

**Quality that benefits  
our customers**

**An engaging  
workplace**

**Building for  
the future**

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**QUALITY AND SUSTAINABILITY  
AT ATTENDO 2018**

*We are  
building  
sustainable  
care*

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# High-quality care that covers more people

Attendo's sustainability work focuses on three areas where we can create most benefit for society: adding new care beds, improving the quality of care and creating an engaging workplace for people who want to make a difference. Our focus is on meeting these challenges in an era when public care resources must stretch to cover many more people.

Ever since Attendo was founded in 1985, our work has been characterised by the vision of offering individualised, high-quality care. By challenging habitual methods and reversing the perspective – from our own organisation to the needs and preferences of the individual – we have built a business that competes on high efficiency, good technical quality and high customer satisfaction.

## A demographic challenge

Publicly financed welfare services are being challenged from several directions. The population of people aged 85+ is going to grow by about 50 percent in most European countries by 2030. Meanwhile, the working age population – the people who pay the taxes that finance the care – is declining, which is also leading to greater competition for labour. These factors are accompanied by the higher expectations of new generations of older people for care that is adapted to their individual needs and preferences.

All of this puts demands on us, as providers, to be able to offer cost-effective alternatives in terms of both new capacity and existing operations. All the while, quality must be safeguarded and both customers and employees must be further empowered.

## Social benefit in our everyday work

Attendo's day-to-day sustainability work revolves around increasing access to care, improving quality and recruiting additional committed employees. Through our work, we are also contributing to attaining 6 of the 17 UN Sustainable Development Goals.

In the area of quality improvement, we invested a great deal in the past year in digital planning and follow-up of care services. Using the Mobile Care app, we can now ensure that

“Attendo's ambition is to continue being involved and a part of increasing access to care and further developing care delivery methods.

increasing numbers of customers receive the care they have been granted on time, both in home care in our nursing homes. We are investing

heavily in nurse recruitment and online training to become an even more attractive employer to our employees. In parallel, we are continuing our efforts to establish new care beds. Attendo has opened more than 12,000 new care beds in the Nordic countries in the past ten years.

## We want to provide better care to increasing numbers of people

Attendo's ambition is to continue being involved and a part of increasing access to care and further developing care delivery methods. Our strategy is based on three main objectives – we will offer individualised, high-quality care, establish more new and modern care homes and in so doing increase access to care, and offer local authorities more care for every krona spent.

In the past year, we set up a number of customer promises that guide our work:

- Attendo will have the highest customer satisfaction in every operational location



## Facts

### Martin Tivéus

CEO of Attendo since September 2018

Age: 48 years. Family: married, two children

Background: Chief Commercial Officer at Klarna, CEO of Avanza, Evidensia Djursjukvård and Glocalnet. Martin Tivéus is Board member of Telia Company. He studied economics at Stockholm University and the Stockholm School of Economics.

- Attendo will stand for high and stable quality of care and be the leader in quality improvement
- Attendo will be the provider that gives local authorities the most care for money spent

When we attain these goals, I am convinced that we will also remain the provider able to establish the most new care homes and, long-term, achieve the objective of being the most highly respected care provider. At the same time, we are making a vital contribution to developing a sustainable society by providing popular, high-quality care that uses resources efficiently and covers more people.

Martin Tivéus  
CEO Attendo

# We are building sustainable care

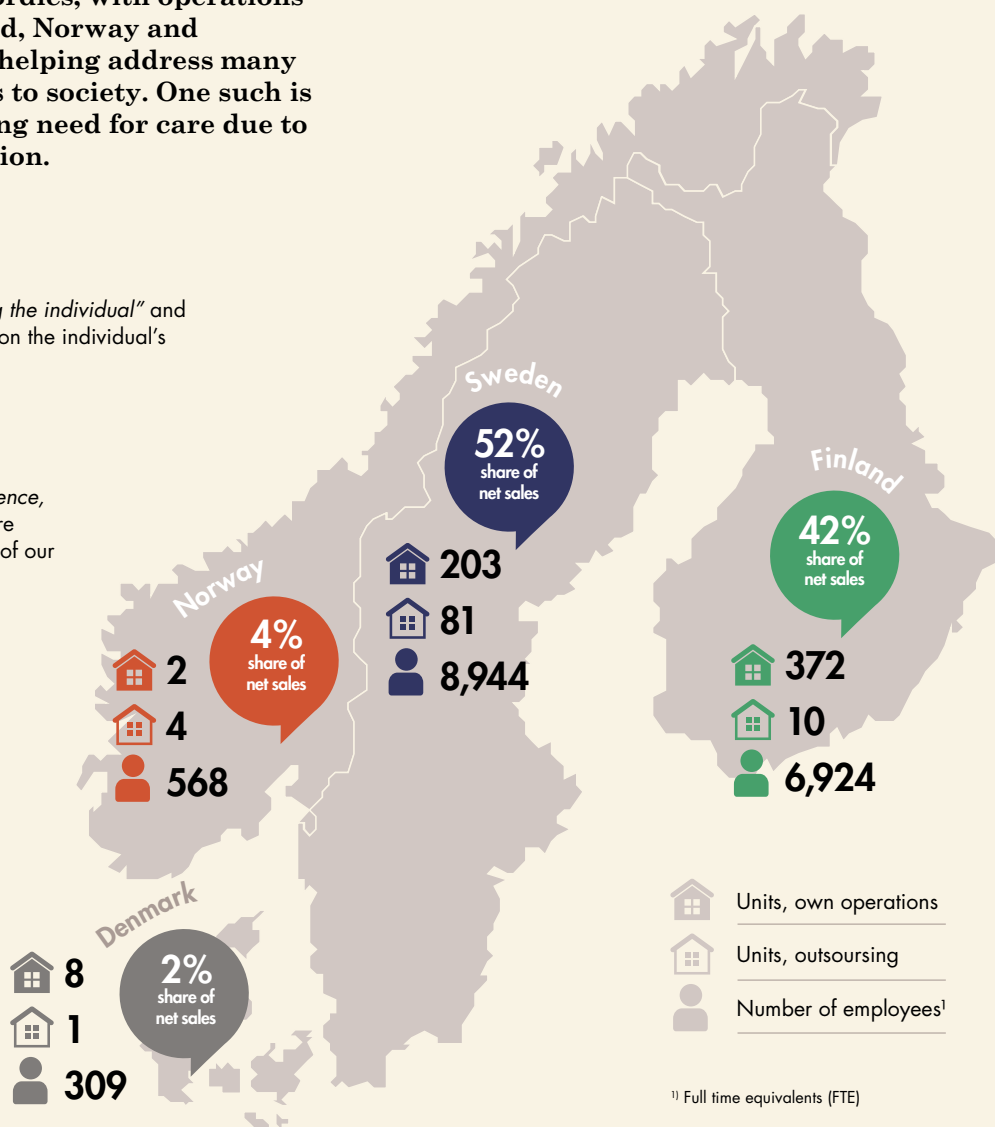
Attendo is the leading private care provider in the Nordics, with operations in Sweden, Finland, Norway and Denmark. We are helping address many critical challenges to society. One such is managing the rising need for care due to an ageing population.

