

Sustainability Report 2023

avonova

About this report

This is our yearly report summarizing Avonova's sustainability performance for 2023. The report assesses our performance on key material ESG themes and our contribution to the United Nations Sustainable Development Goals (SDGs).

It also describes the relevance of ESG in our industry, as well as Avonova's focused approach on social sustainability, the S of ESG.

This year's sustainability report has an updated structure following the European Sustainability Reporting Standards (ESRS). The information is divided into the following parts: General information, Environment, Social responsibility and Governance.

The report is updated annually to monitor progress and keep us as a company focused on our mission – building sustainable workplaces, for the society at large.

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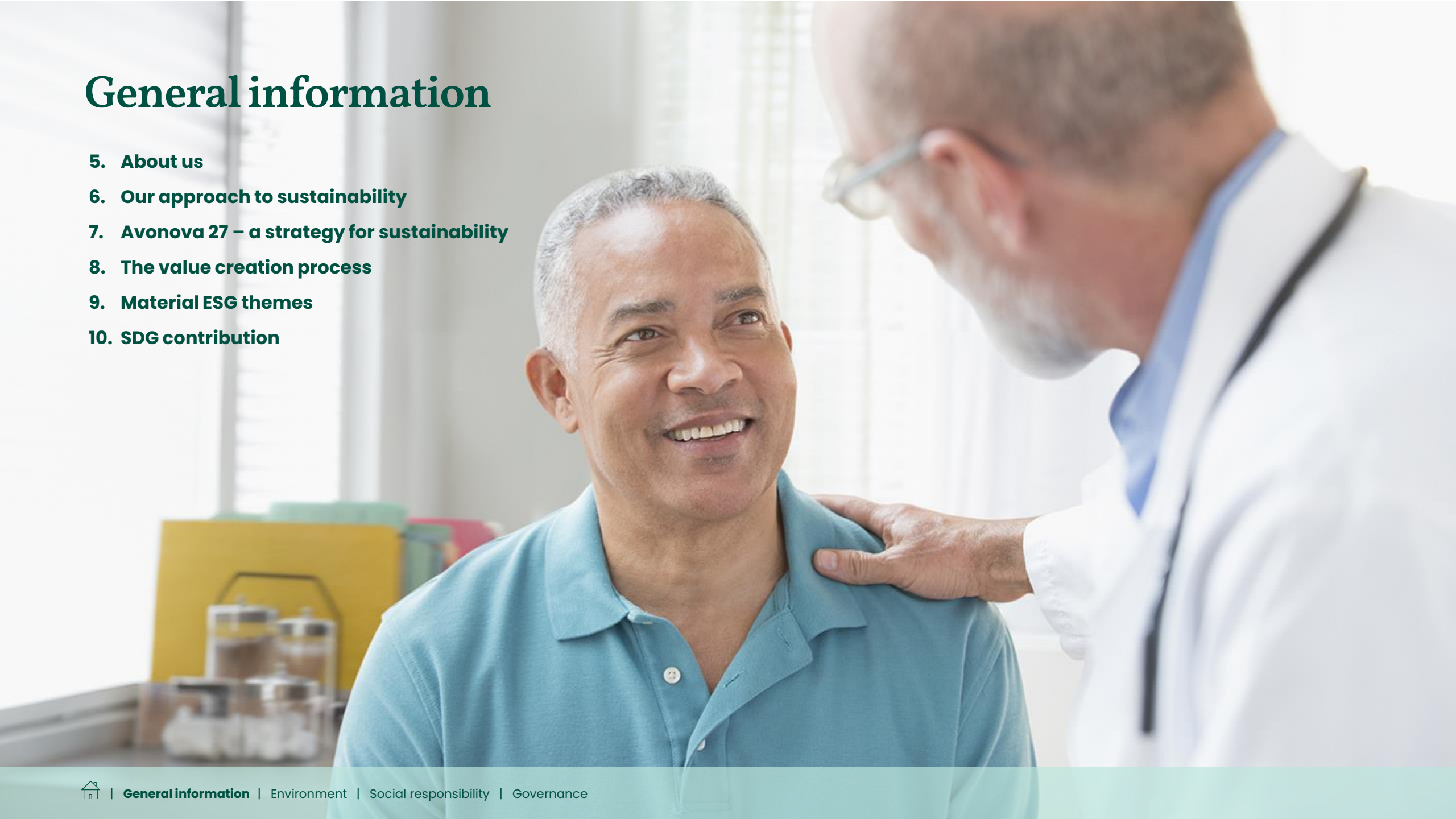
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General information

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About us

Avonova is the largest provider of occupational health services in the Nordics, with market-leading positions in both Norway and Sweden.

Occupational health for social sustainability

Promoting safe, secure and sustainable work environments is at the core of our work. Our offerings include compliance-based occupational health services (OHS) and delivery of systematic work related to Health, Safety and Environmental (HSE).

