

# Care for a sustainable society

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## SUSTAINABILITY REPORTING AT ATTENDO

Attendo's sustainability report covers the Attendo Group and all subsidiaries. It provides a general description of sustainability aspects relevant to Attendo's area of operations, our business model and stakeholders, as well as the strategy, targets and outcomes of our sustainability work. Attendo's sustainability work covers five focus areas established through a materiality analysis. We also report Attendo's contributions to the global UN Sustainable Development Goals, sustainability risks and risk management and sustainability indicators in accordance with Nasdaq guidelines for ESG reporting.



# Care for a sustainable society

Attendo's mission is **empowering the individual**. By seeing, supporting and strengthening every individual to lead an independent and meaningful life, we create value for individuals and for our society in general. Our mission and values are the guiding principles of our work to achieve our vision – **better care to more people**.

## ATTENDO'S STRATEGY FOR SUSTAINABLE CARE

### Vision

BETTER CARE TO MORE PEOPLE

### Mission

EMPOWERING THE INDIVIDUAL

### Strategy

SUSTAINABLE VALUE CREATION THROUGH ATTENDO'S PROVEN CARE MODEL

QUALITY OF LIFE

VALUE-ADDING CARE SOLUTIONS

EMPOWERED EMPLOYEES

ENVIRONMENT IN MIND

RESPONSIBLE OPERATIONS

### Attendo Way

CUSTOMER-CENTRED AND VALUES-GOVERNED CULTURE / BEST METHODS / COMMON TOOLS

### Values

CARE / COMMITMENT / COMPETENCE



*Quality of life for the individual and being a preferred partner to local authorities are guiding objectives in Attendo's business strategy and thus also for Attendo's sustainability work. To achieve these objectives, we must have empowered employees, be a company that considers the environment and have a robust, values-driven care model.*

# Our vision – better care to more people

Attendo was started in 1985 with a clear idea, to challenge public sector care with new methods and to spread them to more people with care needs. This is still our *raison d'être*, as expressed in our vision of *better care to more people*.

Starting from each individual and the needs and preferences of every local community, we have become pioneers in social care. We have developed new ways to measure and report quality, new methods and processes that ensure health and wellbeing, and increased access to care beds in the Nordic countries – all to give society greater capacity to meet growing needs for care, not least among an ageing population.

## OUR MISSION IS INSTILLED IN EVERYONE

All care we provide starts with the needs and preferences of the individual. Attendo's mission is *empowering the individual*, which means seeing, supporting and strengthening every person. We are convinced that every human being, regardless of age or life situation, wants to be who they are and live their lives as they wish.

All care given is founded on our three core values - *care, commitment and competence*. Our values guide us in everything we do, every single day.

## OPERATIONS BASED ON A PROVEN CARE MODEL

The objective of our common care model, *Attendo Way*, is for all operational units to be characterised by high customer satisfaction and quality of life, high employee engagement and efficient operations. That means Attendo Way and the sustainability work are intertwined. Attendo Way provides practical guidance so that every local manager and local units can benefit from the collective expertise found within Attendo. Our care model describes how the unit should be organised, the procedures and methods that support care delivery, how Attendo's central support functions can contribute and how the units can carry out their daily work in a goal directed manner with regard to everything from meals and activities to marketing and customer satisfaction.

## A STRATEGY FOR SUSTAINABLE CARE

Attendo's business strategy is based on two guiding objectives: Creating the conditions for higher quality of life for every individual receiving care from Attendo and being a preferred partner to local authorities. To ensure that these objectives can be attained in a sustainable way, Attendo must have empowered employees, demonstrate environmental care and concern and work based on a robust, values-governed model for running care operations.

Attendo thus integrates sustainability in its strategy and guiding objectives. Based on Attendo's vision and strategy, analysis of Attendo's interaction with and impact on the outside world, risks and opportunities and analysis of the issues that are important to Attendo's stakeholders, we have defined our most important sustainability areas and divided them into five focus areas. Within each focus area, we have formulated a long-term ambition statement and are working continuously to underpin these ambitions with concrete KPI's that are measured and followed up, as well as specific activities.

## OVERVIEW OF ATTENDO'S SUSTAINABILITY WORK IN 2022

In 2022, Attendo deepened the work within each focus area, including developing new key data that aims to provide a measurable way to reflect the ambitions set in 2021. The new key data are reported for the first time in this report, and thereby lacks comparative figures.

To develop and ensure the processes around the Group sustainability work, Jo-Anna Nordström has been appointed Director of Sustainability in the Executive Management team.

## Five focus areas

### QUALITY OF LIFE

Attendo contributes new methods that improve health, wellbeing and quality of life for people who need care. Attendo's ambition is to create wellbeing and meaning in day-to-day life and be a leader in customer satisfaction.

### VALUE-ADDING CARE SOLUTIONS

We continuously add new capacity, innovations and new methods that enhance society's capacity to meet current and future needs for care. Our ambition is to make reliable, innovative and cost-effective care available as a preferred partner to local authorities.

### EMPOWERED EMPLOYEES

Attendo works in a goal-oriented manner to practice good leadership and provide meaningful work that furthers social participation and integration. The ambition is to be a preferred employer that exhibits outstanding leadership and encourages personal growth and equal opportunities.

### ENVIRONMENT IN MIND

We endeavour to design care solutions that minimise the use of natural resources and safeguard sustainable development for the environment and the climate. Our ambition is to be a resource-efficient care provider on a path towards net zero greenhouse gas emissions.

### RESPONSIBLE OPERATIONS

Attendo's care model is based on values-governed operations that is transparent, reliable and financially viable over the long term. The ambition is to be a reliable care provider that delivers value-driven care that is robust and transparent.

## Economic value generation through growth

Attendo's strategy is based on three growth pillars – higher sales in existing operations, new establishments and acquisitions. The balance between the three areas is set for the medium term by carefully analysing market conditions – demographic, economic and political – and the prerequisites for assuming financial risk. This year and in coming years, Attendo's growth focus will be mainly on increasing sales by occupying existing beds. In the aftermath of new staffing requirements in Finland and high inflation, an intensive effort is ongoing to ensure sustainable operational conditions.

### SALES

The occupancy rate in existing units and the price paid to Attendo for every filled bed affect Attendo's revenues. Because a large part of the cost base is fixed, especially in Attendo's various home segments, the effect of higher occupancy is a better financial outcome for the unit. Attendo is working actively to increase occupancy and secure compensation that is aligned with the cost trend and enables further development.

### NEW CAPACITY

Attendo is a leading provider in the Nordic countries when it comes to establishing new nursing home beds. Attendo creates value for society by opening new units and making new capacity available to local authorities while driving growth in the company. Following

the powerful expansion in 2017–2020, Attendo has maintained a more balanced pace of establishment since 2021.

### ACQUISITIONS

Attendo's acquisition strategy is based on two types of acquisitions – strategic and add-ons.

Strategic acquisitions refers to operations to augment Attendo's existing offering with new care services or new geographies.

Attendo also makes add-on acquisitions to strengthen its position in local markets, with increased sales volume in relation to the cost base.

One strategic acquisition in 2022 was Kauniala Hospital in Finland, originally established to serve veterans, which expands Attendo's offering in rehabilitation services.



## Financial targets for stable operations

In order to provide good care over the long term, Attendo's operations must be economically viable and resilient in the face of temporary fluctuations. Stable surpluses and a strong balance sheet are also needed to enable investment in innovations and new methods, establish new homes and further develop employee competence. Our financial targets are aimed at ensuring stable and profitable operations over the long term.

### PROFIT TARGET

In early 2021, Attendo established a profit target for three years ahead. The target was to achieve adjusted earnings per share of at least SEK 4 for the full year 2023, driven by post-pandemic recovery, transformation in Finland, an improved operating model and growth through acquisitions and new establishment. Attendo has seen that costs increased more than expected in 2022 due to inflation and high sick-leave. The occupancy trend in Finland was also lower than expected, as imbalances in the labour market prevented us from welcoming more customers. Consequently, the earnings target has been postponed. The current view is that Attendo will achieve SEK 4 per share after a delay of a few quarters, meaning that the target will be achieved in 2024.