## Vision

Our vision is “empowering the individual” and our work is always based on the individual’s needs and circumstances.

## Values

Attendo’s values – competence, commitment, and care – are expressed in every aspect of our day-to-day work.





## Care for older people

Attendo offers care for older people in nursing homes and in home care. In nursing homes, customers live in their own apartments with access to common areas.



## Care

Attendo offers care services for people with disabilities, homes for children with special needs, consultant supported family home care, crisis and acute accommodations, substance abuse care, and care homes for people with neuropsychiatric conditions.

## Our contribution

### *We are building*

**Attendo is no. 1 in building new nursing homes in the Nordics, giving people new opportunities to meet.**

Since 2008, Attendo has built around 12,000 beds in modern care homes around the Nordic region, and carefully integrated them into the surrounding community.

Over the last five years, every fourth newly opened bed in a nursing home in Finland and Sweden has been opened by Attendo.

### *An engaging workplace*

**A mix of competences provides both width and edge to our care.**

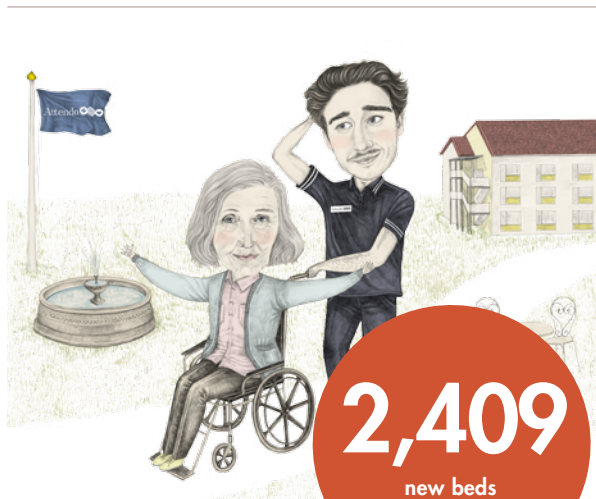
Attendo's employees contribute to diversity in care that reflects the needs of today's and tomorrow's seniors. four out of five managers in Attendo are women, and our employees are satisfied or very satisfied with both their job and their managers.

### *We are a quality leader*

**The care you need, the way you want it.**

Since over 30 years, Attendo has been a pioneer in quality development in care for older people in the Nordics. Our quality system AQ18 leads to a consistently high level of quality, and we regularly get better reviews than local authorities from customers and their relatives in customer surveys.

# 2018 *in brief*



**2,409**  
new beds  
in 2018

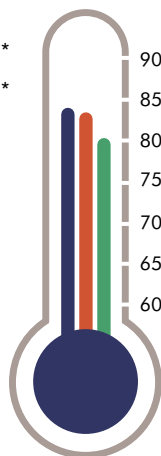
## CONTRIBUTION TO SOCIETY

### Record number of opened nursing homes

In 2018, Attendo opened a record number of new nursing homes in own operations. A total of 2,409 new beds were opened in 76 new homes during 2018, which are laying the foundation for future growth.

## Quality Thermometer

- 84% 2018
- 83% 2017\*
- 80% 2016\*



\*excl. Attendos former healthcare operations



## CONTRIBUTION TO SOCIETY

### High spirits and a festive mood

The action was non-stop at Attendo Råbyvägen in Uppsala when the new nursing home with the Sport & Spa lifestyle concept opened in early October 2018.

Local manager Anna Palm and the staff welcomed everyone to Attendo's latest addition among modern lifestyle homes. After a short opening address, it was time for Niklas Busch Thor, pro footballer and team captain for Allsvenska Sirius, to cut the ribbon and present a signed match jersey.

It was a fun afternoon with almost 60 invited guests who were treated to sandwiches, cake and sparkling wine. Troubadour Puch and the Bolivian dance troupe Mamma Killa made sure to kick the mood into high gear.



**Our absolute ambition is to be in the forefront of improving quality of care.**

Martin Tivéus, CEO

## QUALITY

### Finding love at the nursing home

At Attendo Fresta Södra Allé in Upplands Väsby, 96-year-old Folke Boänges and the seven years younger Anna-Kajsa Reimegård, met for the first time.

From the very beginning they felt that they were very happy in each other's company and that they shared many common interests. It eventually evolved into a nice friendship and love.

"Love is hard to talk about when you are 96 years old. It belongs in some way to the youth. But I have experienced another love with Anna-Kajsa. We like each other as we are", says Folke.

"Folke is very humorous and has described his life for me and shared experiences that have been so far from what I have experienced myself. It wouldn't be so crazy fun around here if Folke wasn't there", says Anna-Kajsa.



## QUALITY

## The motorcycle can move in

When it was time for Kurt Lindgren to move in at Attendo's nursing home Ljung in Värmdö, he wanted to bring one of his dearest possessions; a Triumph veteran motorcycle from the 1940s.

"No problem, as long as it doesn't run the risk of falling over", said local manager Jenny Värnäs.

For Kurt, much in life has revolved around different types of vehicles. He started as a car mechanic and later founded a car company together with his sons. He drove a motorcycle before he could afford to buy a car. At age 60, he bought a motorcycle again and started to travel around with motorcycle-borne friends.

Now the motorcycle adorns Kurts room and he can look at it and remember all the fun trips he made on the two-wheeler.



## EMPLOYEES

## Attendo Unika nominated as Employer of the Year

For the second year running, Attendo Unika was nominated as Employer of the Year at Samhall's "Lead the Way" gala.

Attendo Unika provides daily activities and homes for people with psychosocial disabilities in the Stockholm area, with a special orientation towards culture and entertainment. In addition to the musical, Attendo Unika has its own TV show and arranges regular performances of various kinds.

Being nominated two years in a row indicates that Attendo Unika is very popular indeed.

