

QUALITY AND SUSTAINABILITY
REPORT 2020

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This is an offprint from the sustainability report that was originally published in Attendo's Annual Report & Sustainability Report 2020. You can find the original publication and other information about Attendo at www.attendo.com.

SUSTAINABILITY AT ATTENDO

Attendo is working actively to conduct sustainable operations that support the fulfillment of the UN's sustainable development goals. Our sustainability strategy and practical sustainability work is focused on three main areas: development of society, quality and employees.

SUSTAINABLE CARE

Care services are a vital part of a sustainable society. When people who need care are supported in their everyday lives, their fundamental rights to life, health and well-being, as well as empowerment, equal opportunity and gender equality are met.

Attendo is a significant provider of care services and adds new capacity, new methods and innovations to society. By giving more people access to cost-effective, high-quality care, Attendo is contributing to sustainable social development.

As an employer, we are also contributing to decent working conditions, career

OUR FOCUS AREAS

- Development of society
- Quality
- Employees

opportunities and influence for more than 25,000 employees. Attendo works systematically to ensure that the environmental and climate impact of the business is sustainable.

Focus area	Key indicator	Outcome 2020	Outcome 2019
Development of society	• New beds under construction, number	1,036	1,980
	• New beds in own operations, number	1,349	1,950
Quality	• Internal Quality Thermometer score, 0-100 (excl Finland 2020)	85%	84%
Employees	• Employee job satisfaction, 1-5	3.9 av 5.0	3.9 av 5.0
	• Employee satisfaction with immediate manager, 1-5	3.9 av 5.0	3.9 av 5.0

SUSTAINABILITY REPORTING AT ATTENDO

Attendo's sustainability report covers the group and all subsidiaries. It provides a general description of sustainability aspects relevant to Attendo's area of operations, business model and stakeholders, as well as the strategy, targets and outcomes of our sustainability work.

The report concludes our sustainability efforts in our focus areas and the areas required by law. Attendo's contributions to achieving the UN Sustainable Development Goals (SDGs), sustainability risks and risk management, and sustainability indicators according to the Nasdaq guidelines.

ATTENDO'S BUSINESS MODEL AND STAKEHOLDERS

Values-based care characterised by experience, quality and efficiency

Attendo's business concept is to deliver cost-effective, high-quality care services to customers and their families and contracting local authorities. On the strength of values, experience, shared knowledge of the best methods and structured quality improvement, Attendo is able to deliver higher customer satisfaction, higher quality and more care for the tax money spent.

Revenues stems from care allowances or contractually agreed remuneration for care delivered. Contracts are typically multi-year and refer to publicly procured services, outsourcing agreements and customer choice systems of various kinds. Operational costs consist mainly of wages and salaries, supplies used in operations and rent for premises.

STAKEHOLDERS

Customers

Attendo's customers have been assessed as having care needs that must be met under national law. The care services are delivered as ordered by the payor, usually a local authority.

Attendo's vision is "empowering the individual", which means that we must see, support and strengthen everyone so that the people under our care can lead safe, secure and independent lives.

Relatives

Relatives are the people who have personal ties to the customer, such as their spouses, other family members, or close friends. They are the closest stakeholders surrounding the customer - the people who look out for the customer's safety, security and well-being.

Attendo provides experienced, committed care. We aim to make relatives feel that the people they love are living good lives in safe hands.

Employees

Attendo's values-based work is aimed at giving employees a sense of participation, meaning and commitment in their work. Short decision paths and a decentralised organisation with access to support functions helps generate motivation and development in everyday work. Attendo offers employees meaningful jobs where they can exert influence, develop personally and professionally - and make a difference.

Contracting local authorities

Contracting 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 they have invested.

Attendo's constant endeavour is to be a reliable, solutions-oriented partner that delivers safe, secure and cost-effective care.

ATTENDO'S SUSTAINABILITY WORK: STRATEGY, TARGETS AND OUTCOMES

Attendo works according to a sustainability strategy focused on stakeholder preferences and priorities. Our practical sustainability work concentrates on three main areas: social development, quality and employees. Through our work, we are also contributing actively to attaining six of the UN Sustainable Development Goals.

Stakeholder dialogue and follow-up

Attendo engages in ongoing dialogue with the company's main stakeholders - customers and their families and local authorities - as well as suppliers, investors, politicians and government agencies. The stakeholder dialogue results in greater understanding of their expectations on Attendo and pinpoints the focus areas for our work.

We track satisfaction among our customers and their families as well as contracting local authorities through regular surveys and ongoing discussions. Employee preferences and opinions

are discovered through employee surveys, workplace meetings and performance and development dialogues.