Based on data and insights we advise our customers on activities needed for a more sustainable work environment. We also deliver customer training and courses covering topics from Health, Safety and Environment to leadership training, work-life balance and mental health.

Serving over 2 million people

As the largest occupational health provider in the Nordics, we play an important role in promoting healthy and sustainable workplaces. With almost 10,500 customers,

Avonova serves 2.2 million people with occupational health.

Our focus is on generating lasting effects by identifying the root causes and provide long-term solutions. Solutions leading to more sustainable working conditions and healthier employees. Thereby we indirectly benefit the society, by reducing costs associated with work-related health issues.

Our contribution

Our mission is to build sustainable workplaces. For our customers, as well as for the society at large. We are on a journey to bring innovation to occupational health through digital processes, improved data analysis and insights. By doing this we contribute to healthier employees, successful and competitive companies and sustainable workplaces across the Nordics.



125

health centers in
Sweden & Norway
and online

10 500

customers in the
Nordics

2.2 million

customer employees
served

1 200

specialists in
occupational health
services

1 480

NOKm revenue

Our approach to sustainability

Today the market is increasingly seeking ways to promote awareness around physical and mental health and sustainable workplaces. We serve this demand by helping to create good health and well-being for employees.

The S of ESG

Our company mission is to build sustainable workplaces. Consequently, a major part of our ESG work is focused on the S of ESG. With our services offered to customers and customer employees, we play an important role in our industry's contribution to social sustainability.

The COVID-19 pandemic highlighted the need for safe working spaces and awareness for mental health. This has continued to play an important role in business environments. And it will continue doing so in the years to come.

Customers changing demands

We expect to see changing care demands from our customers, with an increased focus on being a sustainable workplace.

Driven by regulations such as the EU's Corporate Sustainability Reporting Directive (CSRD) companies will give more weight to sustainability in business decisions.

As organisations are now preparing for CSRD they are starting to see more business benefits from the new directive. But it is not only about the environment and climate changes. It is also about people having a sustainable working life. Of improved employee health, engagement and performance, leading to revenue growth and cost savings.

Real value creation

This is where we create real value. When leaders bring sustainability into their strategic business plan, having a sustainable workplace will be part of that.

Promoting health, satisfaction and engagement within your own workforce grows even more important.

Continuously providing education opportunities and maintaining safe and healthy working conditions are also of importance towards that goal.

But gathering data and reporting according to CSRD is only the start. With the right data, Avonova gather insights and map out employees' health and well-being. We advise the customer on relevant actions and a plan moving forward towards a more sustainable work environment.

We provide real value-creation with healthier employees, a better bottom line and benefits for the society at large.



Avonova 27 – a strategy for sustainability

Avonova 27 is our long-term strategy leading the way to the occupational health of the future. A future where the individual will be even more central. And health and wellbeing more accessible, convenient and personalized than ever before. A future where digitalization is the key to better and more efficient care, and moreover, a better and more flexible work environment.

Our strategy is built on building sustainable workplaces from two different perspectives, the people and the company.

Sustainable working life

One focus is on people, ensuring that the employees of our customers are healthy. Having a work environment that, in addition to being safe, is also inclusive and motivating. We listen, generate insights from data and give advice. That is how we prevent injuries, conflicts, and stress, creating value for people.

Sustainable work environment

The other perspective is about health economics. We know that companies with a sustainable work environment have employees who are healthier and more engaged. They have fewer sick days and perform better. This creates value for