"Who nominated us in 2018 is still a mystery. We seem to have secret admirers out there," says local manager Lenita Sällström.

## QUALITY

## His mission: Good Food at Attendo

Attendo hired former master chef Erik Arosenius in 2018. His mission is to enhance the mealtime experience. Over the next few years, he will be in charge of developing the Good Food concept.

### Hello Erik. What are you hoping to achieve with Good Food?

"I want us to be famous for serving fantastic food and for our customers to look forward to mealtimes. I want to generate commitment among my colleagues and make it fun to work with food and the mealtime experience. I want to be able to guarantee that everyone who chooses Attendo can always count on good and nutritious food!

And I want our food consumption to be sustainable. Throwing out food is one of the worst things I know, and we have to get better at taking responsibility for the environment."

### What makes you the right person to head up the mealtime experience project?

"I am a trained chef and food economist and have worked at many top-flight restaurants in Sweden and New York. Besides working in fine restaurants, I have also worked in commercial kitchens, including as a dietary cook at Östra Sjukhuset, a large hospital in Gothenburg."

### What is your best mealtime experience?

"My absolutely best mealtime experience happened when I was seven years old and out fishing with my dad and granddad. After two hours without a bite, I caught a big, fat perch! Dad showed me how to fillet the fish and then we fried it in LOTS of butter! It was the most delicious thing I have ever eaten."



# Life Courses

– A photographic exhibition with perspective on the various phases of life

What can a photograph from earlier in life say about a person who has moved into a nursing home? More than you would think, it turns out.

The Life Courses photographic project started in 2011 as a fun idea that a few employees at the Attendo Paulus Sykehjem in Oslo and former news photographer Tore Bertsen came up with.

“We wanted to find out whether the art of photography could create better understanding of the individual and thus promote dignified care for older people,” says Geir Hansen, now head of marketing and communications for Attendo Norway.

They began working together to document life stories using photographs from old family albums.

Based on a photograph from the past, internationally recognised photographers were asked to take a new picture and write a brief remark that linked the two photographs into a story – a “Life Course”.

The project made people very happy at the participating nursing homes.

“The response was amazing. There are so many older people who have interesting stories to tell, and from whom we can learn so much. Especially, it shows how important it is that those of us who work in care understand and get to know every individual who moves to a nursing home: who they are, their experiences and their interests, so that we can design high-quality care,” says Eva Haverling, activity coordinator at Attendo Kullen in Ekerö, which participated in the project in 2017.

## A travelling exhibition

The exhibition reached Galleri Kontrast on Södermalm in Stockholm in February 2018. The opening was a ceremonious occasion at the Swedish Parliament, where 104-year-old Gunni Wirén had the honour of unveiling her own photograph before distinguished guests including Ebba Busch Thor, leader of the Christian Democratic Party. Busch Thor sees

## Facts

### Life Courses

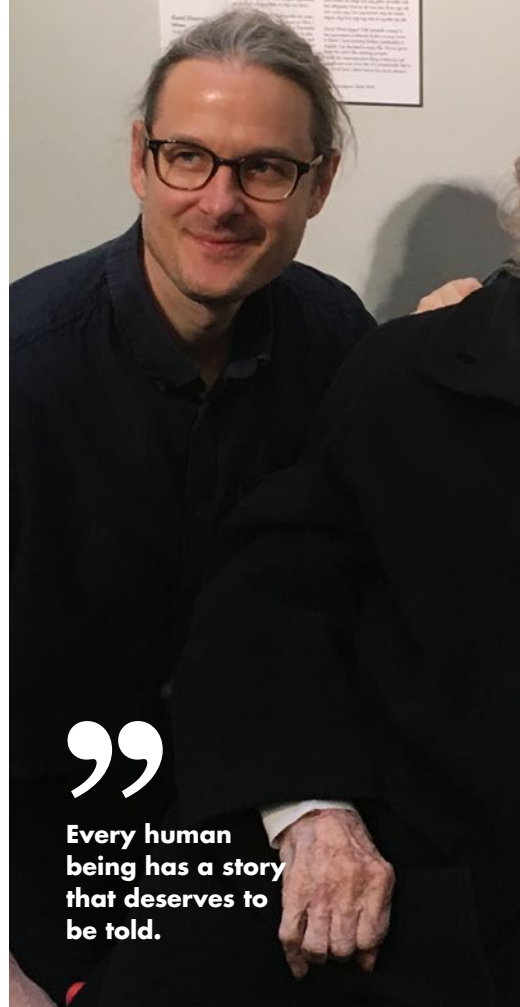
44 internationally recognised photographers have taken portraits of residents of Attendo nursing homes in Oslo, Malmö and Stockholm.

One old photograph + one new photograph + a story. That creates a Life Course.

The exhibition was shown in 2018 at Galleri Kontrast in Stockholm, at DokFest in Fredrikstad, at Almedalen Week and at five Attendo nursing homes.



MIN FÖRSTA  
SKOLAN



”

Every human being has a story that deserves to be told.





## Personalisation is the key to good care

**In connection with the Life Courses exhibition, Attendo hosted several events to highlight the importance of personalised care. More personalisation will be needed in the future, when care resources must cover to more people.**

“We have to move away from today’s mass care to more personalised solutions. We are already seeing higher demands and older people in the future are going to expect a completely different kind of care,” says Ammy Wehlin, CEO of Attendo Scandinavia.

“Seeing people not only for who they are, but who they have been in the past, is an important aspect of good care.”

Wehlin thinks personalised services also make care more efficient, because the services more precisely meet the needs.

During a panel discussion at the Parliament, the vice president of the Swedish Association for Senior Citizens (SPF Seniorerna), Richard Olsson, and Christina Tallberg, chairman of the Swedish National Pensioners’ Organisation (PRO) agreed with her.

The former commissioner in charge of a government inquiry on a national quality plan for care for older people, Susanne Rolfner Suvanto, also attended. She believes personalisation might be the most important quality improvement measure of all.

“If we are going to improve the quality of care, we need to find tools for understanding every individual. People’s needs vary so widely and care services must be personalised if it is going to lead to good care overall,” she says. ■

several points to the contents and message of the exhibition.

“It is a very powerful exhibition that shows that we do not become more alike the older we get - but rather the opposite. For me, it is a calling to continue fighting for greater dignity in care and perhaps above all for the right of older people to choose their care. As I see it, the right to decide for yourself has no upper age limit,” says Busch Thor.

In 2018, the Life Courses exhibi-

tion continued travelling among participating nursing homes. It was also shown at the Almedalen Week event and the outdoor exhibition at the documentary photo festival DokFest 2018 in Fredrikstad.