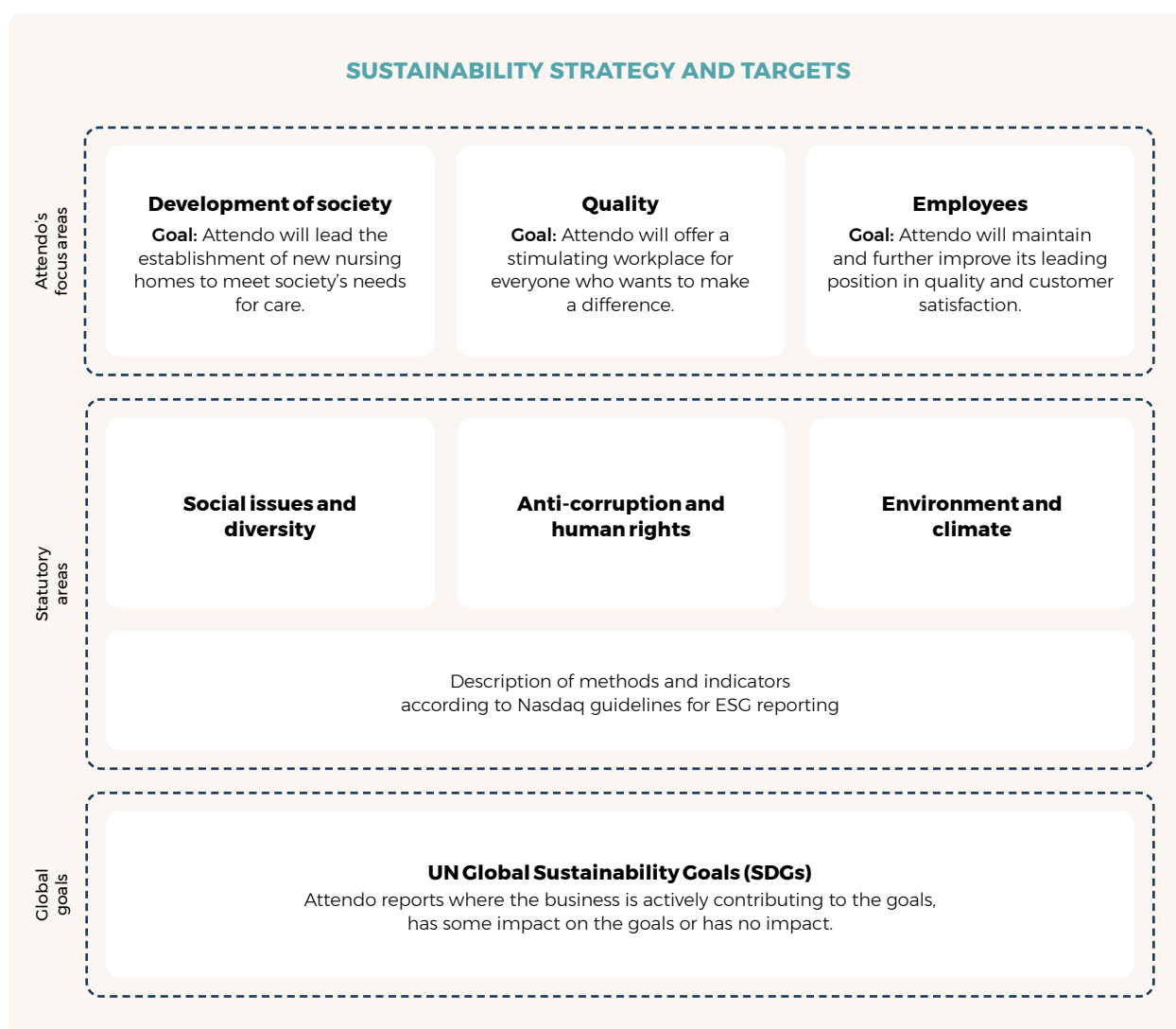
Materiality analysis

Materiality analysis is used to identify the topics that are most important to Attendo's stakeholders. They cover about 30 sustainability topics in various subject areas, three of which have been identified as the most significant: social development, quality and employees. Overall targets and relevant key figures have been defined for each of these focus areas.

Targets, key figures and outcomes

Sustainability targets, key figures and outcomes for 2020 in each focus area are shown on page 17.

Additional indicators are presented on page 32-33: environment and climate, social sustainability and diversity and



anti-corruption and human rights. Attendo reports these indicators in compliance with ESG reporting guidelines issued by Nasdaq. There are no group-wide targets for these indicators.

Following up on outcomes

Attendo follows up on the outcomes of the sustainability programme every year. This is accomplished through dialogue with business area management and key functions including quality, HR, new establishment and purchasing. Initiatives are summarised and reported and a dialogue is held about which priorities should be set for future years. This approach leads to continuous development of sustainability efforts in Attendo's focus areas, as well as the aspects specified in legislation.

Policy documents and guidelines

Sustainability work at Attendo is manifest in a central sustainability policy that covers all sub-areas. Other existing policy documents and the sustainability areas they govern are specified in the table. The documents are regularly updated to include new priorities or changes that have emerged in stakeholder dialogues or in accordance with new legal or contractual requirements.

Sustainability risks and risk management

Attendo is exposed to direct and indirect sustainability risks that could impact our stakeholders in day-to-day operations, as well as contractual conditions and the company's brand and reputation. Sustainability risks and risk management are reported on page 31. For other operational risks, see the "Risks and risk management" section on page 45.

Area	Policy documents and guidelines beyond Attendo's Sustainability policy
Development of society	Code of Conduct
Quality	Guidelines for Quality Work, Quality Index
Employees	Code of Conduct
Social issues and diversity	Code of Conduct
Anti-corruption and human rights	Code of Conduct
Environment and climate:	Environmental Policy, Purchasing Policy, Travel and Lodging Guidelines





CARE THAT BENEFITS SOCIETY

Care is profoundly important to customers and their families, employees and society as a whole. The public demand is that every individual must be offered good care that provides safety, independence and quality of life. Attendo is making a goal-oriented contribution to that effort.