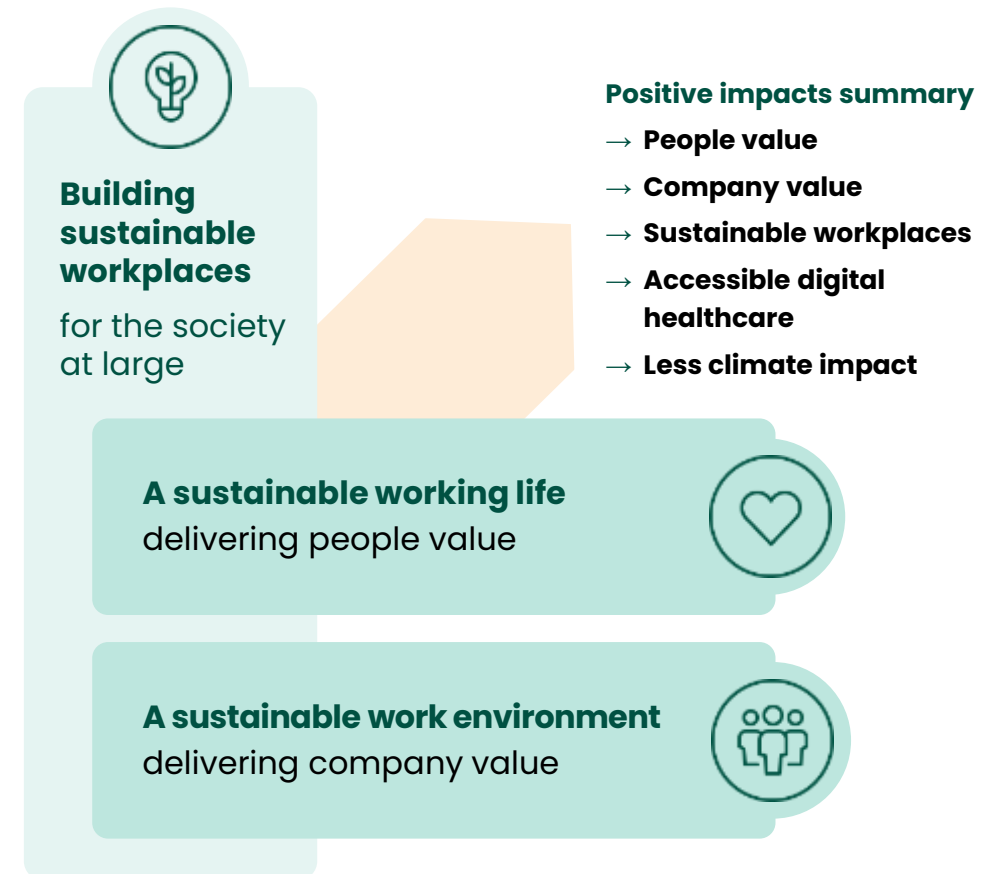
the company and, ultimately, for the society at large.

Building sustainable workplaces

Work environment and social responsibility are becoming increasingly important on the sustainability agenda. It is no longer just about climate impact. Nordic companies also need to contribute by taking care of their employees.

If more companies choose to focus on work environment and preventive health measures, we can together create added value for both companies and society.

But this means considering the entire individual, not just the one at work from 8–17. It is about understanding employees' different life stages and working towards a healthy balance between work and private life. This way, we not only create better workplaces but also a more sustainable world.



The value creation process

Our value creation process focuses on creating better health and well-being for more people, driving value for both our customers and for the society at large.



Our main value and positive impact are created through our offerings and the services we provide to customers and customer employees.

We back this up with sound organizational structures and management systems to reduce risks and ensure efficiency.

The value creating process is managed focusing on the key material ESG themes relevant to Avonova and the industry.



Material ESG themes

These are the key material ESG themes relevant to Avonova and the industry. To identify where the impact lies, they are mapped across the value chain from suppliers (upstream) through Avonova's own operations to customers and end-users (downstream). Categorization of the material themes is based on the environmental, social and governance framework.

Climate change mitigation

Although Avonova as a company does not operate in a GHG intense sector, we contribute to GHG emissions mainly through our upstream value chain.

Working conditions, health & safety

Our employees are crucial in driving business success. Consequently, creating a positive work environment to retain and attract employees is one of our most important ESG themes. Given Avonova's large workforce and services provided, maintaining a safe, secure and healthy workplace is also a critical ESG theme.

Impact of our services

As the largest occupational healthcare provider in the Nordics Avonova plays an important role for social sustainability. Promoting safe, secure and sustainable working environments is at the core of our work. We make healthcare more accessible, and with our services we generate lasting effects helping

customers achieve their sustainability goals. This makes the positive impact of our services a key material topic.

Supply chain management

To promote high ethical standards within our supply chain we require our suppliers to sign and follow the Avonova's Supplier Code of Conduct.

Corporate culture

Avonova's large workforce makes the establishment of a good corporate culture an important topic to mitigate risks related to business misconduct within own operations.

Data security and privacy


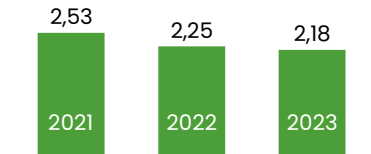
Avonova manages vast amounts of sensitive client data, making it important to have comprehensive processes and policies in place to ensure data security and privacy. Clear standards and guidelines must be established in the context of an evolving digital healthcare system.

	UPSTREAM	OPERATIONS	DOWNSTREAM
Environmental			
Climate	Climate change mitigation		
Pollution			
Water and marine resources			
Biodiversity and ecosystems			
Resource use & circular economy			
Social			
Own workforce		Working conditions, Health & safety	
Workers in the supply chain			
Affected communities			
Consumers and end-users			Impact of our services
Governance			
Business conduct	Supply chain management	Corporate culture	Data security and privacy

SDG contribution

Avonova's contribution to the United Nations Sustainable Development Goals (SDG) was assessed using the IMP, Impact Management Project concept. A global approach based on five dimensions of impact.