“There has been an unbelievable impact. We are thrilled to be able to tell these stories, and hope to be able to contribute more Life Courses stories in the future. Every human being has a story that deserves to be told,” says Geir Hansen. ■



Gunni Wirén, 104, enjoying a glass of champagne with photographer Johan Sundgren at Galleri Kontrast

# WEEKEND AT THE NURSING HOME

Many family members carry a heavy load, with few opportunities for relaxation and recreation. Over one weekend in June, Attendo was able to offer a welcome break at a newly built nursing home in Harjavalta in Finland.

*A few voices from the weekend*

**“I got a little time for myself, away from a long-term care situation. The staff at the nursing home were wonderful, and I slept better than I have for a long time.”**

**“I could not have hoped for more.”**

**“The programme was interesting and multi-faceted.”**

**I**n June 2018, Attendo and care providers in Satakunta arranged a weekend of well-being with full board for family carers at the newly built Attendo Siltalanpuisto nursing home in Harjavalta. The aim of the weekend was to offer carers a little “me time” and personal recreation, while the nearby Attendo Keinula nursing home took care of their loved ones.

## **A successful weekend**

“This first weekend activity exceeded our expectations by a long shot and we have received many positive reviews from participants. Many, many more wanted to participate, but we were forced to limit the number to 20 and select them from personal applications,” says Attendo’s regional manager Sari Laakso.

During the weekend, which was free of charge, participants were able to enjoy delicious food and wine-tasting, long walks, relaxation and talks by experts in geriatrics and nursing. Support group discussions were also very meaningful to the participants and many profound feelings surfaced during the weekend. Family



Our first weekend in Harjavalta for family carers exceeded our expectations by a long shot,” says Sari Laakso, regional manager at Attendo.

members carry a heavy load for their relatives in need of care, often at the expense of their own well-being. Still, it was difficult for many to let go.

“There was some tension and worry on the first day about how their relatives with care needs would handle the change. But thank goodness, the carers were soon able to let go and relax,” says Laakso.

## **Everyone enjoyed the food and the setting**

In addition to the activities programme, many participants particularly enjoyed the food. All meals were prepared in the nursing home’s own prep kitchen. Many of them also liked the nursing home’s outdoor and garden settings.

The participating local authorities and towns supported the initiative. The city of Pori spread advance information about the weekend far and wide to generate interest. Several newspaper articles also reported a positive picture of Attendo’s care services.

Attendo Siltalanpuisto opened to receive older people later during the summer. Attendo is planning to arrange a new family carer weekend in Heinola in early 2019. ■

# Annual meeting gives residents a voice in their everyday lives

**Attendo's operations in care for people with disabilities (LSS) organised a joint annual meeting for the sixth time, where the people who live in group homes have the opportunity to bring attention to important topics related to everyday life. The aim is to create a forum to increase participation and empowerment.**

It was the third of December, the International Day of Persons with Disabilities, and the time had come for another Attendo Annual Meeting. This time, the meeting was held at Hôtel Eggers in Gothenburg, where about twenty resident representatives from Attendo's group homes all across Sweden gathered for discussions and debate.

According to Niklas Mandin, a regional manager at Attendo and responsible for this year's Annual Meeting, participation is essential to giving people with various forms of disabilities stronger self-esteem and, quite simply, better lives.

"The National Meeting is an outstanding forum for giving individuals who might think something that affects life at the group home could be better the chance to speak their minds. It is our responsibility to ensure that as many voices as possible are heard and help improve the operation," says Mandin, who has many years of solid experience working within LSS.

Residents in group homes regularly gather for "house meetings" to discuss various matters related to life in the home. Topics might include arranging more group dinners or excursions, for example, but might also involve people should commu-

nicate with each other - should they use sticky notes, or write things down on a whiteboard?

The meeting started by having all the participants introduce themselves before moving on to the various items on the agenda and suggestions for discussion that the participants had brought along from their respective group homes. The discussions of various topics were rewarding and sometimes intense.

Johannes Lindberg lives at the Ljusnevägen group home just south of Stockholm. This is the fourth time he has attended the National Meeting and he thinks it is important

to give everyone the opportunity to express ideas and suggestions for improvements.

Although Johannes feels that many suggestions from the individual group home clubs are taken seriously, he would still like to see a wider range of issues.

"It's a little boring if you feel like it is too much like what we talked about last year. I would like to have new issues to talk about. This year, for example, we talked about having pets at the home and how you should deal with allergies."

He thinks it is important that all residents of group homes should have influence over both major and minor issues.

"I think that is a good thing, and it is also important that we meet because that is when you find out about new things that are important," he says. ■

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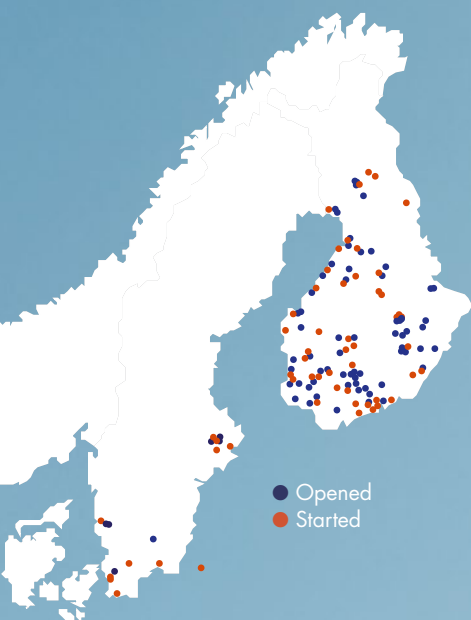
**The National Meeting is an outstanding forum for giving individuals who might think something that affects life at the group home could be better the chance to speak their minds.**



# New record

## *Attendo opened more nursing homes than ever*

**One of Attendo's key sustainability targets is to promote social development in the countries where we operate. A new record for building and opening new nursing homes within Attendo Own operations was set in 2018.**



“We see a growing need for care for older people in general, and for nursing homes in particular, in all of our markets. So, it is extremely gratifying that we continued to take important leaps forward during the year to increase the supply of new care beds and help local authorities shorten queues for care services,” says Attendo CEO Martin Tivéus.

Attendo opened a total of 76 new, modern care homes with beds for 2,409 customers in 2018. They were mainly lifestyle nursing homes, but also numerous group homes, residential treatment centres and daily activities centres for older people and people with various disabilities.