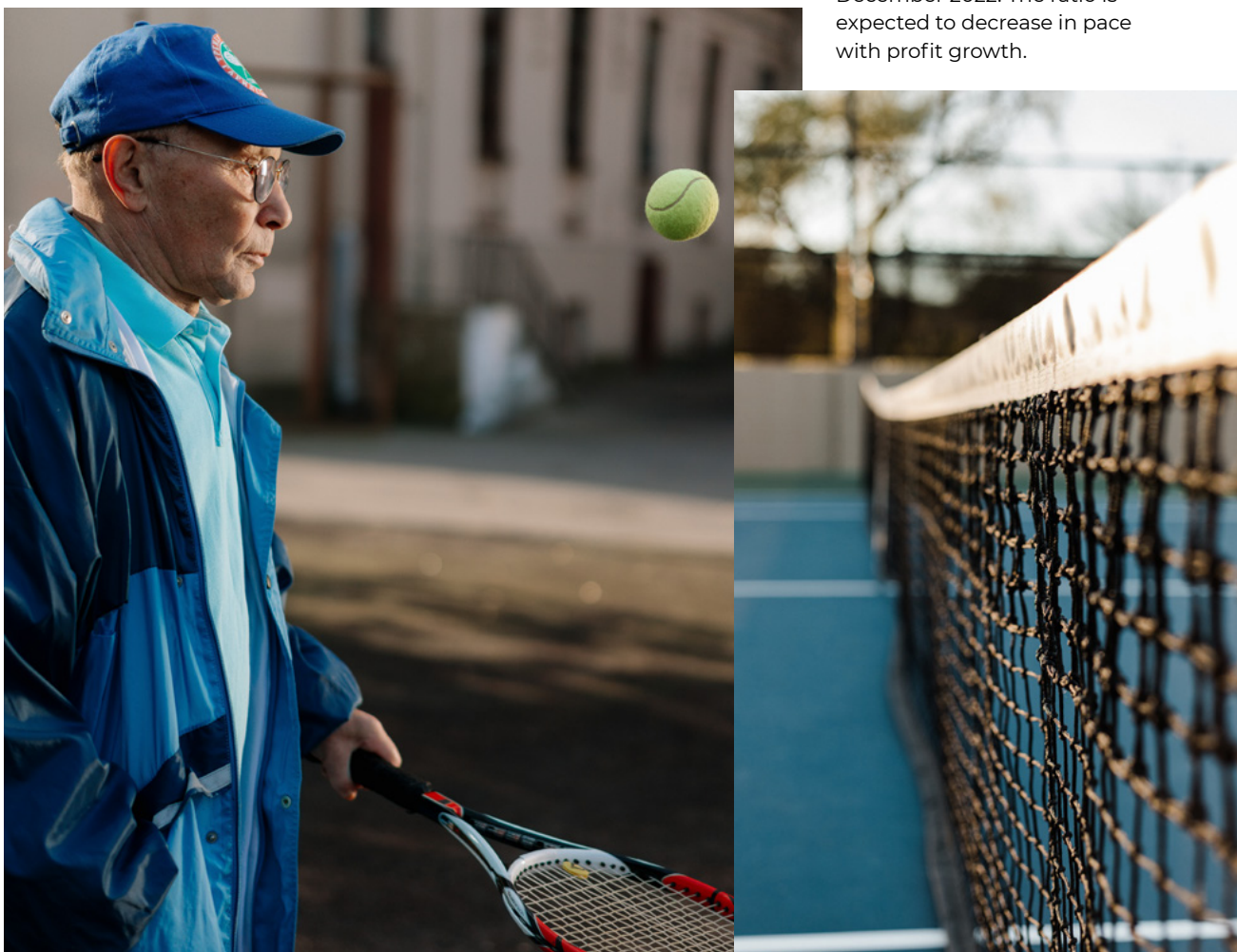
### DIVIDEND TARGET

Attendo's dividend target is to distribute 30 percent of the company's adjusted profits. Dividends shall be carefully considered with regard to the objectives, scope and risk of the business, including investment opportunities and the company's financial position. No dividends have been distributed in recent years, primarily due to low profitability, relatively high debt and that the company has received government grants.

### NET DEBT TARGET

Attendo's capital structure target is based on financial stability and the opportunity to execute long-term decisions. Attendo has set a target that adjusted net debt in relation to adjusted EBITDA should not exceed 3.75 over the long term. At 4.4, the debt ratio was higher than the target as of 31 December 2022. The ratio is expected to decrease in pace with profit growth.

An active life, both physically and mentally, is a key to wellbeing.



# We are contributing to individuals & society

Attendo's care services are delivered almost entirely under contract to local authorities. Our work is aimed at **meeting the needs and preferences of our stakeholders** for sustainable care that maintains the **best quality for the tax money spent**. We work systematically to meet stakeholders' expectations.

## CUSTOMERS

Attendo's customers have been assessed as having care needs that must be met in accordance with national law. The care services are delivered as ordered, usually by a local authority or a region. Customers want to receive the right care at the right time, to encounter employees who recognise their individual needs and to live independent lives with meaningful social interaction.

## RELATIVES

We define relatives as the people who have personal ties to the customer, such as their spouses, other relatives, families or close friends. Relatives are the closest stakeholders surrounding the customer - the people who look out for the customer's safety, security and wellbeing. They want to feel that those near and dear to them receive safe and knowledge-based care from employees they trust and with whom they can maintain a good dialogue.

## EMPLOYEES

Employees want good conditions for doing their jobs, colleagues who are supportive of customers and opportunities to influence both the content of their jobs and their own development. Attendo's value-driven work is intended to ensure that employees feel a sense of participation, meaning and commitment in their work. Delegated leadership, short decision paths and a de-



Sustainable care for all.

centralised organisation with access to support functions, helps generate motivation and development in the day-to-day work.

## LOCAL AUTHORITIES

Local authorities or regions are responsible for how care is delivered in the markets in which Attendo operates. Attendo always works according to the terms and conditions set by the contracting local authority. Local authorities expect Attendo to deliver care services in accordance with contracts and regulatory requirements, and in a manner that leads to higher customer satisfaction and higher quality for the tax money spent.



## Development of Attendo's quality work

Attendo was the first care provider in the industry to establish a digital quality system. The latest version is called AQ22. The system is used to document and evaluate quality work at every unit based on five aspects: systematic quality improvement, serious incidents, external audits, documentation and internal audits. It is also the basis for Attendos Quality Index.

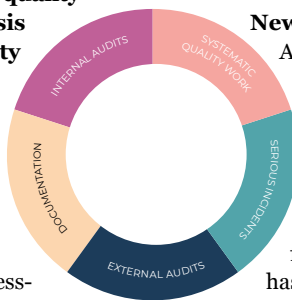
### A wider view of quality with a focus on health and quality of life

In 2022, Attendo began developing new tools and methods for its quality work. These are based on a new quality framework that more clearly includes health outcomes and quality of life.

### Three aspects of quality work are the basis of the new quality framework

#### 1. Process quality.

Structures for quality work, such as the existence of and compliance with procedures, methods and processes. High process quality shows that an organisation has the procedures required to operate safe and secure care and to meet and exceed the standards for documentation and follow-up based on the procedures. This generally corresponds to the aspects reported in the unit surveys from the Swedish National Board of Health and Welfare.



2. *Customer satisfaction and experience.* Measurement of how care is perceived by the people who receive it and their relatives. This is equivalent to the aspects captured by means including the national user surveys and provides a subjective picture of care according to individual parameters as well as at the overall level.

3. *Quality of life.* Measurements at the individual and group level that show actual outcomes in terms of health, well-being and quality of life from the care delivered. The foundation is validated and research-based models. Interviews according to the ASCOT method enable, for example, systematic assessment of how care affects the actual quality of life for the individual.

### New tools for quality tracking

Attendo has been working since the mid-1990s to centralise, digitalise and automate the collection and assessment of quality parameters in delivered care. In the light of the new quality framework, a comprehensive review of the fundamental digital infrastructure has been initiated based on specific needs in each business area.

#### Scandinavia: Quality of life interviews implemented

A decision has been taken in Scandinavia to build a new quality system from the ground up. The goal is to achieve a data-driven analysis of the quality work that can detect shortcomings before more serious deviations occur. It will also make it possible to derive and ana-

lyse quality data at the individual level.

As a first step, two new systems were procured to measure and report process quality, including in relation to reporting of deviations and to provide an overview of process quality in various units.

The decision has also been taken to proceed with the implementation of quality of life interviews based on the ASCOT method, which were trialled in late 2021 and early 2022. The trial showed that customers experienced quality of life interviews led to stronger participation and a better opportunity to influence care. The employees saw how the method clearly strengthened the continuous improvement work.

#### Finland: RAI tool for analysis of care needs and quality follow-up

In Finland, the development of the new quality model is closely linked to the national implementation of the documentation standard RAI (Residence Assessment Instrument) from 1 April 2023. RAI was developed in the US and consists of a range of protocols to define and follow-up care needs. The method enables the units to draw up care plans based on the individual's personal needs. The RAI tool also provides the opportunity to measure and follow the individuals' health, functional ability and quality of life.

A digital RAI tool to illustrate health outcomes has been trialled with positive experience and is now being implemented. The way of working makes RAI more meaningful in daily activities and contributes to better health outcomes.