- WHAT is the outcome of the company's contribution
- WHO are the stakeholders experiencing the outcome
- HOW MUCH are the company's impact contributing
- What is the CONTRIBUTION relative to what would have occurred anyway
- What are the RISKS that the impact will be different than expected

Business activity / Impact	Relevant SDG & Impact KPI	WHAT	WHO	HOW MUCH	CONTRIBUTION	RISK								
Ensure healthy and sustainable workplaces	<div></div> <p>3: Ensure healthy lives and promote well-being for all</p> <p>KPI 1: Total numbers of individuals served (#mln)</p> <div><table><tr><th>Year</th><th>Value (#mln)</th></tr><tr><td>2021</td><td>2,53</td></tr><tr><td>2022</td><td>2,25</td></tr><tr><td>2023</td><td>2,18</td></tr></table></div>	Year	Value (#mln)	2021	2,53	2022	2,25	2023	2,18	Avonova provides occupational health services in the Nordics, which helps its customers to ensure healthy and sustainable working for its employees.	Avonova directly serves its customers' employees, often in need for a healthier and more sustainable working environment. By promoting more sustainable working environments, Avonova indirectly benefits the society at large by reducing costs associated with work-related health issues.	With almost 10 500 customers, Avonova serves 2,2 million people contributing to increased health and sustainable workplaces. Avonova implements its services with a focus on generating lasting effects trying to identify the root causes and provide long-term solutions.	As the largest occupational health provider in the Nordics, Avonova plays an important role in promoting healthy and sustainable workplaces. Without the Group's presence, it is unlikely that the same level of healthy and sustainable workplaces would be achieved in the Nordic region.	There are several risks related to Avonova's impact, including: <ul style="list-style-type: none">• Possibility of recession, leading to customers deprioritising investments in employee health.• Disruptive digital solutions that are able to provide the impact as Avonova but with less resources.• That the effect of the Group's services do not endure as long as intended.
Year	Value (#mln)													
2021	2,53													
2022	2,25													
2023	2,18													

SDG contribution to UN's 3rd global goal



A major part of the services delivered to our customers directly promote healthy lives and well-being thus contributing to the targets of UN's 3rd Global Goal.

GOAL #3 – TARGETS	AVONOVA SERVICES CONTRIBUTION
Target 3.3 Combat communicable diseases	We provide vaccination and infection control services.
Target 3.4 Reduce premature mortality from non-communicable diseases and promote mental health	We promote mental health by training and education, organizational and leadership development, health & active lifestyle coaching and rehab coordination.
Target 3.5 Prevent and treat substance abuse	We deliver services to prevent and treat substance dependence and alcohol addiction.
Target 3.8 Achieve universal health coverage, access to quality health-care services, essential medicines and vaccines for all	We make healthcare accessible to as many people as possible. Today Avonova serves more than 2 million people in Sweden and Norway.
Target 3.9 Reduce the number of illnesses and deaths caused by hazardous chemicals and pollution	We ensure clean air through our support in work environment management. Doing risk assessments and workplace environment measurements for our customers.



Environment

13. Climate change mitigations

14. Climate change mitigations through digitalization



Climate change mitigations



Although Avonova does not operate in a GHG intense sector, we contribute to GHG emissions mainly through our upstream value chain. Our carbon intensity is limited, but we monitor and manage climate impacts in line with international climate goals.

During 2023 Avonova conducted a GHG emission inventory to identify our material emission sources. We are still in an early stage of monitoring and reporting on our GHG emission and will focus on establishing a solid GHG baseline in the upcoming years.

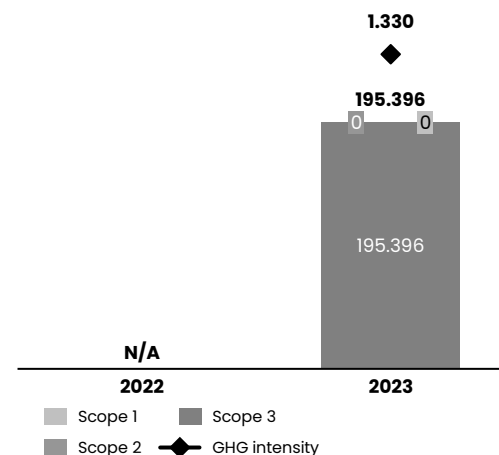
In 2023 we showed a 59% decrease in absolute GHG emissions. This included scope 1, scope 2 and scope 3 business travels. We also saw a major increase in renewable energy consumption.