Every newly built care home is designed to meet very high standards for the building itself as well as the operations it will house. The goal is to exceed design requirements to make sure the building can be used for high-quality care operations for at least 30 years.

Unique details are often added from one of the lifestyle concepts developed by Attendo to enhance the attractiveness of the home. These might include, for example, special settings and facilities for outdoor activities, a sports bar and spa, or an activity room for culture and entertainment.

### **A complex process**

The establishment of new care homes follows a complex process that usually takes several years. It begins with a needs analysis that determines what shortage situations are ahead

on various time horizons, based on demographic development and the existing stock of care homes. This is followed by an analysis of the local conditions for establishing private care operations.

There is growing insight among local authorities that private providers can be involved and make a positive contribution to addressing future needs.

“There is no question that we are seeing greater interest in our solutions. Not only can we build faster and more cost efficient than the local authority can, we and our partners absorb the entire cost when we build a new care home. We also take the operational risk associated with start-up. As a rule, local authorities that welcome the establishment of new private care operations never have to pay for more care for older people than they need,” says Urban Thorén, head of establishment for Attendo own operations in Scandinavia.

### **More openings in 2019**

Many new openings are also planned in 2019, along with the continued addition of new projects. At the end of 2018, Attendo had 2,462 beds under construction in a total of 55 new care homes. Numerous new project ideas are also being assessed.

“We are continuously adding new projects because we can see that focus is going to move to Sweden as needs increase there as well,” says Martin Tivéus. ■

**100,000**

**new beds in nursing homes are estimated to be needed until 2030.**

## New construction is complex

Every new care home built has been through a complex process in which the conditions have been methodically tested and barriers eliminated. Attendo are experts at finding flexible solutions to meet municipal needs for care services.



**1** Every project starts with a needs analysis. Attendo carefully reviews the conditions as well as current and future needs.



**2** When the conditions are right, Attendo makes the initial contacts with the local authority, property developers and property owners. The first step is to meet with politicians and officials to ascertain the local authority's plans and whether they are interested in buying beds.



**3** In addition to fast and flexible solutions, Attendo can often bring new ideas that the local authority might not have considered. If there is interest in establishing a care home, the work begins to draw up a concrete project proposal.



**4** The next phase is to prepare a drawing of the building and a cost estimate. Only then can Attendo's board of directors make a decision on the investment, after which contracts are made with the property owner and building contractor.



**5** This is followed by a period in which the building process and any appeals are managed, so that ground can be broken. After that, another 1,5-2 years is needed before a new home can open.

# The need for more care beds is still growing

The number of older people in the population is increasing in all of the Nordic countries. Finland is leading the trend, but will soon be followed by rising needs in Sweden, Norway and Denmark.

Care needs are going to accelerate in the next few decades due to the ageing population. With advances in medical care, more older people are living longer all the time, a circumstance combined with the “baby boom” during the war years of the 1930s and 1940s.

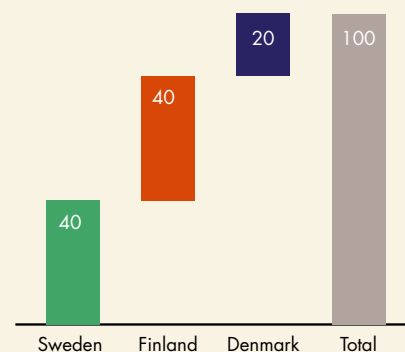
The 85+ population in the EU is expected to grow by about 50 percent by 2030. Finland is one of the countries where the population will grow the most and where the increase is already noticeable.

The need for new care beds is mediated to a certain extent by new technology that increases independence for older people. A combination of home care and various kinds of assistive devices (robots, alarms, cameras, etc.) is making it possible for people who have physical needs to continue living at home longer than they used to.

But people who have a dementia condition – about every fifth person over 80 – usually need 24-hour professional care. There are also extensive needs to upgrade existing nursing homes that were built 20-30 years ago to meet current standards.

The shortage of beds is already evident. During 2018, more than 5,000 people had to wait more than three months for a nursing home bed in Sweden, and 116 out of 290 local authorities reported a shortage of beds. Attendo’s forecasts show that the total need in Sweden, Finland and Denmark adds up to around 100,000 new nursing home beds by 2030. ■

Anticipated need for nursing home beds, thousands



# FLEXIBILITY FOR THE LOCAL AUTHORITY

*– was the key to success in Haninge*

From left: Lena Ingelsson, assistant nurse; Linda Isebark, coordinator; Birgitta Kilegård, assistant nurse; Maria Tiits, nurse; Marie Hedin, local manager; Susanne Lingskog, nurse.

**When Attendo Lillgårdsvägen in Haninge opened its doors in late 2015, the local authority was not interested. But tireless effort and constant readiness to offer the local authority flexible solutions turned the reluctance into resounding success.**

**A**ttendo Lillgårdsvägen is basking in the sunshine on this late summer day. When local manager Marie Hedin steps out of the lift on level three, the melody of Evert Taube's Sjösala Waltz can be heard from the loudspeakers and there is a large group of residents gathered in the lounge for chair exercises.

"What a great group," exclaims local manager Marie happily when we pass by. "Hello, everybody!"

Attendo Lillgårdsvägen is one of Attendo's lifestyle homes, oriented towards Outdoor & Garden. It is in a lovely location, surrounded by farm fields and meadows in Tungelsta, a beautiful area outside Stockholm.

The nursing home opened in December 2015 and got off to a rocky start with many empty beds, inconsistent quality and difficulties

recruiting staff. Entire floors were closed during some periods.

The reason was that the local authority refrained from placing people at Lillgårdsvägen because they had vacant beds in their own nursing homes. Instead, Marie Hedin and her staff had to focus on short-term housing and the ability to offer special solutions to the local authority.

"Running an operation that was not doing well financially was tough, but I was bound and determined we would make it in the end," says Hedin.

#### **Turnaround in 2018**

After two years in the red and with low occupancy, the situation got brighter in early 2018. The negative trend was reversed and all 54 apartments are now occupied.

"We received a great many inquiries over a brief period and we quickly

adjusted so that we could receive residents at short notice. I am glad we had such a good basic relationship with the local authority, so we were really able to show our worth."

The big change came when the local authority's own nursing homes were full and there was a sudden need for more beds. In April, there were as many as ten people moving in. That puts high demands on the staff.

One of the nurses, Maria Tiits, says that it nevertheless went surprisingly well.

"We were truly prepared. And it helps that everything was well organised and all the procedures had been implemented. We felt we had the situation under control, even though it was hard work," she says.