Society is facing higher care needs

There is a shortage of care beds in the Nordic countries. According to the National Board of Housing, Building and Planning (Boverket), 109 out of 290 local authorities in Sweden had a shortage of nursing homes in 2020 and 144 local authorities reported a shortage of homes for people with disabilities.

The demographic trend indicates a steep rise in the population aged 85+ in the Nordic countries in the next 15 years. In our assessment, we are going to need to build about 75,000 new nursing home beds in Sweden, Finland and Denmark by 2030. The forecast includes new capacity as well as replacement of existing homes that no longer meet current standards.

Leaders in new establishment

Private providers 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 also leads to several benefits to society. A home with about 60 apartments creates more than 30 annual jobs during the building phase and more than 50 jobs once it is up and running.

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 property developer and investors to staff recruitment and moving in of residents.

The high rate of openings in the last three years has led to significant occupancy problems with significant vacancies related to total beds available within Attendo. The rate of openings was therefore decelerated in 2020 compared to the peak years of 2018 and 2019. The intent is to maintain a more sustainable rate of opening of new care homes in the next few years.

Goal-oriented efforts to manage skills shortages

An expanded care system is going to require more employees. There are already shortages in several care occupations in the Nordic countries. Alongside this, a high rate of retirement is expected among care workers in the next few years.

Attendo is making goal-oriented efforts to persuade more people to seek out careers in the occupations where there are shortages and participates regularly at various job fairs. In one particular project ongoing since 2015, Attendo has recruited nurses from The Philippines to Sweden and Finland. Attendo initiated a new programme in 2020 aimed at recruiting an additional 1,000 nurses from The Philippines over the next four years.

Addressing complex care and health care challenges

Attendo is addressing complex care and health care challenges. The services we provide include care for individuals with multiple diagnoses and individuals with multiple disabilities or especially 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 two of only three 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

OBJECTIVE AND OUTCOME

Attendo aims to lead the establishment of new homes and meet society's needs for new nursing home beds.

1,036

Number of new beds under construction at year-end 2020/2021.

1,349

Number of new beds opened in own operations during 2020.

issues and work actively to match individuals enrolled in daily activities programmes with work opportunities.

In Finland, we are helping to secure access to care in numerous small communities. Many local authorities choose to partner with Attendo because it helps promote new methods and quality improvement in care. At the same time, this gives municipalities a clear view of their own costs, which leads to more efficient use of taxpayers' money.

A significant taxpayer

Attendo is one of the private care services providers in Sweden and Finland that pays the most tax. During the period 2016-2020, Attendo paid an average of SEK 140 million in corporate taxes per year, whereof SEK 80 million in Sweden and SEK 58 million in Finland. Attendo always pays taxes in the country where profits are generated.

In addition to tax on the company's profits, Attendo also pays payroll taxes and social fees. In 2020, social expenses were SEK 1.062 billion, whereof SEK 955 million in Sweden and SEK 107 million in Finland.



GOOD RESULTS OF SYSTEMATIC QUALITY IMPROVEMENT

Attendo's quality improvement goes further than what is required by law and contracting local authorities. The ambition is to offer high and stable technical quality and drive the development of new methods and new technology in the industry. Attendo works systematically to constantly monitor and enhance quality improvement.

Quality that is measured and followed up

Attendo constantly strives to improve both technical and perceived quality. Accordingly, we work systematically to further develop, measure and follow up our operations. Much of what is now considered industry standards, such as social documentation, contact persons and personal time, are the results of Attendo's development work.

For a long time, the focus remained on measured "technical" quality. We are now working to also improve perceived quality: how satisfied our customers and relatives are with the service Attendo delivers. Two new apps were launched in 2020 to improve communication among employees and between Attendo and relatives. Along with apps for mobile planning and documentation, they are examples of how we are working to improve the care we deliver.

Above and beyond legal and contractual requirements

The content of our care services is regulated in contracts, laws and provisions. 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 ensuring that care is of good quality and regularly inspect our operations.

Attendo documents and regularly evaluates care services and 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 coaches or other local managers.

After the care crisis in 2019, Attendo Finland has through systematic improvements increased customer and relatives satisfaction, and also reduced both the number of inspections and remarks from supervisory authorities.

New way of working with quality improvement

In 2020, work began on developing a new systematic working method around quality. The new quality model will focus on three areas: 1) perceived quality, 2) results of care interventions, and 3) technical quality and processes. The new way of working will be gradually developed and introduced in operations in the coming years, starting in Finland. As a consequence, there are no numbers for comparison for Finland for the year 2020.



OBJECTIVE AND OUTCOME

Attendo will strive to maintain and further improve its leadin position in quality and customer satisfaction.