59% Decrease in absolute GHG emissions¹

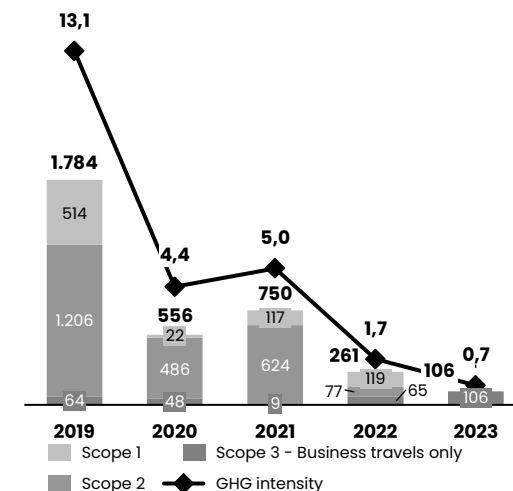
A summary of Avonova's general climate mitigation activities can be found below:

- Electricity purchases through a broker where we buy green electricity with a lower environmental footprint
- Increased share of electric cars across all units
- Transportation of goods to the units is consolidated to reduce emissions
- A travel policy prioritizing train over flights
- Increased number of drug tests and therapy sessions delivered to our customers having an indirect impact by reduced emissions of drugs and medicines into our waters

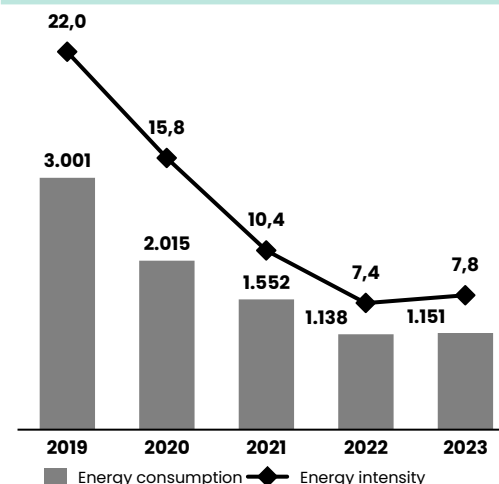
Total GHG emissions:
Absolute GHG emissions (tCO₂e) & GHG intensity (tCO₂e/EURm)



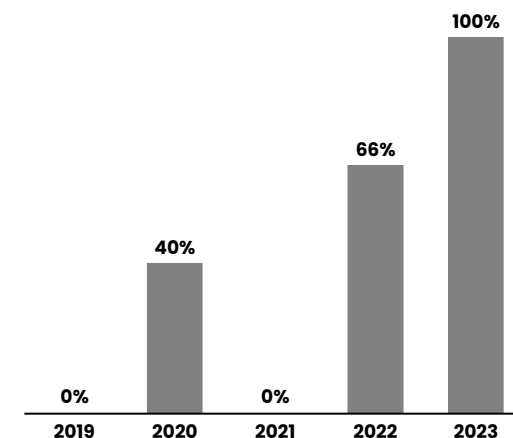
Scope 3 - only business travel:
Absolute GHG emissions (tCO₂e) & GHG intensity (tCO₂e/EURm)



Energy consumption (MWh) & Energy intensity (MWh/EURm)



Renewable energy consumption (%)



Climate change mitigations through digitalization

Digital delivery of operational health

The future of operational health services will become more and more digital, and it is our ambition to take the lead in transforming our industry. Starting by introducing the “Smart Delivery change program”. A program to substantially increase the share of digital delivery of our services.

This transition will have a positive climate impact by much less travelling, both by employees at Avonova and from our customers’ side. Avoiding unnecessary travel, sending certificates digitally as

well as new digital interfaces and automated booking systems, is an important part of Avonova’s climate change mitigation.

A more sustainable working life

An additional positive effect of the Smart Delivery Program is the flexibility made available for Avonova’s employees. The digitalization allows for greater work flexibility, including the potential for remote work, leading to improved work-life balance and thereby a more sustainable working life.



Social responsibility

16. Working conditions and Health & Safety

17. Positive impact example (Sweden)

18. People first strategy



Working conditions and Health & Safety

Avonova's employees are crucial in driving business success. Consequently, creating a positive work environment to retain and attract employees is one of the Group's most important ESG topics. Given Avonova's large workforce and services provided, maintaining a safe, secure and healthy workplace also stands as a critical ESG topic for the Group.

Steady positive eNPS trend

Employee engagement surveys are conducted each year in Norway and Sweden. Following the annual surveys, team workshops are carried out with relevant focus areas. Based on these workshops, action plans are created and followed up with an additional survey. The execution of the action plans is followed up through internal audits. All these actions contributed to a positive increase of the Group's eNPS score for 2023.

+13

Employee
eNPS score

Lower employee turnover

Avonova has prioritized retaining and attracting talent by doing Employer Branding activities building the internal culture. A result of this is a lower employee turnover for 2023. Focus has also been on living the core values, ensuring professional

development related to the company's mandate, and striving for fair compensation for all employees.

Improved training for all employees

A learning management system, called Academy has been implemented. This has resulted in a structured approach to learning and provided employees with digital training, including preboarding and onboarding. By making training easily accessible, learning and development has been further strengthened.