Hedin nods in agreement and tells how every employee was involved in the effort.

"Getting here has been an unbelievable journey and everyone has done a simply outstanding job," says Hedin. "We are by no means finished and still have quite a lot of work to do, but we have set our goal and that is to be Attendo's best unit!" ■

# AttendoHem

– *a new form of housing in demand*

An assisted living facility with focus on social community for people who are too healthy to live in a nursing home. The new AttendoHem housing concept fills an important gap for both older people and local authorities.

## Facts

### AttendoHem

An intermediate form of housing for people aged 75+ who receive home care from Attendo.

Focus on social community and security.

Follows one of Attendo's popular lifestyle concepts: Outdoor & Garden, Culture & Entertainment or Sport & Spa.

Operated in properties that meet all requirements for future nursing homes.

Attendo launched its new intermediate housing form, AttendoHem, in November 2018. Attendo Regalskeppsvägen, a lifestyle home in Enköping, was the first.

“With AttendoHem, we are filling two gaps. First, we are creating new housing alternatives for older people who want more security and community in their everyday lives, but are too healthy to live in a nursing home. Second, we are filling a gap for local authorities that are going to need more beds in nursing homes in the future,” says Attendo CEO Martin Tivéus.

### Like a rental apartment with a built-in community

AttendoHem will be offered at selected nursing home facilities around

the country. The people who move in will rent their apartments, just as they would in an ordinary apartment building, but will also gain access to the common areas found in a modern nursing home. People who want additional services can usually also opt for things like a meal package or household services.

To be eligible to move into an AttendoHem apartment, people must have chosen home care services from Attendo and be around 75 years old. For most people, that means no new decision from the local authority is required.

Emelie Sköldulf, local manager at Attendo Regalskeppsvägen, highlights the social aspects of moving to AttendoHem.

“Sadly, loneliness and worry are







5,000

persons waited longer than three months for a nursing home bed in 2018.

Source: IVO

becoming increasingly common among older people. My ambition is that AttendoHem will be a welcoming meeting place for older people, their families and friends, so that more older people enjoy richer social lives.”

The initial plan at Regalskeppsvägen is to hold activities open to all older people in the municipality at least once a week.

The home is designed as a lifestyle home with focus on Attendo’s popular Outdoor & Garden concept, where tremendous attention is paid to creating welcoming outdoor environments. The property is located in Bredsand, an area of great natural beauty with recently built detached and semi-detached homes around the corner. A few hundred metres away, people can take a dip in Lake Mälaren, or go for a long walk on the Uppland Trail.

plement the housing that the municipality offers.”

Martin Tivéus also sees a purpose in helping local authorities prepare for future needs. About 40,000 new apartments in nursing homes will be needed across Sweden by 2030.

“With AttendoHem, we are creating a solution that provides total flexibility to the local authority. We can convert at any time and operate nursing home facilities in all or part of the same property,” says Tivéus. ■



Attendo Hem

**Positive response from the local authority**

Ingvar Smedlund (Moderate Party), chair of the executive committee for the Municipality of Enköping, sees AttendoHem as a welcome contribution to diversity in the municipality.

“I believe it is important that we give older people choices among providers and various forms of housing. We are delighted that Attendo and other private providers are involved and want to improve care for older people in Enköping and that we are gaining more alternatives that com-

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The new AttendoHem housing concept fills an important gap for both older people and local authorities.



## Sustainable supplies through high standards and digital support



Attendo applies a strict code of conduct to its employees and suppliers. Only suppliers that meet Attendo's high standards are contracted and available in the e-commerce portal used by Attendo's operations.

### Facts

#### *The Attendo Code of Conduct*

Contains principles with which employees and business partners are expected to comply regarding human rights, labour law, environmental responsibility, anti-corruption and anti-fraud, business ethics and communication with stakeholders.

Violations are reported and can lead to termination of contracts or measures under penal law, depending upon the nature and seriousness of the violation.

"We impose high demands on our suppliers. They have to comply with the same high standards as we do within Attendo as regards labour law, human rights, the environment and anti-corruption," says Marcus Lövnord, head of the purchasing department at Attendo Scandinavia.

To give local managers greater control over their purchasing, there is a central e-commerce portal where only suppliers that meet the requirements laid out in the Attendo Code of Conduct are allowed in. Suppliers of everything from food, consumables, machinery and equipment, and IT to durable goods are found in the portal.

Buyers are only allowed to order from the suppliers in the portal. New suppliers have to be tested and approved before they are added.

"We see tremendous gains by coordinating our purchases this way. First, we qualify for volume discounts, which allow us to deliver a cheaper service to the contracting local authority. But we can also ensure that our suppliers maintain high standards," says Lövnord.

Supplier agreements are reviewed regularly, which includes verifying that the supplier is complying with the Attendo Code of Conduct. ■

## Attendo is leading the transition to sustainable nursing homes

**When Attendo builds new properties, the emphasis is on creating comfortable, sustainable and health-promoting care facilities. That requires careful selection of materials, lighting and heating.**

Attendo Finland has built more than 250 nursing homes since 2008. Aimed at creating sustainable nursing homes – with regard to both the environment and life cycle – Attendo now uses wood structures as the basis for all new buildings.

The construction of Attendo's first all-wood building was completed in September 2018. It is one of the first log-built nursing homes in Finland and is located, aptly enough, in the town of Ruovesi, where forestry is the main industry.

#### **Smart choices for heating and lighting**

Attendo selects smart heating alternatives in order to increase operational energy efficiency. Several of the latest nursing homes have been equipped with geothermal heating systems, for example, which tap nature's own heat reserves.

Care homes need cosy and pleasant indoor environments with appropriate lighting. Attendo has also achieved energy savings of 5-7% by upgrading the lighting in existing



Attendo first log-built nursing home – Attendo Armas in Ruovesi – opened in 2018.

homes. In addition, Attendo has selected suppliers that offer renewable energy sources, like hydropower, for electricity.

#### **Attendo is leading the transition to sustainable buildings**

The Finnish Ministry of the Environment has published two documents containing draft recommendations on energy efficiency in buildings, which Attendo has already begun to apply in partnership with property owners, architects and building contractors. The recommendations are expected to become binding by the mid 2020s. One of these is that buildings' climate footprint will be measured across the entire life cycle, and not only in while it is in operation. ■

## Smart solutions are making a difference for the environment

Attendo implemented several smart solutions in 2018 that are reducing environmental load in connection with things like purchasing, laundry and cleaning.