## ATTENDO'S QUALITY FRAMEWORK FOCUSES ON HEALTH, CUSTOMER SATISFACTION AND PROCESS QUALITY

TRADITIONAL FOCUS	SHARPER FOCUS IN THE NEW QUALITY WORK	
<b>Process quality</b> Quality in <b>methods, procedures and guidelines</b> , as well as appropriate organisational conditions.  This measures whether Attendo has the right structures and works according to internal and external procedures, guidelines and laws pertaining to health and social care.	<b>Customer satisfaction &amp; experience</b> Customers' and relatives' <b>satisfaction and experience</b> of Attendo as a health and social care provider.  Measures satisfaction with Attendo overall, how they are treated, living environment, general happiness.	<b>Quality of life</b> The customer's <b>health and wellbeing</b> from a clinical perspective as well as the customer's self-assessment and perceptions of their mental and physical health.  Measures the health outcomes that Attendo achieves.



# Quality of life

## in focus in care delivery

People who seek and are granted care services often have **long-term needs for support in their daily lives**. Attendo has extensive experience of adapting care to the individual's needs and preferences and is engaged in **systematic efforts to improve customers' health and quality of life**.

Connie Söderlind,  
Activity coordinator at  
Attendo Fresta Södra Allé  
in Upplands Väsby is a  
sparkling bundle of energy.  
READ MORE at  
[attendo.se/magasinomsorg](https://attendo.se/magasinomsorg)





# How we contribute to quality of life

## QUALITY THAT IS MEASURED AND FOLLOWED UP

Attendo strives to continuously improve the quality of care by working systematically to develop, measure and follow up care services. Much of that currently considered industry praxis, such as social documentation, contact persons and personal time, are the results of Attendo's development work.

In 2022, Attendo began developing a new quality framework with associated systems for follow-up with more focus on health outcomes and quality of life. You can read more about this under "Development of Attendo's quality work" on page 25.

## SERVICE AND INTERACTION THAT ENHANCE THE CUSTOMER EXPERIENCE

Attendo puts great emphasis on treating every individual who needs care with respect and concern for their unique needs. By seeing and accepting every individual for who they are now and have been, we can adapt care to personal needs and preferences, which we know leads to higher quality of life.

A programme for improving the customer experience called ASKO has been applied for several years in Finland. The aim is to support employee dialogue and feedback to customers and their relatives. About 400 specially trained ASKO coaches are leading the effort in the local units, where tools including conversation maps are used to support the conversations.

The Swedish operations continued to roll out the Nära ("Close") app for relatives in 2022. Relatives can use the app to look up mealtimes and find out about activities and to follow the lives of the people they love on a regular basis. More than 6,500 posts were made during the year, an increase by 82 percent compared to 2021.

## SURVEYS CONFIRM HIGH QUALITY

Attendo regularly carries out surveys to verify that the trend is aligned with set customer satisfaction targets. In addition to the results provided through the national service user survey, Attendo carries out its own customer surveys at least twice a year

to monitor the customer satisfaction trend. Several questions that allowed freeform responses were added to the survey in 2022 aimed at increasing our understanding of the factors that drive customer satisfaction. Special focus was also placed on developing a relatives survey in which relatives perceptions of care are measured and considered. The outcome is measured as an NPS (Net Promoter Score\*) and shows that the NPS was 36 among customers and 29 among relatives to customers.

## CARE THAT EXCEEDS REQUIREMENTS

The content of our care services is regulated in contracts, laws and ordinances. This also applies to requirements in areas including health and safety (work environment), information security, infection prevention, food handling and fire prevention. Supervisory authorities and local authorities are jointly responsible for monitoring that care is of good quality and regularly inspect our operations. Attendo documents and regularly evaluates care services as well as overall operations. Quality work is based on guidelines, support and follow-up from central quality functions in each business area and is led locally by specially appointed quality coordinators at the local units.

\* Net Promoter Score = the percentage answering 9-10 on whether they would recommend the unit minus the percentage who answered 1-5.

# 82%

INCREASE IN USAGE OF THE RELATIVES APP ATTENDO NÄRA FROM 2021.

## CONTINUED EFFORTS AGAINST COVID-19

The pandemic continued to affect the practical aspects of care delivery in 2022. Virus transmission increased sharply in the early winter months due to the new omicron variant of the corona virus. The impacts included increased absenteeism due to illness in Attendo's operational units, particularly in Finland.

In spring 2022, the status of Covid 19 was downgraded from being a "dangerous to society" to "notifiable disease". Attendo has continued to work systematically to reduce transmission, with careful hygiene procedures, use of PPE and testing as the primary measures. Booster vaccines have been administered to protect high-risk groups in accordance with national recommendations.

As a result, very few cases of Covid 19 occurred in Attendo's operational units in 2022. The conclusions of the external assessment carried out in 2021, that Attendo managed the pandemic better than other care providers, thus remain valid.

## Focus area: Quality of life

Attendo's ambition is to create wellbeing and meaning in everyday life and be a leader in customer satisfaction.

### KEY FIGURES

	2022	2021
Customer satisfaction (NPS) <sup>1,2)</sup>	36	
Relatives satisfaction (NPS) <sup>1,3)</sup>	29	
Quality of life (RAI Index, 0-10) <sup>1,4)</sup>	5.4	
Attendo Quality Index (0-100) <sup>5)</sup>	89	89

<sup>1)</sup> New figures established in 2022.

<sup>2)</sup> Customer satisfaction surveys in Q4.

<sup>3)</sup> In Scandinavia, only relatives to customer in care homes are included.

<sup>4)</sup> The RAI index is used to measure quality of life through selected parameters.

<sup>5)</sup> Refers only to Attendo Scandinavia.

### ACTIVITIES 2022:

- Expanded and refined measurement of customer satisfaction
- Introduction of quality of life interviews
- Increased use of Attendo Nära



**Society is facing huge challenges**

when it comes to developing cost-effective care that benefits from technological advances while successfully providing for more people with various needs for care. For more than 35 years, Attendo has been an industry leader in adding new capacity that meets local needs and **leading the development of new approaches and methods that enhance overall care.**

READ MORE  
about our operating  
units and meet our  
employees at  
[attendo.se/  
magasinsorg](https://attendo.se/magasinsorg)

Value-adding  
care solutions



# How we create value-adding care solutions

## LEADERS IN NEW ESTABLISHMENT

Private providers have accounted for more than half of all new production of nursing homes in Sweden and Finland in recent years. Attendo alone has provided more than one out of five new nursing home beds since 2008.

Establishment of a new care home leads to several positive impacts on society in addition to the care delivered. A home with about 60 apartments creates more than 50 jobs once up and running as well as more than 30 annual jobs during the building phase.

When Attendo continuously builds new facilities, the company also supports local authorities with expertise in nursing home establishment, from the identification of suitable land, the building client and investors to staff recruitment and moving in of residents.

In 2022, Attendo opened 274 new care beds and began construction of 166 new beds in own units.

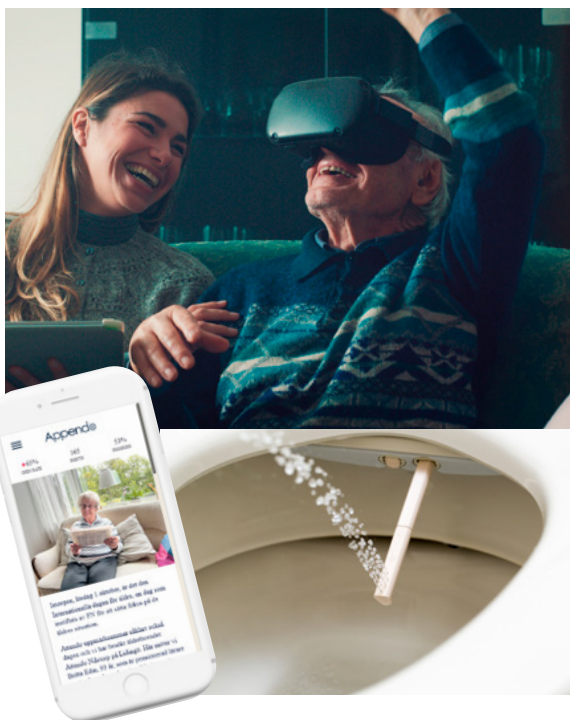
## EXPERTS ON CARE CHALLENGES

Attendo helps local authorities and regions to solve complex health and social care challenges. The services we provide include care for individuals with multiple diagnoses and individuals with multiple disabilities or complex diagnoses, such as Huntington's disease and Parkinson's disease. In the area of individual and family care, we are helping local authorities create qualified care and good lives for young people with a range of needs, by recruiting and certifying family care homes, for example.

Attendo has strong expertise in several aspects of care for people with disabilities. We have, for example, established several care homes

in Sweden that specialise in Prader-Willi Syndrome, whose main effect is uncontrollable appetite. We offer meaningful activities for people with mental health impairments and work actively to match individuals enrolled in daily activities programmes with work opportunities.

A new group home designed for people who use sign language opened in Eskilstuna in 2022. Attendo has also acquired Kauniala Hospital in Finland, which specialises in rehabilitation.



## INNOVATIONS FOR BETTER CARE

Attendo is working determinedly to use new technologies to improve the care experience for our customers and free up more time for customer-facing care services. For several years, we have led the effort to develop methods that lead to better care at less cost to the public.