85 / 100

Outcome in the internal quality thermometer (excl. Finland)

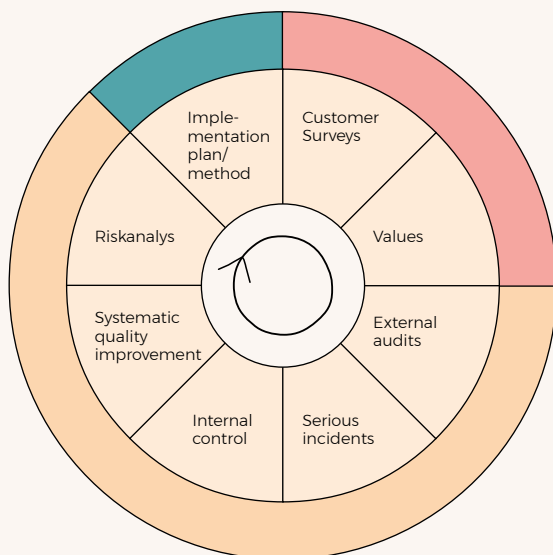
INDUSTRY-LEADING QUALITY IMPROVEMENT

Attendo was the first care provider in the industry to establish a digital quality system. The latest version is called AQ20. The quality initiatives for each local operation are entered into the system and evaluated based on three aspects: customer satisfaction, systematic improvement and best available knowledge.

The system is used to generate Attendo's own quality index, the Quality Thermometer. It consists of nine components within the three mainstays. Each component and the weight assigned to it is adapted to local operations.

Outcomes at the unit, regional and group level provide a comprehensive view of how well quality improvement is working and what needs to be done to further enhance quality. Central quality functions regularly carry out internal inspections and audits and provide training and support to local quality coaches.

QUALITY THERMOMETER (AQ20)



Attendo's quality monitoring system is based on three mainstays:

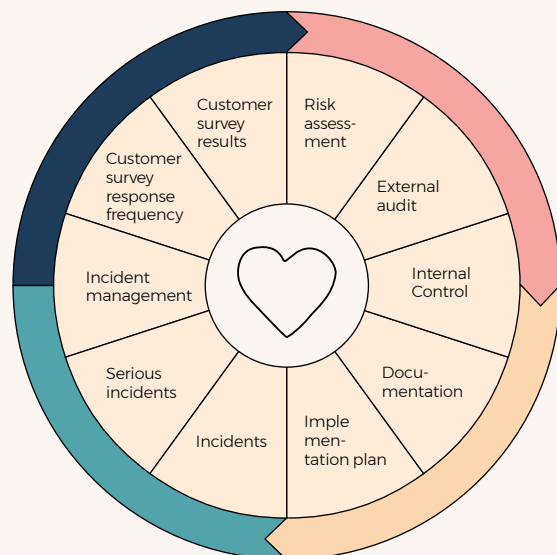
- 1 Customer satisfaction.** Our efforts are always based on the needs and preferences of the customer. We work constantly to enhance the customer's experience and satisfaction with our services.
- 2 Systematic improvements.** We work systematically with every aspect of planning, execution, monitoring and development. Systematic quality improvement ensures that we comply with laws and regulations and take advantage of opportunities for operational improvements.
- 3 Best available knowledge.** Attendo gathers and spreads the best available knowledge and methods across the organisation. We compare outcomes among units to identify and spread optimal work procedures.

SYSTEMATIC IMPROVEMENTS

The Quality Wheel is our model for systematic quality improvement. The four parts of the wheel - planning, implementation, evaluation and development - contain approaches and methods used in day-to-day work as well as tools for measuring, monitoring and improving our initiatives.

A comprehensive review of quality work was initiated in Finland in 2020, which will lead to new group-wide quality methods. In conjunction, AQ20 has been phased out of the Finnish operations. The new quality model will be introduced in Scandinavia in 2021 and new key figures will be defined.

QUALITY WHEEL



Planning: Our work is planned digitally, based on customer preferences and needs, and is described in up-to-date implementation, health, care and rehabilitation plans.

Implementation: Day-to-day work is supported by guidelines in the form of handbooks in the areas of quality, employees, activities and mealtimes. Digital tools are used to ensure that no care services are inadvertently omitted.

Monitoring: We monitor quality in every local operation through regular audits and customer and employee surveys in order to learn lessons from initiatives and identify potential improvements.

Development: Results from monitoring lays the foundation for operational development and action plans. Employee skills development is a key component of quality improvement. The Quality Department monitors news, innovations and the latest research and regularly communicates the information to the organisation.

A STIMULATING WORKPLACE FOR PEOPLE WHO WANT TO MAKE A DIFFERENCE

Our employees are Attendo's most vital resource. Their care, commitment and competence are critical to ensuring that our customers and their families are satisfied with our efforts. We are committed to offering a stimulating workplace to everyone who wants to make a difference.

A company with clear values

Attendo is a large company with a large workforce. Our vision and our values both express ambitions and are the tools for achieving them. The values - care, commitment and competence - function as signposts towards fulfilling the vision: Empowering the individual. The vision means that we must see, support and strengthen everyone in everything we do. The aim is to ensure that everyone can lead independent and meaningful lives.

Our values work is based on the circumstances in individual units 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. Regular "values weeks" ensure special focus on values work.

Care Heroes in the spotlight

Attendo intensified its focus during 2020 on employees who make a difference in care. Each region in Scandinavia has recognised a regional Care Hero – someone who has tested new methods, demonstrated particular ability to boost care or has been a role model to others. After a vote by all employees, Lovelyn Buking, a nurse at Attendo HSL Västerås, was named Care Hero of the Year.

In Finland, extensive work to improve the employee experience launched in 2020. Under the term "the Change Journey" a number of initiatives are taken to improve communication and feedback, in order to get employees involved in the work to improve both the practical work and Attendos reputation.