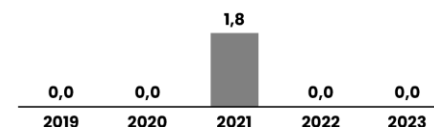
For 2024, the plan is to add new types of training with a focus on LGBTQ issues, domestic violence, and menopause education for all employees at Avonova.

Zero incidents

In 2023 Avonova had an accident rate of zero incidents. The absenteeism rate was higher than in 2022 7,2% compared to 5,6%. Going forward, Avonova will take actions to decrease the company's absenteeism rate.

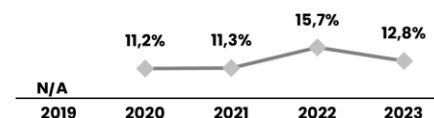
Accident rate (# accidents / 1,000 FTEs)

Accidents leading to a day's absence or more



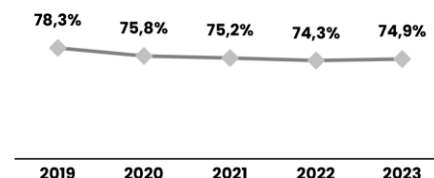
Employee turnover (%)

Voluntarily and involuntarily

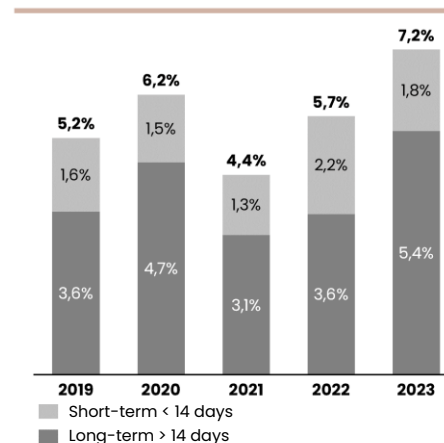


Gender diversity in total workforce (%)

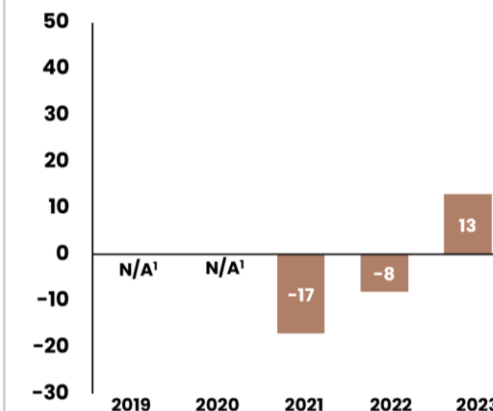
Share of female FTEs



Absenteeism rate (%)

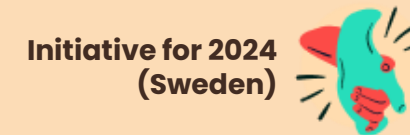


Employee eNPS score (#)



1) Before 2021, Avonova assessed employee satisfaction using another metric than eNPS, which ranged from 0 to 100.

Positive impact example (Sweden)



In 2023 specific activities were carried out targeting Avonova's own workforce, aiming to further improve our work environment. Read below about the positive impact generated in Sweden.

Challenge	Mitigating actions	Positive impact
Low eNPS score Despite high scores in engagement and leadership, the eNPS was still at a very low level (-5) at the end of 2022.	Team action plans and follow-up <ul style="list-style-type: none">• Conducted follow-ups with all units• Produced and implemented 42 action plans (one for each team) to address specific problem areas• Increased the communication and collaboration between management and employees• Continued internal audits for monitoring and follow-up	Result Sweden's eNPS score improved from -5 to +26 in 2023. Avonova winning the Brilliant Award of Best Change Journey.
Training needs There was a need to improve the structure for competence development, and to ensure that all employees received, for them, relevant training.	Structured training through Avonova Academy <ul style="list-style-type: none">• Launched Avonova Academy to assign courses to those in need• Securing relevant courses assigned for the individual employee• Measured and followed up to ensure the training was completed	Result 39 training hours per employee on average in 2023 (same as 2022) but now more relevant to each individual.
Managing sick leave The sick leave was under control (5.08% for 2022) but we wanted to secure continued efforts, as well as supporting long-term sick employees.	Monitoring data, plus more manager-employee meetings <ul style="list-style-type: none">• Continued use of Medhelp and Sjuk & Frisk to control and manage follow-ups• More meetings between managers and long-term sick employees to ensure proper support	Result Sick leave was reduced further, from 5.08% to 4.73% in 2023.

Increased union collaboration

An initiative has been taken to enhance collaboration with trade unions in Sweden.

What used to be general collaboration meetings covering a wide range of topics will in 2024 include a dedicated forum for workplace environment issues, where management, trade unions, and safety representatives participate.

In practice, this means that more workplace environment issues can be addressed, and greater focus is placed on solving these challenges, which in turn has a positive impact on the work environment for our employees.