A new system for digital medication signatures was implemented in the Scandinavian organisations in 2022. The system, Appva, is based on a secure platform and also facilitates handovers of healthcare services between doctors, nurses, occupational therapists, physiotherapists and care workers with delegated healthcare responsibility.

## NEXT STEP: DATA-DRIVEN CARE SOLUTIONS

Digitalisation is also providing new opportunities in care to use processing of large datasets to analyse the effects of care services. In 2022, Attendo appointed Attendo Finland's Business Development Director Minna Nissinen to lead a cross-functional programme to evaluate how data and information can be used to enable better care solutions. The programme will, among other things, investigate whether existing and new data can be used in decision support, analysis tools or automated systems with the aim of predicting changes in the health and well-being of individual customers.

## Focus area: Value-adding care solutions

Attendo's ambition is to make reliable, innovative and cost-effective care available as a preferred partner to local authorities.

### KEY FIGURES

	2022	2021
Number of opened beds in own units	274	832
Number of beds under construction in own units	166	231
Total number of customers	29,000	29,300

### ACTIVITIES 2022:

- New digital medication signature system
- New tools for quality tracking
- Programme to develop data-driven care solutions

# Empowered employees

READ MORE  
about our  
employees at  
[attendo.se/  
magasinsorg](https://attendo.se/magasinsorg)

All care is created in the personal encounter between Attendo's employees and the customer. At **Attendo**, **we are working to give every employee the conditions necessary for them to deliver excellent job performance.** We are doing this by basing our care on clear values, industry-leading leadership, personal development opportunities and encouragement to help improve care delivery.





# How we empower our employees

## ACTIVE VALUES WORK BASED ON CLEAR VALUES

Attendo is a large company with more than 30,000 employees. Our mission and our values are both an ambition and a tool.

Values work at Attendo Scandinavia is based on the circumstances of each unit and local situations. A regional values organisation is gathered under a national umbrella responsible for delivering training, spreading information and developing practical tools used in values work. Two "values weeks" were held in the spring and autumn. The autumn week focused especially on the Code of Conduct.

Values work in Finland is integrated with customer experience efforts, which are described more fully in the "Quality of life" section.

## FOCUS ON CARE HEROES

Attendo maintained its focus during 2022 on recognising employees who make a difference in care. Each region in Scandinavia has recognised a regional Care Hero who has tested new methods, demonstrated particular ability to elevate care or has been a role model to others. All Care Heroes have been profiled in *Magasinet Omsorg*, a customer and employee magazine distributed in more than 25,000 copies in Attendo Scandinavia. After a vote by all employees, Mohammed Kamruzzaman at Attendo Sabbatsbergsbyn was named Care Hero of the Year.

## ONGOING TRAINING

Attendo offers training to new and existing employees. New employees are provided a thorough introduction including supervised shifts and a mentor programme. All competence development is based on individual plans. In addition, employees can participate in local, central and digital trainings. We also offer on-the-job learning and encourage job rotation.

A new training programme – Attendo Akademia – took shape in Finland in 2022. The programme is intended to cover new employee induction as well as further training provided to everyone from hourly employees and full-time employees to team leaders and local leaders. The launch is planned for early 2023.

## LEADERS WITH EXTENSIVE PERSONAL RESPONSIBILITY

At Attendo, leadership is all about accountability, visibility and accessibility. Local leaders bear personal responsibility for their operations and delegate

responsibility so that employees feel empowered. Support functions and procedures ensure that operations maintain a consistently high minimum level.

A new central introduction programme for managers was launched in Attendo Scandinavia in 2022, covering seven training days divided into three sessions. Meetings are alternated with e-trainings and online seminars to provide more time for discussion and exchange of lessons learnt.

The Finnish leadership programme, Taru 3.0, launched in 2021 continued during the year, which after the pandemic now includes in-person training sessions. A total of about 550 leaders have been trained in a variety of themed areas, including operational management and handling of employment contracts.

## GOOD WORKING CONDITIONS FOR ALL EMPLOYEES

Attendo shall be an employer people can count on, one that promotes and respects employee rights, maintains good employment and working conditions and focuses on the work environment, company culture and opportunities to grow and develop.

We work actively, systematically and preventively to reduce risks and promote employee health and safety. Leaders and employees are trained to assess risks and act in a manner that ensures safe and secure workplaces and prevents the risk of threats and violence. Sickness leaves are followed up to help employees quickly return to work.

Attendo welcomes employees from various cultural and ethnic backgrounds. Every Attendo employee must be treated respectfully and given equal working conditions of employment, working conditions and opportunities for career development. Discrimination in any form is not allowed and ongoing

talks are held to capture employees' points of view.

Attendo strives to have constructive relationships with employees and their union representatives. Cooperation and constructive dialogue are a natural part of getting Attendo's employees to feel empowered, find meaning in providing care and feel committed to Attendo's customers.

## SATISFIED EMPLOYEES

Attendo is firmly committed to being an attractive employer and believes employees should be satisfied with their personal work situation and their immediate leaders. We continuously track employee opinion through annual performance and development dialogues, monthly workplace meetings and daily dialogue. Regular "temperature readings" are used to keep tabs on our employees job situations and how satisfied they are with their jobs and workplace. Measurements in 2022 show that job satisfaction and satisfaction with line leaders remained high (3.9 out of 5), as well as an increased eNPS score.

## RECRUITMENT FOR FUTURE NEEDS

Care needs are going to increase substantially in the next ten years. Over that period, however, the working age population is not expected to grow, meaning that a larger percentage of new arrivals to the labour market must be recruited to the care sector.

Attendo intensified its efforts in 2022 to secure competence provision for future needs. Attendo acquired Silkkitie in Finland in March. Silkkitie specialises in recruiting and training nurses and assistant nurses from countries where there is a surplus of these professionals. In total, about 1/3 of the labour force requirement in Finland will be covered by labour immigration.

## Focus area: Empowered employees

Attendo's ambition is to be a preferred employer with outstanding leadership, personal growth and equal opportunities.

### KEY FIGURES (ESTABLISHED 2022)

	2022
eNPS (-100 + 100) (NPS) <sup>1)</sup>	9
Short-term absenteeism, %	7.6

<sup>1)</sup> Refers to the local workplace

### ACTIVITIES 2022:

- Induction programme
- Acquisition of recruitment agency Silkkitie
- Values weeks/customer experience training
- Development of Attendo Akademia



Magasinet Omsorg comes out once a year and puts the spotlight on employees.



The resources used in care have **an external impact on the environment and the climate.** Attendo strives to make carefully considered green choices in purchasing and the use of various resources and has a **long-term ambition to progress towards adding zero greenhouse gases to the atmosphere.**

*Environment  
in mind*



# How we care for the environment

## SMART AND EFFECTIVE CHOICES

Attendo is a service company whose principal operations is care provision. The environmental and climate impact that arises in our operations comes primarily from the energy used in buildings and transportation, as well as purchases of food and other consumables used in our local units.

Attendo's environmental policy guides us towards making green choices in the areas of purchasing, transport, energy and water consumption and waste management (including environmentally hazardous waste). As an example we now have a travel policy in which rail is the preferred mode for trips of up to 500 km.

Attendo Scandinavia continued the process of electrifying the vehicle fleet in 2022. A new home care operation was started in Värmdö outside Stockholm, with 100 percent electric cars. An accessible charging infrastructure is a prerequisite for electrification. The process to map charging locations has been initiated for Attendo home care services across Sweden and installation of charging stations has begun within Attendo's largest operation in Västerås.

## SYSTEMATIC IMPROVEMENT

Attendo's environmental management system complies with the ISO 14001 standard. The management system governs the initiatives we take, how they are carried out, the extent to which they are used and their results.

Improvements and new solutions are planned based on the conclusions. Of these, we select and implement measures and subsequently analyse the results. Thereafter, we go back to the drawing board. In this way, Attendo's environmental work is developed and improved from one year to the next. Attendo's business areas implement their own projects and set environmental targets within the framework of the environmental management system.

## GOAL-ORIENTED EFFORTS TO REDUCE CARBON EMISSIONS

Attendo continued its systematic efforts to measure and track its climate impact in 2022. About a quarter of Attendo's greenhouse gas (GHG) emissions comes directly from operation of local units (Scope 1 and Scope 2). This includes energy and fuel used in Attendo's facilities and vehicles. Attendo has a long-term

ambition to achieve net zero emissions of GHG from its own operations. A sub goal is to reach 100% renewable electricity purchased and to phase out fossil fuels used for heating.

The majority of GHG emissions generated by Attendo's operations arise from external sources (Scope 3). This includes Attendo's purchases of goods including food and consumables, investments and employee's commutes to and from work. Attendo can primarily affect these emissions indirectly, by improving the use of consumable supplies, reducing food waste and composing climate-smart menus, for example, and by encouraging employees to use modes of transport with less climate impact for their daily commutes.