A Code of Conduct guides our work

Attendo's Code of Conduct contains guidelines and support for our day-to-day work. The Code covers business ethics as well as areas including human rights, discrimination, whistle blower protection, employment conditions and health and safety. All Attendo employees are regularly informed of their obligation to understand and comply with the Code.

Committed employees

Attendo is firmly committed to being an attractive employer and believes employees should be happy with their personal work situation and their immediate managers. 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. In 2020, employee engagement (eNPS) increased to the highest listing ever, with an eNPS result of 16 (Scandinavia) and 7 (Finland), respectively.

At Attendo, leadership is all about accountability, visibility and accessibility. Local managers bear personal responsibility for their operations while delegating responsibility so that employees feel empowered. Support functions and procedures ensure that operations maintain a consistently high minimum level.

Ongoing skills development

Attendo offers training to new and existing employees. New employees are provided a thorough introduction including supervised shifts and a mentor programme. All skills 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.

In 2020, newly established development grants were awarded to an outstanding employee and to a local operation for demonstrating particularly good ideas for improving care.



Managers with extensive personal responsibility

Attendo works systematically to recruit and develop outstanding managers. At Attendo, leadership is all about accountability, visibility and accessibility. Local managers bear personal responsibility for their operations while delegating responsibility so that employees feel empowered. Support functions and procedures ensure that operations maintain a consistently high minimum level.

A good work environment

Attendo works actively, systematically and preventively to reduce risks and promote employee health and safety. We train managers and employees to assess risks and act in a manner that ensures safe and secure workplaces and prevents the risk of threats and violence. Periods of sickness leave are followed up to help employees quickly return to work.

OBJECTIVE AND OUTCOME

Attendo shall offer a stimulation workplace for everyone who wants to make a difference.

3.9

Employee job satisfaction
(1-5)

3.9

Employee satisfaction with
immediate manager (1-5)

A COMPANY THAT REFLECTS SOCIETY

Attendo is committed to diversity among our employees, which makes it easier to meet our customers' needs and cater for their preferences. We are actively contributing to increasing the percentage of women managers in business.

Attendo is a diverse company

Attendo is made up of a diverse family of employees, which is a prerequisite for providing care to every customer by employees who understand their needs. Dementia care imposes particular demands that employees understand and can relate to residents' linguistic and cultural background, as for many people, losing languages and cultural expressions learnt later in life is part of the condition.

Attendo's operations in Sweden provide care in at least one other language in addition to Swedish. Finnish, which is offered by at least half of all operations in care for older people, is the most common. All nursing homes have employees who are fluent in one or more foreign languages.

Respect for human differences

Attendo welcomes employees from various cultural and ethnic backgrounds. Every Attendo employee must be treated respectfully and given equal conditions of employment, working conditions and opportunities for career development.

Attendo wants proud employees who uphold the principle of the equal dignity of all human beings. We actively work against all forms of discrimination - among employees, among customers, and between customers and employees. Managers discuss and regularly inform employees about Attendo's efforts to prevent discrimination. Employees are encouraged to report suspected discrimination to their immediate managers or via Attendo's service for anonymous reporting of unsatisfactory conditions.

Majority women managers

Most Attendo employees are women, at all levels of the company. More than 8 out of 10 managers at Attendo are women, which is much higher than the average in private enterprise. In the Executive Management, both managers with operational responsibility are female.

Attendo is working actively and successfully to give talented employees the opportunity to advance and become local, regional or function managers. Employees who retrain for occupations where there are shortages of employees can be offered study leave and a guaranteed pay rise after they finish their education.



Governance with breadth and expertise

Attendo's owners strive for the Board to have a composition characterized by expertise and breadth regarding the members' competence, experience and background. The board should also be in balance according to gender. During 2020, the board of directors of Attendo AB consisted of four men and five women.

EVERYONE'S RIGHT TO NEEDS-BASED CARE

Attendo works systematically to safeguard all customers' right to care based on their needs and preferences. Our Code of Conduct reduces the risk of discrimination and dubious business relationships.

Inclusive care that safeguards human rights

People who seek care from Attendo reflect the diversity of society. It is important that all human beings are respected, regardless of cultural background, gender, sexual orientation or religious beliefs.

Attendo works to ensure that all customers can independently express their wishes and have their needs met. The image support tool Pict-O-Stat is used in care for people with disabilities to create empowerment. The Mobile Care app is used to individualise care for older people and the customer's needs and preferences are continuously documented.

Attendo's anti-discrimination work is followed up through ongoing employee dialogues and central follow-up of reported cases of discrimination.

Protect life and health

Attendo's activities aim to protect every person's right to life and health, regardless of diagnoses, conditions or stages of life. During the Corona pandemic, emphasis has been placed on protecting risk groups from infection, where especially the elderly were among the most vulnerable. Attendo has consistently taken measures that have gone beyond the authorities'

recommendations to limit the pandemic's repercussions on customers, relatives and employees. Read more on pages 6-7.

Clear standards for employees and suppliers

Attendo is a significant supplier to the public sector. In order not to jeopardise our business relationships, Attendo's brand or reputation, we strive to ensure that our services always meet or exceed contractual and legal requirements.

Attendo's Code of Conduct regulates how people who represent or have a business relationship with Attendo are expected to conduct themselves in relation to our stakeholders. All employees and suppliers must follow the Code. Breaches may lead to warnings and/or termination of agreements. In 2020, one deviation has been concluded according to routine.

