 constitutes SINTEF's comprehensive sustainability reporting. The chapter reflects the logic of European Sustainability Reporting Standards (ESRS) and is structured according to the thematic standards for environment (E), social (S), and corporate governance (G).

The main emphasis is on reporting SINTEF's impacts, risks, and opportunities related to our own operations (footprint), but the chapter also briefly describes research activities using the same structure. This section explains how we identify and assess material impacts, risks, and opportunities, set goals, implement measures, and follow up on results within climate, nature, pollution, resource use, social conditions, and good corporate governance.

Scope and data basis

The report covers the SINTEF Foundation with subsidiaries, as they are included in the consolidated reporting. After the acquisition of shares from minority owners, the former SINTEF Manufacturing AS has been merged into SINTEF AS and is no longer a separate company.

The following companies are included in the report's financial figures and other analyses:

- The SINTEF Foundation
- SINTEF AS (including the subsidiaries SINTEF Flowtech AS, SINTEF Narvik AS, and SINTEF Helgeland AS)
- SINTEF Energy AS
- SINTEF Ocean AS (including SINTEF Nord AS and SINTEF Nordvest AS)
- SINTEF Holding AS (including SINTEF TTO and SINTEF Venture AS, with subsidiary SINTEF Venture III AS)
- SINTEF Eiendom Holding AS (including Torgardsveien 12 AS)
- SINTEF Sustainability Accelerator Fund AS

Data coverage, methodology, and quality assurance

The climate accounts include Scope 1 and Scope 3 emissions for all companies included in the reporting. For Scope 2, there is no complete data basis for all locations and leased buildings. Reporting for Scope 2 therefore includes the SINTEF Foundation and SINTEF AS (with the exception of Torgard), as well as Energy Lab and Brattørkaia (SINTEF Ocean).

Figures related to energy consumption, property, water, and waste are limited to the buildings owned and managed by the SINTEF Foundation and SINTEF AS. Information on the share of gross revenue from research projects that contribute to the Sustainable Development Goals is based on reporting from SINTEF's five institutes.

The assessments underlying the reporting are adapted to the current reporting level and provide a sufficient basis for identifying SINTEF's most material sustainability topics, even though a full double materiality analysis and reporting to all detailed EU guidelines have not been carried out.

Work on the report has been supported by digital tools for language, structure, and quality assurance.

The sustainability information in the report has not been certified by an external auditor.

Technology for a better society

SINTEF.NO