Attendo Scandinavia climate-calculated its menus in 2022 and arrived at an average of less than 1 kg CO<sub>2</sub>e per meal, which can be compared to the national average of 1.8 kg CO<sub>2</sub>e per meal. Recycling of work wear in Finland has resulted in 170 kg of recovered fibre, corresponding to an emissions reduction of 0.6 tonnes CO<sub>2</sub>e.

## A SIGNIFICANT PORTION OF EMISSIONS

comes from the buildings Attendo rents to conduct operations. During the year, Attendo Scandinavia installed solar panels at a nursing home on Gotland, worked to achieve more energy-efficient

**1 kg**  
**CO<sub>2</sub>e**

IS THE AVERAGE CO<sub>2</sub>e EMISSION PER MEAL AT ATTENDO, NEARLY HALF OF THE NATIONAL AVERAGE.

lighting and switched from burning oil to pellets for heating at Tallbackagården in Taberg.

Attendo Finland has initiated a project to reduce the number of transports to local units in connection with purchases. The recommendation is for deliveries from wholesalers to local units should be made once a month.

## PURCHASES THAT REDUCE ENVIRONMENTAL IMPACT

Attendo coordinates all purchasing to achieve synergies and ensure environmental benefit. Suppliers that qualify to be included in Attendo's central purchasing system must be aware of and meet the requirements specified in Attendo's environmental policy.

Attendo continued to compensate for paper consumption in operations in 2022 by replanting trees. In total, Attendo produces 6.6 million printed documents every year. Since January 2020, this has been compensated for by the planting of 2,252 new trees on Madagascar.



Several initiatives to reduce impact were taken in 2022.

## Focus area: Environment in mind

Attendo's ambition is to be a resource-efficient care provider on a path towards net zero GHG emissions.

### KEY FIGURES

	2022	2021
Grams CO <sub>2</sub> e emissions per SEK in turnover <sup>1)</sup>	1.5	2.0

<sup>1)</sup> Measurement is based on assumptions and calculation support provided by an external party.

### ACTIVITIES 2022:

- Refined calculation of CO<sub>2</sub> emissions
- Climate-calculated menus
- Switch of heating systems in buildings

# Attendo & the EU Taxonomy for sustainable activities

As a large, listed company with many employees, Attendo is covered by the disclosure requirements under the EU Taxonomy for Sustainable Activities. A description of Attendo's activities and summary disclosures according to the Taxonomy follows below. See also the detailed tables on pages 116–118.

## OVERVIEW OF ATTENDO'S ACTIVITIES IN THE LIGHT OF THE EU TAXONOMY

Attendo's activities include care for older people, care for people with disabilities and care for individuals and relatives. We have evaluated each of these parts of our operations in the light of environmental objective 1 (Climate change mitigation) and environmental objective 2 (Climate change adaptation).

The economic activities that are covered by objectives 1 and 2 are such that have been identified as most relevant for reductions of greenhouse gas emissions and improving climate resilience. This includes sectors with the highest contribution to CO<sub>2</sub> emissions (energy, manufacturing, transport and buildings) and activities enabling their transformation because the transformation of activities in these sectors has been deemed necessary to reach the EU's climate objectives<sup>1</sup>.

Attendo's activities are not covered by the activities that are relevant for objective 1<sup>2</sup>. Based on this, it can be concluded that social care activities have not been identified as a major source of greenhouse gas emissions.

Attendo's activities are covered by the activities that are relevant for objective 2<sup>3</sup>. The regulations are applicable to "Residential care activities" (subsection 12.1), which covers the majority of Attendo's care activities. Care activities are covered by the objective regarding climate change adaptation because "production facilities", that is, the buildings in which care is provided, are regarded as a material component of producing care. Attendo's business model is based on leasing the buildings in which it operates. This means that Attendo does not have full control over these properties. However, working closely with property developers and

property owners is one of our top priorities. Through close partnership and clear and specific requirements related to sustainability, Attendo can contribute to increasing the number of buildings that meet sustainability criteria.

Attendo's turnover is generated through its care activities. Through these care activities, we are also part of a value chain that includes our investments and expenditures in several sectors. Our investments and capital expenditures are related primarily to entering into long-term leases. Personnel costs are our most significant operational expenditures, but these are not included in the Taxonomy's definition of operational expenditures.

Based on the above and in the light of EU's environmental objectives related to climate change, one of Attendo's most important contributions to sustainable development is to impose demands while working closely with property owners and other suppliers. Attendo

aims to intensify these efforts in 2023 and to further develop reporting in this regard.

## COMMENTS ON THE KEY FIGURES

### TURNOVER

Attendo does not report any Taxonomy-eligible turnover. The reasons for this are that Attendo's activities are not covered by environmental objective 1 and that the current interpretation of the key figure does not provide scope for including turnover from care activities. Attendo will, however, regularly reassess this interpretation.

### CAPITAL EXPENDITURE, CAPEX

Attendo reports certain capital expenditures as eligible based on the assessment that they are "purchases of outputs from Taxonomy-eligible activities", a type of capital expenditure that must be reported according to the Taxonomy.

## OUR KEY FIGURES FOR 2022

Taxonomy-eligible and Taxonomy-aligned proportion of turnover, Capex and Opex

Key figures	Total, SEKm	Taxonomy-eligible, SEKm	Taxonomy-eligible, %	Taxonomy-aligned, SEKm	Taxonomy-aligned, %
Turnover	14,496 <sup>1)</sup>	0	0	0	0
Capex	1,248 <sup>2)</sup>	1,044 <sup>4)</sup>	84 <sup>4)</sup>	0	0
Opex	345 <sup>3)</sup>	0	0	0	0

<sup>1)</sup> Total turnover is calculated as defined in the Taxonomy and includes all of Attendo's regularly reported net revenues. Attendo's accounting policy regarding what is included in regularly reported revenues is provided in Note C1.

<sup>2)</sup> Total Capex is calculated as defined in the Taxonomy and includes investments in capital assets according to regular financial reporting, as well as new and extended right-of-use assets according to IFRS 16 related to financial leases of land and buildings, and vehicles. Attendo's accounting policy regarding what is included in regularly reported Capex is provided in Note C1.

<sup>3)</sup> Total Opex is calculated as defined in the Taxonomy and includes property maintenance costs and leases not reported in accordance with IFRS 16.

<sup>4)</sup> Reported Taxonomy-eligible Capex is calculated as new and extended right-of-use assets according to IFRS 16 related to leases of land and buildings, and vehicles, which corresponds with the economic activities according to subsection 7.7 and 6.5 in the Taxonomy (see annex to the Taxonomy regulation), divided by total Capex as above.

<sup>1)</sup> See the EU commission FAQ.

<sup>2)</sup> See Annex I to the Taxonomy regulation.

<sup>3)</sup> See Annex II to the Taxonomy regulation.



The proportion of these expenditures aligned with the defined sustainability criteria according to the Taxonomy is 0 for 2022. This is not because they are unsustainable to various degrees, but rather because the suppliers' current processes, methods and level of documentation have not been assessed as a sufficient basis for conclusions about alignment with the defined sustainability criteria. Further developing these processes and thus the quality of reporting is a key focus area in 2023.

#### OPERATIONAL EXPENDITURE, OPEX

Upon application of the Taxonomy definition, Attendo's operational expenditures (Opex) include building maintenance and leases that are not expensed according to IFRS 16. Total Opex not material to Attendo's business model because they comprise such a small fraction of regular operating expenditures respective to Attendo's activities and are therefore exempt from reporting in accordance with the Taxonomy's exemption for non-material operational expenditures.

**For an economic activity to be classified as environmentally sustainable, it must make a substantial contribution to at least one of the six environmental objectives.**

## What does the Taxonomy mean?

The aim of the EU Taxonomy is to help investors identify and compare sustainable investments based on a common classification system for environmentally sustainable economic activities. The Taxonomy is based on six established environmental objectives, which are the basis for attaining climate neutrality in the EU by 2050.

Companies that are subject to the Taxonomy must report the proportion of their activities that meet the criteria for sustainable activities. This is based on the company's capital expenditure (Capex) and operational expenditure (Opex), as these key figures are defined under the Taxonomy. That the disclosure requirements apply both to the company's activities and its expenditures is a reflection of the regulation's ambition to promote a development towards a sustainable business models across the value chain.

The Taxonomy covers a large number of companies in the EU, but does not yet cover all types of activities. The reason for this

is that the EU has put priority on defining and developing screening criteria for the sectors that have the greatest impact on each environmental objective.

Disclosure requirements under the Taxonomy are being gradually implemented. For 2022, companies must report the proportion of their Taxonomy-eligible activities and the extent to which the activities meet the criteria for sustainable activities with regard to environmental objective 1 & 2.

The EU Taxonomy is a new, comprehensive and complex regulatory framework, which is still under development. Consequently, there is still a considerable lack of clarity surrounding how the rules, the technical screening criteria and the disclosure requirements should be understood, interpreted and, not least importantly, managed in practice. Current interpretations and methods are based on information available as of the turn of the year 2022/2023 and may be re-evaluated over time by Attendo and other companies.