People first strategy

Avonova's company mission is to build sustainable workplaces. Consequently, our most important sustainability topic is people. Our own people, as well as the 2,2 million people we serve with occupational health. The people first strategy is based on four pillars, outlining the current and future position of our ambitions.

People first approach

Providing a work environment where employees have opportunities to grow and feel proud to be part of the mission. An ongoing cultural journey to boost company pride through transparent communication, living our core values, and promoting professional development.

Value adding services

Offering our full breadth of qualitative services to ensure that the employees of our customers are healthy. Having a work environment that, in addition to being safe, is also inclusive and motivating. Leading the way to a sustainable working life.

Proactive partner

Being a trusted partner by helping our customers to improve performance through healthy and well performing employees. Working actively as proactive advisors, delivering insights and more digital services.

Smart delivery

Leading the way to future digital, and more accessible, occupational health services, while balancing a continued value adding physical delivery. Taking the lead in transforming our industry towards more digital delivery. A transition that also will have a positive climate impact by much less travelling.



Governance

20. Supplier relationship management

21. Corporate culture

22. Responsible business conduct

23. ESG KPI overview



Supplier relationship management

Responsible sourcing and integration of ESG throughout the supply chain mitigates risk and adverse impacts as well as promotes good conduct. Avonova's suppliers are carefully selected according to relevant ESG standards. To promote high ethical standards within our supply chain we require our suppliers to sign and follow the Avonova's Supplier Code of Conduct.

Major initiatives in 2023

- A consolidation of our supplier database making it easier to set clear and relevant requirements for the suppliers we choose.
- Additional statistics made available from suppliers helping us to be proactive and mitigating negative climate impact.
- Electricity purchase is now done via a broker where we buy green electricity with less environmental footprint.
- We have reduced the number of company cars and started to measure driven kilometers by our pool cars aiming to decrease unnecessary travel.
- Travel purchases are directed to Egencia who provides us with statistics for us to take mitigating travelling actions.
- A pilot was done to reduce physical mail. With a positive result the pilot will now proceed, allowing us to reduce both postage and physical mail deliveries.



Corporate culture



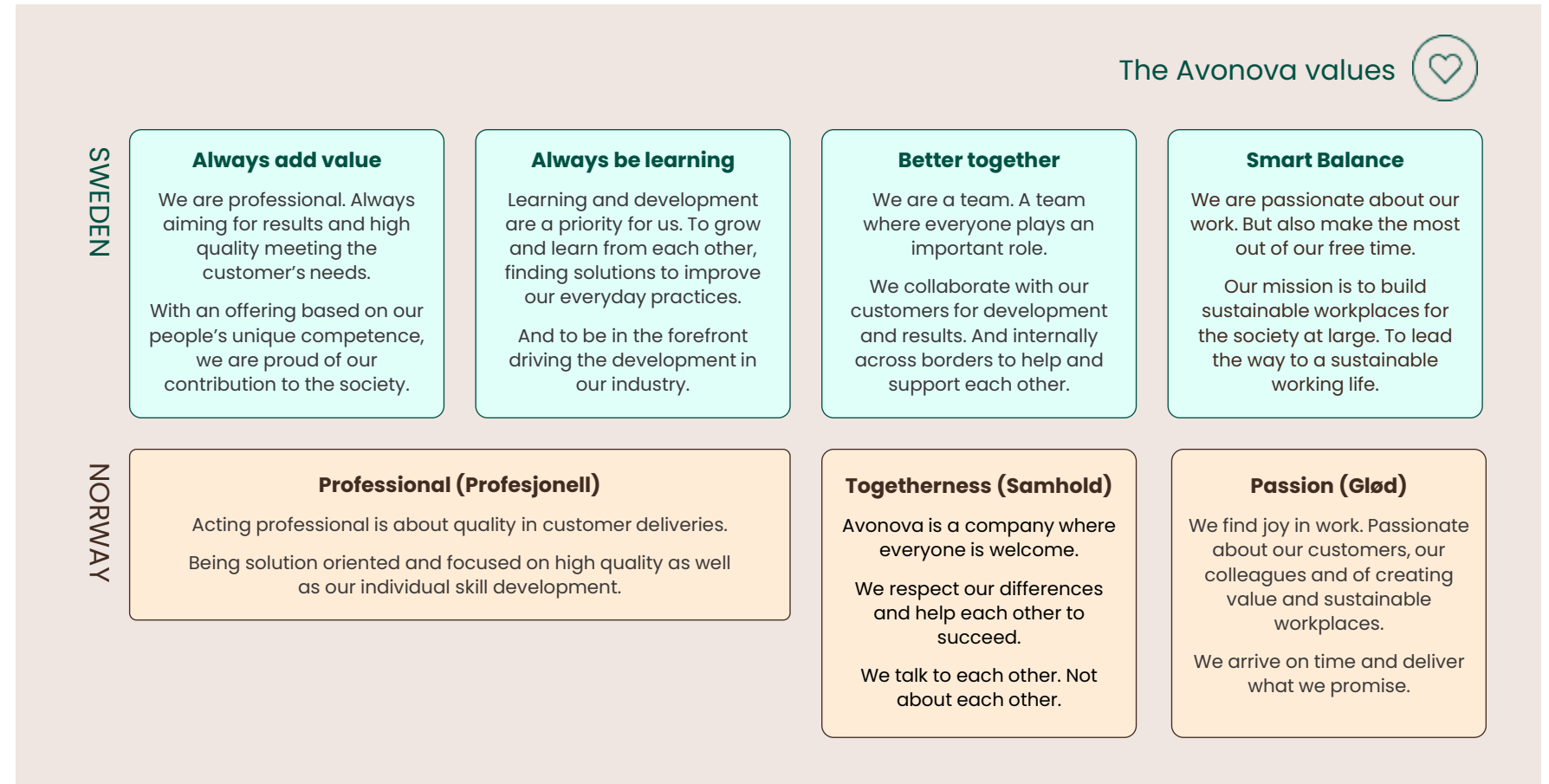
An important contribution to every company's success is the corporate culture. A strong culture builds pride, motivation and employee engagement. The corporate culture of Avonova is best described by our values.

The Avonova values

Our values work as an inner compass and guide in our daily work. They help us reach the right decision in different situations, so that we as a company can live up to our mission; to build sustainable workplaces.

The values were defined through a bottom-up process including both workshops and internal surveys.

With an ambition to make our values more than just a poster on the office wall, they are local and therefore slightly different named in Sweden and Norway.



Responsible business conduct

Responsible business conduct goes beyond compliance. It comes from living our Avonova values. Promoting openness and transparency is key to our business and the value we create for our customers, owners and employees.

Regulations and certifications

The regulatory environment influencing occupational health service providers is largely shaped by concerns of quality of management i.e. ISO 9001 (quality), 14001 (environment), 45001 (health & safety) and national standards (e.g. Patient Safety Act and Patient Data Act).

The above ISO certifications have been implemented at the main part of the group's subsidiaries in Sweden and Norway.

Following the EU's GDPR requirements, companies need to undertake measures to ensure the safe handling of customer data. In addition, security standards such

as ISO 27001 provide guidelines for information security management

The corporate governance system

The Avonova corporate governance system includes rules, practices and processes. It facilitates direction and control in all management areas, including action plans, internal controls, performance measurement and corporate disclosures.

Risks are identified, monitored and followed-up through management forums and internal quality systems.

The policy framework consists of the policies specified to the right.

Avonova's Policy framework – implemented policies

ESG / CSR policy
Code of Conduct
Quality and Business policy
Anti-trust, part of Code of Conduct
Supplier Code of Conduct
Standard agency agreement
Diversity / anti-discrimination policy
Anti-corruption and anti-bribery policy
Whistleblowing policy, part of Code of Conduct
Data / privacy / IT security policy
Health & safety policy
Sanctions procedure
Dawn raid procedures
Third party risk management procedure
Transparency Act

ESG KPI overview

KPI	Unit	2019	2020	2021	2022	2023
ENVIRONMENTAL						
Scope 1	tCO ₂ e	514	22	117	119	0,0
Scope 2	tCO ₂ e	1 206	486	624	77	0,0
Scope 3	tCO ₂ e	N/A	N/A	N/A	N/A	195 396
Total Carbon Footprint	tCO ₂ e	N/A	N/A	N/A	N/A	195 396
GHG intensity	tCO ₂ e / EURm revenue	N/A	N/A	N/A	N/A	1 330
Energy consumption	MWh	3 001	2 015	1 552	1 138	1 151
Energy intensity	MWh / EURm revenue	22,0	15,8	10,4	7,4	7,8
Share of renewable energy	%	0%	40%	0%	66%	100%
SOCIAL						
Total number of FTEs	#	1 115	968	1 091	1 279	1 245
Share of female FTEs	%	78,3%	75,8%	75,2%	74,3%	74,9%
Employee turnover	%	N/A	11,2%	11,3%	15,7%	12,8%
Accident rate	# of accidents per 1,000 FTEs	0,0	0,0	1,8	0,0	0,0
Short-term absenteeism rate	%	1,6%	1,5%	1,3%	2,2%	1,8%
Long-term absenteeism rate	%	3,6%	4,7%	3,1%	3,6%	5,4%
Total absenteeism rate	%	5,2%	6,2%	4,4%	5,7%	7,2%
Employee satisfaction score (0-100)	#	76	67	N/A	N/A	N/A
eNPS score (Employee loyalty)	#	N/A	N/A	-13	-8	+13
COMPANY-SPECIFIC						
Total number of individuals served	#	N/A	N/A	2 530 000	2 250 000	2 180 000

avonova