Good relationships with trade unions

Attendo strives to maintain good and close dialogue with our employees' local and central union representatives to rapidly resolve labour conflicts. Attendo complies with collective agreements as regards pay and other working conditions. All Attendo employees are covered by collective agreements.



RESOURCE-EFFICIENT AND SUSTAINABLE CARE

Society expect businesses to contribute to the transition to an environmentally sustainable future. Attendo is working systematically to conserve resources and make choices that reduce the environmental and climate impact of our business.

Smart and effective choices for the environment

Attendo is a service company with clearly limited environmental load. The environmental and climate impact that arises in our business comes primarily from buildings and vehicles, as well as food and other consumables used in operations.

Attendo's Environmental Policy guides us towards making greener choices in the areas of purchasing, transport, energy and water consumption and waste management (including environmentally hazardous waste). The results include a travel policy in which rail is the preferred mode for trips of up to 500 km. Attendo implemented Microsoft Teams in 2020, which has facilitated online meetings and digital work processes during the Covid pandemic.

Environmental management for continuous 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.

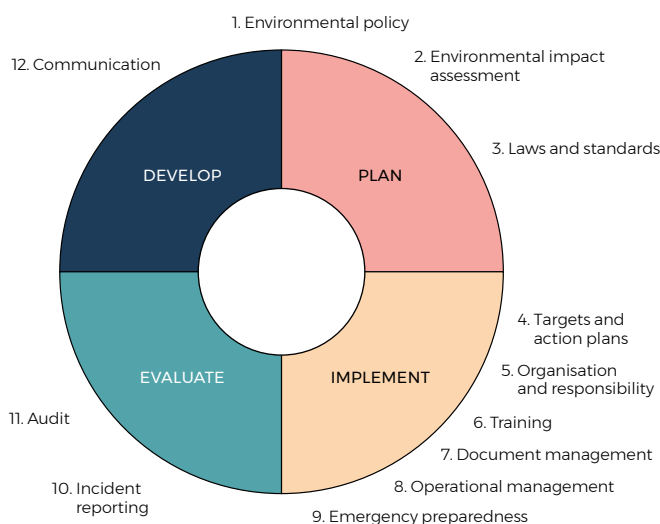
Improvements and novel solutions are planned based on the conclusions, from which we select and implement measures and subsequently analyse the results. Thereafter, we go back to the drawing board. In this way, Attendo's environmental work is developed and improved from one year to the next.

Attendo's business areas conduct their own projects and set targets within the framework of the environmental management system. Within Attendo Scandinavia in 2020, actions included introducing two vegetarian meal options per week, reducing food waste, exploring and considering eco-labelled products and preparing a roadmap to a fossil-free vehicle fleet. Corresponding projects in Finland in 2020 were about reducing energy use, purchases of consumables and improve food handling.

Purchasing to reduce environmental impact

Attendo coordinates all purchasing to achieve advantages and ensure environmental benefit. To qualify for Attendo's central purchasing system, suppliers must meet the requirements specified in Attendo's Environmental Policy.

ATTENDO'S ENVIRONMENTAL MANAGEMENT SYSTEM









ATTENDO'S CONTRIBUTION TO THE UN GLOBAL 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 making direct and indirect contributions through its operations and examples of direct contributions in 2020 are presented below.

Attendo's contribution to UN's Sustainable Development Goals (SDG)

Direct contribution

Goal	Definition	Attendo's contribution	Examples of initiatives in 2020
	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 2020, Attendo worked forcefully to limit the impact of Covid-19 on older people and consistently went above and beyond official recommendations concerning, for example, the use of PPE.
	Gender equality	Attendo has a high proportion of women employees, including managers, which contributes to increasing women's influence and empowerment in business and in society as a whole.	The company appointed a new female business area director for Attendo Scandinavia. Since 2019, the top executives of both Attendo business areas are women and members of executive management. Five out of nine board members are women.
	Decent work and economic growth	Attendo has a good and close relationship and cooperation with local units and complies with applicable collective agreements that offer employees good working conditions and benefits.	Attendo has closed new wage agreements for all employees with wage increases on par with the industry. A new career development grant for outstanding employees and local operations has been established.
	Reduced inequalities	Attendo actively spreads the best working methods throughout its operational geographies, which increases health and care equality for people who need care.	A new, group-wide operational model - Attendo Way - has been developed and implementation has begun in all countries where Attendo operates. A new model for quality improvement is being developed.
	Sustainable cities and communities	Attendo builds care properties that contribute to urban development, make society inclusive, safe and sustainable and helps local authorities offer high-quality, publicly financed care to more people who need it.	During the year, Attendo began construction of 1,036 new beds in care homes and opened 1,349 finished beds in own operations.
	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 launched two new apps in 2020 to improve communication between Attendo and relatives and between Attendo's employees.