## The six environmental objectives:

1. CLIMATE CHANGE MITIGATION
2. CLIMATE CHANGE ADAPTATION
3. SUSTAINABLE USE AND PROTECTION OF WATER AND MARINE RESOURCES
4. TRANSITION TO A CIRCULAR ECONOMY
5. POLLUTION PREVENTION AND CONTROL
6. PROTECTION AND RESTORATION OF BIODIVERSITY AND ECOSYSTEMS

For an economic activity to be classified as environmentally sustainable, it must make a substantial contribution to at least one of the six environmental objectives, must do no significant harm to any of the other objectives and must meet certain minimum social safeguards.

Which activities are covered and how each of these criteria should be understood and applied have been defined in technical screening criteria found in delegated EU acts.





# Responsible operations

Attendo care services are delivered almost exclusively under **contract to local authorities**. This places demands on us to run our operations in an open and responsible manner. As a leading care provider, we strive not only to meet our stakeholders' expectations, **but also to deserve public trust.**



# How we are building responsible operations

## SUSTAINABLE FINANCES FOR LONG-TERM OPERATIONS

Attendo's revenues are based on multi-year contracts with municipal contracting authorities, where care needs and short-term customer choice affect occupancy and thus profitability in the local unit. At the same time, a substantial share of Attendo's costs are long-term, such as leases for the properties in which we operate. In order to deliver high-quality care even in periods of lower occupancy, Attendo strives to generate stable financial surpluses.

Debt can facilitate strategic acquisitions or investments that increase the economic viability of Attendo's operations over the long term. In order to successfully carry the debt, Attendo has a financial target that net debt should not exceed 3.75 times reported EBITDA.

Attendo's owners have set a target to distribute 30 percent of profits as dividends when financial circumstances otherwise allow. Accordingly, the majority of profit is, as a rule, reinvested in the operations. There have been no dividends distributed since 2019.

## OUR OPERATIONS IS STRICTLY REGULATED

Attendo and our employees must comply with a comprehensive and complex set of laws and regulations that govern both operating the care business and being a listed company. All operations must be run in a manner that ensures compliance with applicable regulations as well as Attendo's own Code of Conduct and other policies and guidelines.

All care is operated in collaboration with public contracting authorities. The content of our services is governed by official permits, negotiated contracts with local authorities and customer choice systems in various forms. In our role as a partner to local authorities, we are always reliable, transparent and solution-oriented. We respect the regulatory supervision of government agencies, but also communicate information and opinions on matters that affect the care industry, the prerequisites for providing good care or our business. Transparency and openness guide all of our interactions with representatives of the public. As one aspect of this, we welcome representatives of government agencies and elected decision-makers who wish to visit our local operations.

## THE CODE OF CONDUCT GUIDES LEADERS AND EMPLOYEES

Attendo adopted an updated Code of Conduct in 2021. Based on Attendo's mission and values, it contains the key principles for how Attendo as a company and leaders and employees within Attendo must conduct themselves in relation to customers and their relatives, colleagues and the local authorities with which we cooperate.

The Code also describes appropriate conduct when there is suspicion that something is not right. This includes channels of communication and particularly important areas that all employees should be aware of, such as procedures for reporting risks, care-related malpractice or medical injury, the whistle-blower function and the freedom to communicate with media. The Code is an expression of Attendo's position on openness.

The Code of Conduct applies to all Attendo employees, regardless of their

form of employment. Attendo engaged in a comprehensive effort in 2022 to introduce the Code to leaders and employees. All employees were given a packet containing the central aspects of the Code – Attendo's Ten Principles – and all new employees must confirm in writing that they were familiarised with the Code as part of the induction programme.

## SUPPLIERS CODE OF CONDUCT

Attendo prepared a new Suppliers Code of Conduct in 2022. Like the Code of Conduct for employees, it is based on Attendo's mission and values, as well as our sustainability-related ambitions. It includes standards of social sustainability based on international conventions, for example, and requires suppliers to track and report their environmental and climate impact. The Suppliers Code of Conduct will be implemented beginning in 2023.

**"I see the same passion for food in employees and chefs out in the local units".**

*/Attendo Scandinavia Nutrition Manager Erik Arosenius*



## Focus area: Responsible operations

Attendo's ambition is to be a reliable care provider that delivers value-driven care that is robust and transparent.

### KEY FIGURES, ATTENDO'S FINANCIAL TARGETS

	2022	2021
Adjusted earnings per share, SEK	0.68	1.48
Dividend per share, SEK <sup>1)</sup>	0.0	0.0
Lease-adjusted net debt/EBITDA	4.4	2.6

<sup>1)</sup> Board proposal to 2023 AGM

### ACTIVITIES 2022:

- Training and signature of the Code of Conduct
- New Suppliers Code of Conduct



## RESPONSIBLE OPERATIONS

**TRANSPARENCY IN OPERATIONS AND RELATING TO DEVIATIONS**

Attendo has strict procedures for managing on deviations in care delivery. This includes procedures for reporting, managing and following up deviations from internal guidelines or methods, as well as serious incidents that led to or risked leading to health and nursing care injuries to individuals (under the Swedish "Lex Sarah" and "Lex Maria" laws). Attendo's operations are inspected and audited carefully by national authorities, such as the Regional State Administrative Agency (AVI) in Finland or the Health and Social Care Inspectorate (IVO) in Sweden. In 2022, 32 serious incidents were reported to Swedish national authorities. In Finland, reviews concluded by authorities in 2022 led to remarks in 10 cases.

**HIGH STANDARDS FOR PRIVACY AND RELIABILITY**

Attendo works with people who are in a vulnerable position and whose conditions must be treated with great respect for the individual's privacy. We apply procedures that meet high standards regarding the processing of personal data and sensitive information. Leaders and staff are continuously trained in matters related to information security and protection of personal privacy.

As a listed company and partner to the public sector, Attendo strives to ensure that external reporting is reliable, informative and transparent. We do not accept the reporting of

erroneous or misleading information in our systems to affect goal attainment, performance measures or information to be reported to municipalities or authorities.

**A SIGNIFICANT TAXPAYER**

Attendo pays taxes in the countries in which it operates and is one of the private providers of care services in the Nordic countries that pays the most tax. The tax footprint mainly comprises wage-related taxes and fees, non-deductible VAT on purchases and investments and corporation tax on the profit generated. Attendo also collects VAT and employee withholding tax. In 2022, Attendo had a total tax footprint of about SEK 4.3Bn (3.9), including SEK 2.7Bn (2.4) in paid tax. Corporation tax for 2022 amounted to SEK 51m (74).

**POLICY DOCUMENTS AND GUIDELINES**

Attendo's sustainability work is manifested in a central sustainability policy and associated policy documents in



Responsibility across the board is an established principle at Attendo

specific focus areas. Other existing policy documents and the focus areas they govern are specified in the table below.

The group policies are regularly updated and adopted annually by the Board of Directors to include new priorities or changes that have emerged in stakeholder dialogues or through new legal or contractual requirements.

Area	Policy documents and guidelines in addition to the Sustainability Policy
Quality of Life	Code of Conduct, Quality policy and Guidelines for Quality Work, Quality Index
Value-adding Care Solutions	Code of Conduct, Quality policy
Empowered Employees	Code of Conduct, HR Policy
Environment in Mind	Environmental Policy, Purchasing Policy, Travel and Accommodation Guidelines
Responsible Operations	Code of Conduct, Purchasing Policy, HR Policy, Data protection policy, Information Security Policy, Communication Policy, Supplier Code of Conduct

*Tax footprint*

SEKm	Group		Finland		Sweden		Denmark	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Tax paid</b>								
Corporation tax (excl. deferred tax)	51	74	5	7	46	67	–	–
Wage-related taxes <sup>1)</sup>	1,968	1,727	909	763	1,051	957	8	7
VAT, non-deductible <sup>2)</sup>	675	586	524	441	140	134	11	11
Stamp tax and property tax	10	8	10	8	–	–	–	–
Other taxes <sup>3)</sup>	13	20	–	–	13	20	–	–
<b>Total tax paid</b>	<b>2,717</b>	<b>2,415</b>	<b>1,448</b>	<b>1,219</b>	<b>1,250</b>	<b>1,178</b>	<b>19</b>	<b>18</b>
<b>Tax collected</b>								
VAT collected by Attendo	42	31	31	23	6	1	5	7
Employee withholding tax	1,529	1,422	730	639	767	760	32	23
<b>Total tax collected</b>	<b>1,571</b>	<b>1,453</b>	<b>761</b>	<b>662</b>	<b>773</b>	<b>761</b>	<b>37</b>	<b>30</b>
<b>Total tax footprint</b>	<b>4,288</b>	<b>3,868</b>	<b>2,209</b>	<b>1,881</b>	<b>2,023</b>	<b>1,939</b>	<b>56</b>	<b>48</b>







<sup>1)</sup> Including statutory employer's contributions <sup>2)</sup> Refers to VAT on purchases and investments, estimated <sup>3)</sup> Carbon tax and vehicle taxes

# UN Sustainable Development Goals

Attendo's operations are contributing to several of the UN Sustainable Development Goals (SDGs) under Agenda 2030. A review of the SDGs to which Attendo is contributing, directly and indirectly, through its operations and examples of direct contributions in 2022 are presented in the table below.