"We have developed a laundry detergent dispenser that helps us use the right amount of laundry detergent. Through new technology, we have also gained floor cleaning machines that require no scrubbing agents at all," says Marika Salovaara, purchasing manager for Attendo Finland.

In order to reduce the climate footprint associated with purchases of food and raw ingredients, Attendo mainly uses locally produced products.

"Of the raw ingredients we buy, more than 70 percent is produced in Finland. The more local products we buy, the smaller our carbon footprint," says Salovaara.

When it comes to waste management, Attendo works with Remeo Oy, a company that specialises in recycling. The goal is for the majority of waste to be recycled.

Disposable products are often used in care settings to ensure good hygiene. Attendo's Finnish care homes use as many disposable napkins as the entire population of Finland, along with more than 10,000 litres of hand sanitiser and 5,000 litres of soap.

Attendo partners with Walki Medical, which supplies locally produced hygiene and paper products. A review of disposable products has also had positive impacts: for example, Attendo has almost completely stopped using disposable tablecloths, sheets and mattress protectors in its nursing and care homes. ■



# Packed houses when Joel Hallikainen went on tour

The beloved performing artist Joel Hallikainen attracts packed houses when he tours nursing homes in Finland. He came to Sweden in December 2018 for an emotional appearance at one of Attendo's Finnish-speaking nursing homes.

## Facts

### *about Joel Hallikainen*

Joel Hallikainen is a Finnish musician and entertainer. He was born 11 October 1961 in Turku, Finland. Hallikainen began his musical career as a guitarist in the new wave band Korroosio. He launched his solo career in 1990 as a schlager singer and much-loved performer.

Joel Hallikainen was on tour in Finland in 2018 and played at almost a hundred Attendo nursing homes. He took a detour in December to the Finnish-speaking nursing home Attendo Fortuna-Onnela in Uppsala, Sweden where he gave an emotional show.

"It means so much to be allowed to come into their home, since it is a safe place for the residents. When I perform here, I feel that the audience trusts me, and I truly appreciate that," says Hallikainen.

On a raised stage with a music stand and a guitar, Hallikainen alternates songs with wonderful and sometimes deep conversations with the audience. The mood and the laughter made it clear that the older people enjoyed the attention and the chance to talk to a countryman.

"I always get an amazing reception when I perform in Sweden. The people here at the nursing home want to hear music in their native language,

because it is closest to their hearts. I saw that many of them teared up when I sang, but they also laughed a lot," says Hallikainen.

In addition to the residents, other Finnish-speaking people in the municipality were also invited. Fittingly enough, the appearance was arranged on the day before Finnish Independence Day.

### **Music triggers emotions**

During Hallikainen's stop in Sweden, he had a total of eight planned performances, including six at the Church of Sweden, where he gave a Christmas concert in Finnish. He performed one of his most famous songs, Kuurankukka ("Frost Flowers") when he visited Fortuna-Onnela, which he often performs at weddings, funerals and birthday parties.

"Music has the power to trigger emotions, which could be seen clearly in the audience. I have seen people with dementia recognise



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**I always get an amazing reception when I perform in Sweden. The people here at the nursing home want to hear music in their native language, because it is closest to their hearts.**

Kuurankukka and how they sometimes even hummed along. Music takes over when words are lost,” says Hallikainen.

Hallikainen has had a long career in music and entertainment.

“I started as a professional musician in 1984 and have played in rock bands, performed as a magician for children and released five albums of children’s music. I started in a ‘big band’ in 1992, which made me a superstar, but now I have stepped back a little so that I can breathe and take it easy again. Now I am doing what means the most to me, playing for people,” says Hallikainen.

Maria Probst, local manager at Fortuna-Onnela, thought the evening instilled a wonderful sense of community and that the music had clearly brought a lot of memories back to the residents. The performance was pleasant and intimate, especially because Hallikainen had such warm interaction with the audience.

“Several people in the audience came up to me afterwards to say how much they had enjoyed it. Many of them had never visited us before and enjoyed seeing what life is like here. We are very keen to see whether it is possible to invite other performers here,” says Maria. ■

## Nursing home in Lahti became a popular senior fitness centre

**Mikko Pohjola, local manager at Attendo Aavatar, wanted to find out whether a nursing home could also work as a fitness centre for senior citizens. It was a huge success.**

Attendo Aavatar is a nursing home in Lahti with a special orientation towards sports and physical activity. To kick-start the activities, they invited senior citizens from the neighbourhood to a free fitness session led by trained occupational therapists. It was a huge success and more than 100 senior citizens participated in the fitness sessions during the spring of 2018.

“This feels absolutely wonderful,” says Kerttu Levo. “I try to exercise a bit at home too, but here I have really been given help with my hands. They don’t fall asleep anymore.”

The residents of Aavatar have their own regular fitness sessions at different times than those for non-residents. But the residents can also invite visitors, and some of them are very keen to join the instructor-led sessions in the afternoon. There are three levels of fitness sessions for senior citizens aged 60-80.

“We got the idea when we were thinking about how we could contribute to improving the well-being of older people. In my job, I see how exercise and movement play a very important role in promoting older people’s health and functioning,” explains Pohjola.

The fitness sessions promote effective precision exercise, but also a huge sense of fun and energy. For many of the participants, the threshold to everyday exercise has been lowered, and they have also been given an important social event to look forward to. ■



**Quality / Activities that promotes happiness, health and well-being**



## DiscoDando is a hit in Skåne

**Daniel Nilsson, a resident at the Attendo Åkershus group home, is the enthusiast who decided to start a disco for people with disabilities.**

Daniel came up with the name DiscoDando himself, by putting Dan from Daniel together with do from Attendo. He has been a huge fan of disco music for a long time.

"After all, Arne of "Lill Arnes" was my uncle. Lill Arnes was a dance band about a million years ago. So, the interest in music runs in the family. My mum and dad also like dance band music," says Daniel Nilsson.

Daniel hatched the disco idea along with a few colleagues at Attendo Åkershus. It is now an important pastime for Daniel, who regularly arranges discos for 60–80 people at various locations in Skåne. And he has no plans to stop.

"It's like this, it is the happiness you see on the faces of the people who come and how they enjoy it so much. And music is my life, and I share that with a lot of people."

Although he loves music, he doesn't like to dance.