Indirect contribution

Goal 4: Quality education, Goal 6: Clean water and sanitation, Goal 7: Affordable and clean energy, Goal 9: Industry, innovation and infrastructure, Goal 12: Consumption and production, Goal 13: Climate action, Goal 14: Life below water, Goal 15: Life on land

No impact

Goal 1: No poverty, Goal 2: Zero hunger, Goal 17: Partnerships for the goals

Sustainability risks and risk management

Area	Risks	Risk management
Development of society	Risks include that Attendo will establish operations for which there is no local demand, either due to over-establishment, declining payment capacity or unwillingness to contract private providers, or operations that do not fulfil the requirements set by the contracting local authority or national 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 where the prerequisites for closing agreements with the local contracting authority exist. Attendo also works strategically to influence conditions for private providers (see "Risks and risk management" section).
Quality	Substandard quality can lead to dissatisfaction, inconvenience or risk of health and social care injuries to individuals, which in more serious cases can entail risk of fines, lost contracts, legal sanctions and loss of reputation for both the individual operating unit and Attendo as a whole.	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 common working methods that apply to all operations and a quality system designed to quickly discover and correct shortcomings.
Employees	The competence, commitment and care of Attendo's employees are critical to ensuring that our customers and their families, as well as contracting local authorities, are satisfied with our efforts. If Attendo's employees cannot perform their tasks, are unhappy or are no longer committed, there is risk they will resign or go out on sick leave. If the employer brand is damaged, there is also risk that it will be more difficult for Attendo to attract new employees. Attendo shares the general risk in the sector of shortages of various skills that are essential to performing the care work that Attendo has undertaken to deliver.	Attendo measures employee job satisfaction, monitors local absenteeism and employee turnover and helps local managers prepare action plans as needed. Employees are offered opportunities to build their skills by means including web-based training. Further training to gain managerial or specialist skills is encouraged. Central projects are ongoing to secure recruitment in occupations where there are shortages, such as nursing. Systematic health and safety management is applied 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 managers and employees are interviewed. Action plans are prepared as necessary.
Social issues and diversity	Risks include lost contracts, legal sanctions and/or that the Attendo brand will be jeopardised or damaged if Attendo violates labour agreements and rules or discriminates on the basis of gender, religion or sexual orientation in operations or in connection with hiring situations.	Attendo complies with applicable collective agreements and strives to maintain good dialogue with union representatives and central union organisations. The Attendo Code of Conduct imposes clear demands on employees, partners and suppliers concerning respect for human rights.
Anti-corruption and human rights	Risks of corruption are associated with tenders to contracting local authorities and Attendo's own sourcing of suppliers, e.g., in relation to new construction or strategic purchases. Human rights risks exist if the company fails to provide care without discrimination based on e.g. religion, gender and sexual orientation or to provide care in a dignified manner and according to need - regardless of the situation. Potential effects include legal ramifications, lost contracts and adverse impact on the brand.	The Attendo Code of Conduct contains clear guidelines for how employees, partners and suppliers are permitted to act in relation to human rights as well as in business relationships, in procurement situations and in relation to ongoing contracts. Breaches of the Code may lead to warnings and/or contract termination for both individual employees and/or involved suppliers. Attendo does not accept gifts to/from customers, contracting local authorities or suppliers.
Environment and climate:	Environmental and climate risks are primarily related to the buildings in which Attendo operates and the company's vehicle fleet. According to the Swedish Environmental Code, operators are responsible for any pollution or other environmental damage and for remediation. 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 customers and employees.	Attendo works strategically to reduce its environmental impact. Efforts are ongoing in accordance with the company's Environmental Policy, which dictates how operations must be run with care and concern for the environment and how employees, partners and suppliers are expected to act. All managers are responsible for ensuring that operations comply with applicable environmental laws and for taking national and local environmental aspects into consideration with regard to products and services, buildings, transport, energy and water use and waste management.

SUSTAINABILITY INDICATORS 2020

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

Environment and climate

Area	Indicators	2020	2019*
Use of land and buildings^{1,2)}	Gross floor space controlled by local Attendo units ¹⁾ , m ²	1,017,000	989,000
Energy usage^{2,3)}	Direct energy consumption, kWh per m ²	137	132
	Direct energy consumption, kWh/FTE	7,700	6,900
	Total direct energy consumption, MWh	139,600	130,500
	Indirect energy consumptions (purchased mains electricity), MWh	29,200	31,600
Greenhouse gas emissions	Direct GHG emissions from buildings and vehicles (Scope 1), t	3,350	3,650
	Indirect GHG emissions from purchased electricity (Scope 2), t	3,300	6,600
	Indirect GHG emissions from other purchases (Scope 3), t	-	-
	Emissions per EUR revenue, g	5.8	7.1
Energy mix, purchased mains electricity³⁾	Renewable	70%	53%
	Nuclear	20%	26%
	Fossil fuel and peat	9%	21%
Water usage⁴⁾	Thousands m ⁵	928	866
Waste management and recycling^{4,5)}	Total waste produced, t	10,400	10,100
	Of which hazardous waste, t	0.83	0.81
	Of which recycled waste, t	3,500	3,400

* Revised 2019 according to updated template for mains electricity.

¹⁾ Gross floor area is calculated based on the average area per bed (Finland), adjusted for the standard area per bed in other countries.

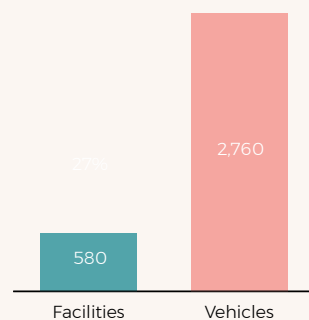
²⁾ Direct energy consumption refers to building-related energy usage (excluding mains electricity), calculated based on available data (Finland). Note that base rent (rent excluding heating and water) applies to the majority of leases in Finland.