## ATTENDO'S IMPACT ON THE UN SDGS

### Direct impact

Goal	Definition	Attendo's contribution	Examples of activities in 2022
	Health and well-being	Attendo provides innovative, high-quality care services, which helps promote good health and well-being for people of all ages.	In 2022, Attendo continued developing a new perspective on quality work, where the individual's quality of life is measured and tracked and used as the basis of the individual care plan.
	Gender equality	Attendo has a high proportion of women employees, including leaders, which contributes to increasing women's influence and empowerment in business and in society as a whole.	One woman was added to Attendo's executive management team in 2022, which is now composed of three women and four men. Since 2019, the top operational executives of both Attendo business areas are women. Three ordinary members and two union representatives in the Board are women.
	Decent work and economic growth	Attendo has a good and close relationship and cooperation with local unions and complies with valid collective agreements that offer employees good working conditions and benefits.	In 2022, Attendo compensated for absenteeism due to Covid 19 and competence shortages with additional temporary staff to lighten the burden on the regular workforce.
	Reduced inequalities	Attendo actively spreads best working methods throughout its operational geographies, which increases health and care equality for people who need care.	In 2022, Attendo sourced new tools for measuring and tracking operational quality and improving systematic tracking and initiated a project to introduce data-driven decision support that can predict care needs.
	Sustainable cities and communities	Attendo builds care properties that contribute to urban development, make society inclusive, safe and sustainable and helps local authorities offer publicly financed care of high quality to more people who need care.	Attendo opened 274 new beds in own operations in 2022 and began construction of 166 new beds. Several projects for transition to climate-smart solutions have been carried out at individual buildings.
	Peace, justice and strong institutions	Attendo contributes to providing greater freedom of choice and influence over their care to older people and people with disabilities, which increases their participation in society.	Attendo moved the intranet in 2022 to the employee app, Appendo, and increased the use of the relatives app, Nära, in more local units.



# Sustainability indicators 2022

Attendo seeks to follow Nasdaq's guidelines for reporting Environmental, Social and Governance (ESG) indicators. The reported indicators consist of actual performance or estimations that reflect Attendo as a whole.

## Environment and climate

In 2021, Attendo began to refine reporting and develop new methods related to the environment and climate. The work continued in 2022. Indicators are mainly based on actual consumption and refer to market-based and/or location-based GHG emissions from vehicles, travel and buildings

(Scope 1 and 2) and volumes and/or the value of purchased goods and services (Scope 3). A standardised calculation of emissions from employee commuting is also reported for Scope 3. Attendo will continue to refine the calculations of indicators. The indicators are based on assumptions and calculation support provided by an external party.

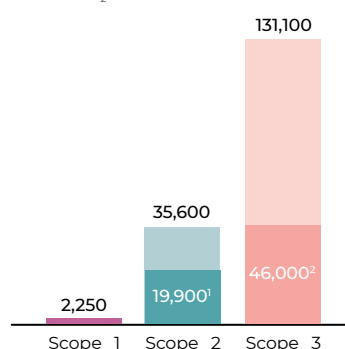
Area	Indicators (volume-based and market-based calculation)	2022	2021
Use of land and buildings	Gross floor space controlled by local Attendo units, m <sup>2</sup>	1,029,500	1,084,000
Energy use	Energy use, kWh per m <sup>2</sup>	200	207
	Energy use, kWh/FTE	9,891	11,800
	Total energy use, MWh	205,950	224,900
Greenhouse gas emissions	Direct GHG emissions from buildings and vehicles (Scope 1), t	2,250	2,500
	Indirect emissions (Scope 2), t <sup>1</sup>	35,600 (19,900)	41,600 (23,800)
	Other indirect emissions (Scope 3), t <sup>2</sup>	46,000 (131,100)	41,800 (119,700)
	Emissions per SEK revenue, g	1.5	2.0
Energy mix	Renewable, %	50	44
	Fossil fuel and peat, %	29	28
	Nuclear, %	14	14
Water use	Thousands, m <sup>3</sup>	1,135	1,318
Waste management and recycling	Total waste produced, t	9,100	8,100
	Of which hazardous waste, t	261	139
	Of which recycled waste, t	6,700	6,300

1) Location-based calculations shown in brackets.

2) Only volume-based calculation (Total including standardised calculation in brackets).

## Greenhouse gas emissions

Tonnes CO<sub>2</sub>e

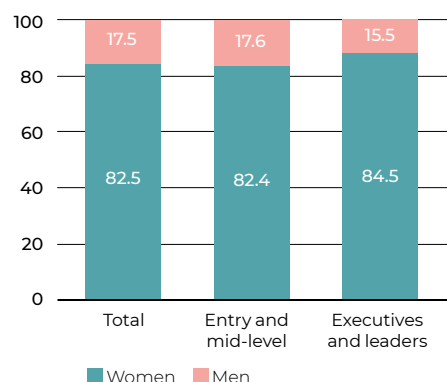


<sup>1</sup>) Location-based emissions (total value refers to market-based emissions).

<sup>2</sup>) Volume-based emissions (total value includes standardised calculations).

## Employee gender diversity

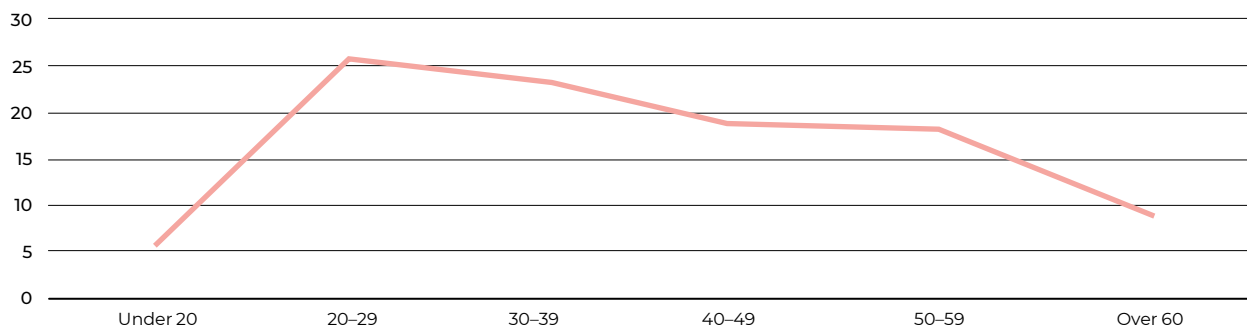
%



## SUSTAINABILITY INDICATORS

## Employee age distribution

%



## Social conditions

Area	Indicators	2022	2021
Employee gender diversity	Number of annual employees (FTE)	20,821	19,041
	Of whom women	17,175	15,894
	Percentage women	82	83
Diversity in entry and mid-level positions	Number of employees	19,769	18,093
	Of whom women	16,286	15,075
	Women in entry and mid-level positions, %	82	83
Gender diversity, senior and executive levels <sup>1)</sup>	No. of leaders	1,052	948
	Of whom women	889	819
	Women in senior and executive positions, %	85	86
Age distribution	Average age	41	40
CEO pay	Total fixed pay, SEK thousand	9,774	8,707
Employee pay <sup>2)</sup>	Average pay, SEK	310,000	290,000
	CEO/employee pay ratio	32	30
Gender pay gap men/women	Median pay, men (SEK)	313,000	297,000
	Median pay, women (SEK)	310,000	289,000
	Pay ratio, women/men	-1.0	-2.7
Serious incidents	Number of reported serious incidents <sup>3)</sup>	32/10	26/8
	Number of incidents per 1,000 employees	2	2

<sup>1)</sup> Senior and executive-level employees include all local leaders, regional leaders and function leaders.

<sup>2)</sup> Median pay to employees refers to the total cost per annual employee (FTE).

<sup>3)</sup> Refers to serious incidents and occupational injuries, Scandinavia resp Finland.

## Corporate governance

Area	Indicators	2022	2021
Board diversity	Number of board members <sup>1)</sup>	7 (9)	7 (10)
	Of whom women <sup>1)</sup>	3 (5)	3 (6)
	Women board members, % <sup>1)</sup>	43 (56)	43 (60)
Board independence	Number of independent board members <sup>2)</sup>	5	5
	Number of union representative members	2	3
	Independent board members, % <sup>2)</sup>	71	71
Board committees	Number of committees	2	2
	Number of committees chaired by women	1	1
	Committees chaired by women, %	50	50
Collective bargaining	Annual FTE covered by collective bargaining agreements, %	100	100
UN Sustainable Development Goals	Direct material impact	6	6
	Some material impact	8	8
	No impact	3	3

<sup>1)</sup> Excluding union representatives (including in brackets).