"No, I don't dance. You don't have to dance at a disco, you can just sit and hang out, meet new people and make new friends," says Daniel. ■



Creativity and innovation: The collection comes together ahead of Attendo Unika's performance at Stockholm Fashion Week

*Arts and culture enrich care*

## UNIQUE FASHION SHOW AT STOCKHOLM FASHION WEEK

**Attendo Unika presented a pop-up fashion show to rave reviews on Sergels Torg in Stockholm in connection with Fashion Week in January.**

Attendo Unika is programme for people with psychosocial disabilities in Stockholm, oriented toward theatre and performance. Performers from the daily activities programme presented a fashion show during Fashion Week on the theme of romance, right in the middle of Sergels Torg, a large square in the city. The clothes were designed by the Unika performers themselves, and the hit songs pounding in the speakers were composed in the performers' music studio.

The aim of the show was to demonstrate that fashion is for everybody:

"It felt absolutely fabulous," says Danne, one of the performers.

Two fashion magazines, Bon and Modette, covered the amazing fashion show. And the Stockholm House of Culture & City Theatre were so impressed that they asked Attendo Unika to collaborate with them. During the spring and summer, additional shows were presented outside the House of Culture, including musical performances and additional fashion shows of the unique collections. ■



A unique fashion show: The performers from Attendo Unika's daily activities show their own creations during Stockholm Fashion Week.

## Art education sparks students' interest

Attendo's schools for children with disabilities are working actively with art education to generate interest in the arts and culture. Students at Broarp created their own versions of famous works of art during the spring.

Attendo Broarp Skola in Eksjö is a school for young people in years 4–9 with neuropsychiatric disabilities. The school's art teacher, Joacim Lundqvist, works one-on-one with the students, which provides greater potential to develop their abilities. They often work according to themes during lessons.

Last spring, the theme was "Artists" and they learned more about artists including Warhol, van Gogh and Munch. Previous themes have included the Olympic Games, United Nations Day and the UN Convention on the Rights of the Child.

"We touch on almost all subjects within art - from history and civics to maths. Art is a forgiving subject, where everyone can work based on themselves, with no need to compete," says Lundqvist. ■



Photo: Markus Sommers

## Popular beauty salons at nursing homes

**There is no upper age limit to wanting to look well-groomed and attractive. Residents were thrilled when nursing homes in western Finland offered a day at the beauty salon.**

Being pampered with excellent everyday service at a nursing home is not unusual. Attendo Venla in Klaukkala and Attendo Kaarlentupa in Vasa, Finland took that one step further when they offered a full-day beauty salon to all residents.

The goal of the day was to do something special in addition to the everyday routine. Well-known blogger and professional make-up artist Miia Ezen, along with make-up expert Miika (also known as Miss B), who dressed in drag for the day, gave the older people a new look and attractive hairdos. They were assisted by students from local cosmetology and hairdressing schools.

### First-ever manicure

The residents enjoyed being smartened up and getting a beauty lift, and were amazed over their own and their neighbours' gradual transformations. A few of the older gentlemen took the opportunity to try out a manicure for the first time in their lives. To make the day extra memorable, a professional photographer was hired to capture the beautiful results on film.

"This truly added a glow to life. Hairdressers and chiropractors come in regularly, but an entire day devoted to

beauty also becomes a social activity where the results are seen straightaway. Everyone enjoys it, regardless of gender. It was very moving to see how happy the older people were when they got their makeovers," says Maritta Havanka, local manager of the nursing home in Klaukkala.

### Compliment contest

The older people were quick to give each other compliments.

"It looks lovely, for as long as it lasts," says Pirkko's husband with a twinkle in his eye.

"Terttu is our very own Miss Finland," says one of the residents about another participant.

In her youth, Terttu Lahdenperä had a daily beauty routine, but she hasn't had the energy and inspiration since moving to the nursing home. When she heard about the upcoming beauty salon event, her hopes quickly blossomed. After her make-up was done, she asked the make-up artists several times to up touch up her lipstick.

"It is really nice to have these types of activities at a nursing home. We don't have to go into town to get help from the pros, they come to us instead," says one of the residents of Attendo Venla. ■

# A happy return to "Kollen"

The Holmenkollen outdoor recreation area has a special place in the hearts of many Osloites. Attendo and Norsk Friluftsliv, a Norwegian outdoor life association, invited residents and their families to a happy return to "Kollen" to watch the classic 50 km ski race.

It was fantastic. One of the older people had ski-jumped at Kollen, and another had gone on countless cross-country ski trips there. Several family members in attendance were moved to tears. One older lady hardly believed it was true and exclaimed, 'Am I really at Kollen again?'" says Geir Hansen, head of marketing and communications at Attendo Norway.

Attendo's nursing homes in Oslo have made taking older people on outdoor excursions a regular activity. The aim is not only to have fun and bring back memories, but also to create discussions about how time spent outdoors promotes health.

"We want to show that it is possible, and by that we are taking a stand on policy related to older people. If we can get out to 'Marka' and 'Kollen', we can also manage to give older people wonderful outdoor experiences in everyday contexts," says Hansen.

Norsk Friluftsliv was very pleased with the day.

"Outdoor experiences are great for health. This shows that we can do a lot for older people if we have the courage to think outside the box," says Linn Elise Jakhelln, communications advisor at Norsk Friluftsliv. ■



## Enjoyable get-togethers over a beer at Attendo Paulus in Oslo

Attendo's nursing homes usually offer meeting places for neighbours and family members too. Attendo Paulus Sykehjem in Oslo has been running a popular "biergarten" for several years.

The St Pauli Biergarten is located around back at the Attendo Paulus Sykehjem in the popular Grünerløkka district of Oslo. Private entrepreneurs have been running a German beer garden for the residents of the nursing home and people in the neighbourhood for several years.

"It's a hugely popular place to stop by and have a beer on a sunny afternoon. It helps make our nursing home a natural meeting place for more people," says Silje Haugo, local manager at Attendo Paulus Sykehjem.

Singers and musicians perform regularly at the beer garden and during last summer's heat wave, the management set up a pool where guests could cool down on the outside as well. ■







## TRIVIA GAMES STIMULATE MEMORY AND BRING JOY TO LIFE

Attendo has developed three trivia games based on Attendo's lifestyle concept in cooperation with family-owned company Fun2Know. The games stimulate older people's memories, while offering an enjoyable interlude during the day.

### Facts

#### *Attendo's trivia games*

Three games, each with 300 questions in four categories. The games were developed by Attendo in partnership with the company Fun2Know.

#### **The categories in the games are:**

Outdoor & Garden: Animals, Plants, Excursion Destinations and Seasons of the Year.

Sport & Spa: Inside, Outside, