

Principles for remuneration to Executive Management in Attendo

These principles for remuneration shall be applied to the Executive Management within Attendo. The remuneration to Executive Management shall be market based to ensure that Attendo can attract and retain competent executives. Remuneration shall be based on the individual's position, responsibilities and performance. Total remuneration to the Executive Management comprise of fixed salary, variable salary based on annual performance targets, long-term incentives and other benefits such as non-monetary benefits, pensions and insurances. The remuneration level within Attendo shall be competitive but not market leading. To ensure that it is competitive, benchmarking is performed on a regular basis

Fixed and variable remuneration

Fixed salary shall be competitive and based on the Executives responsibilities. Executive Management is also entitled to variable salary in addition to the fixed salary. Variable salary is received if certain annual performance targets are fulfilled.

The variable compensation to the CEO may amount to a maximum of 67 percent of the fixed annual salary and to the other members of Executive Committee between 45-50 percent of fixed annual salary. The variable compensation shall be based on the Executive's performance on financial targets in combination with qualitative targets, set out by the Board. Members of Executive Management with an operational responsibility have targets related to for example quality and employee satisfaction. Variable compensation is based on the financial performance for the Group, the performance for the respective Business area and individual targets.

Long- term incentive plan

Attendo has a culture that promotes long term perspective and a spirit of ownership and responsibility. The Board of Directors will propose a share based long-term incentive plan to the Annual General Meeting.

Non-monetary benefits

Non-monetary benefits, such as car or health insurance can be provided accordance with the normal practice in the respective country. These benefits shall not be a significant part of the total remuneration.

Post-employment benefits

Pension benefits shall be competitive and reflect the ordinary practice and accepted levels in the country where the executive is employed.

Notice of termination and severance pay

The termination period for the CEO is 12 month with an additional 12 month severance pay if the employment is terminated by the company. The termination period for other members of Executive Management are 6 month with an additional 6 month severance pay if the employment is terminated by the company.

Attendo's Executive Management has a non-compete and non-solicitation clause for the members of the Executive Management for 12 month after terminating the employment, where Attendo may be required to compensate for the months were the Executive are prohibited from accepting a competitive assignment.

Deviations to the remuneration guidelines

The Board of Directors can, under special circumstances, deviate from these guidelines.