³⁾ Indirect energy consumption and energy mix refer to purchased mains electricity as per agreement (Sweden) or the grid energy mix (Finland).

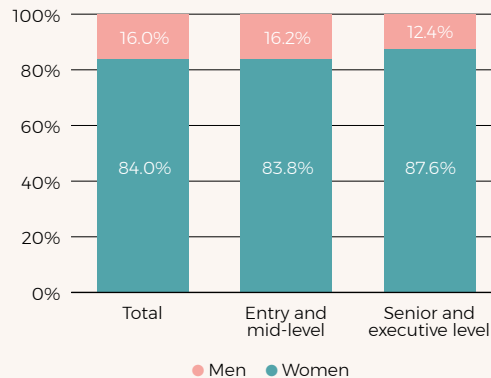
⁴⁾ Water usage and waste are calculated based on average water usage and waste produced per bed based on available data (Finland).

⁵⁾ Recycled waste refers to waste sorted into categories and weighed (Finland).

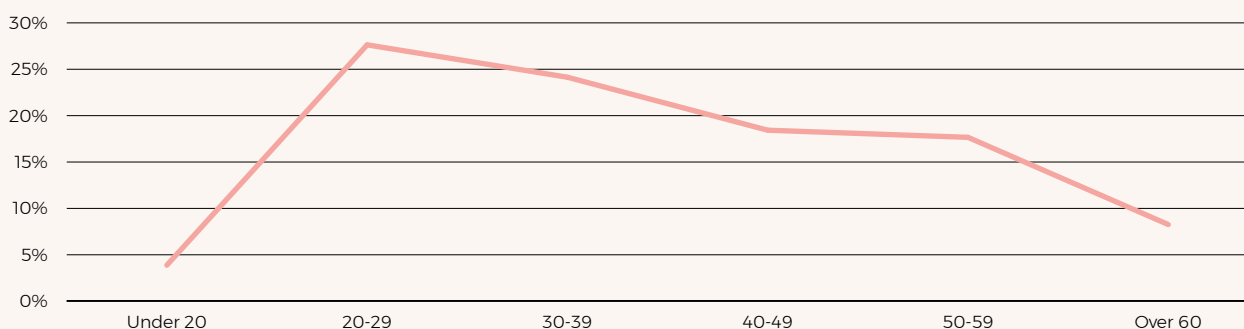
Direct GHG emissions, tonnes



Employee gender diversity



Employee age distribution



Social metrics

Area	Indicators	2020	2019
Employee gender diversity	Number of total full-time employees (FTE)	18,178	16,499
	Of whom women	15,268	13,795
	Percentage women	84%	84%
Gender diversity in entry and mid-level positions	Number of employees	17,323	15,780
	Of whom women	14,519	13,172
	Percentage women in entry and mid-level positions	84%	84%
Gender diversity, managerial and executive level¹⁾	Number of managers	855	719
	Of whom women	749	623
	Percentage women in managerial or executive positions	88%	87%
Age distribution	Average age	39	39
Languages	Number of spoken languages care for older people	57	57
CEO compensation	Total pay and benefits incl. pension and social fees (kSEK/EUR)	12,890 / 1,283,100	11,067 / 1,089,150
Employee compensation²⁾	Median pay and benefits incl. social fees (SEK/EUR)	414,000 / 41,212	445,845 / 42,105
	CEO/employee pay ratio	0.03:1	0.04:1
Wage gap, men/women	Median salary men (SEK/EUR)	417,900 / 41,600	452,644 / 42,747
	Median salary women (SEK/EUR)	413,300 / 41,140	444,513 / 41,979
	Pay gap, women/men	-1.12%	-1.82%
Serious incidents	Number of serious incidents reported and critical observations by regulatory authorities ³⁾	31/1	31/20
	Number of incidents per 1,000 employees	2	2

¹⁾ Senior and executive-level employees include all local managers, regional managers and function managers.

²⁾ Median pay and benefits to employees refers to the total cost of compensation per FTE.

³⁾ Refers to the number of investigated and reported incidents under Lex Sarah/Lex Maria and official matters handled (Finland).

Corporate governance

Area	Indicators	2020	2019
Board diversity	Number of board members	9	9
	Of whom women	5	4
	Percentage women governors	56%	44%
Board independence	Number of independent governors ¹⁾	7	7
	Number of union representative governors	3	3
	Percentage of independent governors	78%	78%
Board committees	Number of committees	2	3
	Number of committees chaired by women	1	1
	Percentage committees chaired by women	50%	33%
Collective wage agreements	Percentage of FTE covered by collective wage agreements	100%	100%
UN Sustainable Development Goals	Direct material impact	6	6
	Some material impact	8	8
	No impact	3	3

¹⁾ Independent in relation to the company and/or owners.

AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

To the general meeting of the shareholders in Attendo AB (publ)
corporate identity number 559026-7885

Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability report for the year 2020 on pages 16-33 and that it has been prepared in accordance with the Annual Accounts Act.

The scope 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 and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Stockholm 12 March 2021
PricewaterhouseCoopers AB

Patrik Adolfson

Authorised Public Accountant
Auditor in charge