<sup>2)</sup> Independent in relation to the company and owners, excluding union representatives.



# Sustainability risks

Attendo's structured work with risks and risk management is a central component of Attendo's strategic process. This work is **based on Attendo's strategic objectives and financial targets**, with focus on the ambitions and targets described for each focus area above, and includes **identifying, assessing and managing risks** that these ambitions and targets will not be attained. Sustainability-related matters and risks are also discussed and managed in day-to-day operations, in connection with performance of activities and targets in each focus area, as well as within the framework of Attendo's standard processes - not least importantly in dialogue with local authorities, suppliers and employees.

Area	Risk	Risk management
<b>Quality of life</b>	Substandard quality and/or inadequate management of actual or perceived shortcomings in quality can lead to dissatisfaction and, by extension, loss of trust and reputation among customers and their relatives, employees and contracting authorities, as well as the general public. Quality shortcomings can also lead to inconvenience or risk of healthcare/social care injuries to individuals, which in more serious cases can entail risk of contractual sanctions, lost contracts and legal sanctions.	Attendo works in a systematic and goal-oriented manner to measure and follow up quality work at individual operations and in the company as a whole. Aimed at ensuring a high minimum quality level, Attendo applies shared working methods that cover all operations, comprehensive internal systems and procedures for tracking quality and a quality system in which shortcomings can be quickly discovered and corrected. Attendo also has a whistle-blower system that makes it possible for employees to raise the alarm if they suspect serious deviation.
<b>Value-adding care solutions</b>	Risks related to this focus area include the risk that Attendo will establish operations or launch innovations and methods for which 1) there is no value or local demand, either due to over-establishment, declining payment capacity or unwillingness to contract private providers, or that 2) do not fulfil the requirements set by the contracting local authority or supervisory authorities regarding the design of operations.	Attendo works to establish new homes only in geographical areas where there is a long-term, structural shortage of care beds and an agreement with the local contracting authority. Attendo also works strategically to influence the conditions for private providers and to persuade government authorities to allow new innovations or methods that improve quality or increase care efficiency (see also the "Risks and risk management" section).
<b>Empowered employees</b>	The care, commitment and competence of Attendo's employees are critical to ensuring that customers and their relatives as well as contracting local authorities are satisfied with our services. Care provision is based on people taking care of people. It is an operation that requires both many people to perform that work and that the people involved perceive their work to be meaningful. Being a preferred employer is thus a prerequisite for Attendo's care model. If Attendo's employees cannot perform their tasks, are unhappy or are no longer committed, there also is risk they will resign or have to go on sick leave. There are currently shortages of various competences across the care sector, which affect Attendo and all other providers, and which make it necessary for Attendo to stand out as a company that is both attractive to seek out and stay with.	Attendo measures employee job satisfaction, monitors local sickness absence rates and employee turnover and, as needed, assists local leaders with action plans. Employees are offered opportunities to build their competence by means including web-based training and further training to gain managerial or specialist competence is encouraged. Central projects are ongoing to secure recruitment in occupations where there are shortages, such as nurses. Work environment management is pursued systematically to ensure a safe and secure work environment. Analyses and actions are regularly discussed at workplace meetings. In addition to regional monitoring, random checks are carried out in which the work environment is audited and leaders and employees are interviewed. Action plans are prepared as necessary.
<b>Environmental care</b>	Risks related to this focus area are linked mainly to the buildings in which Attendo operates, purchases, waste and waste management and the vehicle fleet. There are also risks associated with climate change, such as higher risk of flooding, landslide, erosion and heatwaves, which can have impact on the health of both customers and employees.	Attendo works strategically to reduce its environmental impact. The work is performed in accordance with the company's Environmental Policy and Purchasing Policy and establishes how the business should be operated with care for the environment. All leaders are responsible for ensuring that the local operation complies with the environmental laws that apply and take national and local environmental aspects into consideration with regard to products and services, buildings, transport, energy and water use and waste management.



#### Responsible operations

The main risks related to this focus area are that Attendo or its employees will breach contracts or break rules and consequently expose the company to lost contracts or legal sanctions and/or call into question or damage the Attendo brand. Attendo's business model is based on a strong foundation of shared values and methods, but with decentralised responsibility and ownership for each local operation. Extensive local responsibility gives us the capacity to maintain a spirit of entrepreneurship and take decisions faster and closer to customers and their relatives as well as the local authorities that engage our services. This does, however, also entail risk that local operations or individual employees will fail to comply with shared methods or internal rules. Due to the nature of the operations, Attendo is generally prevented from responding to publicity related to individuals. Attendo does not accept corruption in any form. Risks of corruption exist, however, in relation to tenders to contracting local authorities and Attendo's own sourcing of suppliers, e.g., in relation to new construction or strategic purchases.

Attendo's Code of Conduct contains clear guidelines for how leaders and employees are expected to act in connection with central issues, such as in relation to customers, in business dealings related to procurement and in relation to ongoing contracts. For example, Attendo does not allow individual employees to accept gifts or give gifts from/to customers, contracting authorities or suppliers. We have central and local policies, guidelines and instructions, as well as control procedures for following up the same, and internal controls for managing identified risks. We are continuously further developing governance and reporting structures that provide a good overview and understanding of decentralised operations.



# Auditor's opinion regarding the statutory sustainability report

TO THE GENERAL MEETING OF THE SHAREHOLDERS IN ATTENDO AB  
CORPORATE REGISTRATION NUMBER 559026-7885.

## Engagement and responsibility

It is the Board of Directors who are responsible for the 2022 sustainability report (pages 19-43 and 116-118) and for that it has been prepared in accordance with the Annual Accounts Act.

## Scope and orientation of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12, *The auditor's opinion regarding the statutory sustainability report*. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing, ISA, and other generally accepted auditing standards in Sweden. We believe the examination has provided us with sufficient basis for our opinion.

## Opinion

A statutory sustainability report has been prepared.

Stockholm, 20 March 2023  
PricewaterhouseCoopers AB

**Erik Bergh**  
Authorised Public Accountant



## TAXONOMY-ALIGNED ECONOMIC ACTIVITY

## Proportion of Taxonomy-aligned economic activities

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities

## Substantial contribution criteria

DNSH criteria  
(Do No Significant Harm)

Economic activities	Code(s)	Absolute turnover	Proportion of turnover	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of turnover, year N	Taxonomy-aligned proportion of turnover, year N-1	Category (enabling activity)	Category (transitional activity)
		[SEKm]	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	Percent		
<b>A. TAXONOMY ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																				
Activity 1																				
Activity 2																				
Turnover of eligible Taxonomy-aligned activities (A.1)																				
<b>A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
Activity 1																				
Activity 3																				
Turnover of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																				
Total (A.1 + A.2)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>B. TAXONOMY NON-ELIGIBLE ACTIVITIES</b>																				
Turnover of non-eligible activities (B)		14,496	100																	
Total (A + B)		14,196	100																	



## TAXONOMY-ALIGNED ECONOMIC ACTIVITY

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities

## Substantial contribution criteria

DNSH criteria  
(Do No Significant Harm)

Economic activities	Code(s)	Absolute CapEx	Proportion of CapEx	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of CapEx, year N	Taxonomy-aligned proportion of CapEx, year N-1	Category (enabling activity)	Category (transitional activity)
		[SEKm]	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	Percent		
<b>A. TAXONOMY ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																				
<i>Activity 1</i>																				
<i>Activity 2</i>																				
<b>CapEx of eligible Taxonomy-aligned activities (A.1)</b>																				
<b>A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
<i>Transport by motorbikes, passenger cars and light commercial vehicle</i>	6.5	25	2																	
<i>Acquisition and ownership of buildings</i>	7.7	1,019	82																	
<b>CapEx of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>		1,044	84																	
<b>Total (A.1 + A.2)</b>		<b>1,044</b>	<b>84</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>B. TAXONOMY NON-ELIGIBLE ACTIVITIES</b>																				
<b>CapEx of non-eligible activities (B)</b>		204	16																	
<b>Total (A + B)</b>		<b>1,248</b>	<b>100</b>																	

## TAXONOMY-ALIGNED ECONOMIC ACTIVITY

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities

Substantial contribution criteria

DNSH criteria  
(Do No Significant Harm)

Economic activities	Code(s)	Absolute OpEx	Proportion of OpEx	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of OpEx, year N	Taxonomy-aligned proportion of OpEx, year N-1	Category (enabling activity)	Category (transitional activity)
		[SEKm]	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	Percent		
<b>A. TAXONOMY ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																				
Activity 1																				
Activity 2																				
OpEx of eligible Taxonomy-aligned activities (A.1)																				
<b>A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
Activity 1																				
Activity 3																				
OpEx of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																				
<b>Total (A.1 + A.2)</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>B. TAXONOMY NON-ELIGIBLE ACTIVITIES</b>																				
OpEx of non-eligible activities (B)		345	100																	
<b>Total (A + B)</b>		345	100																	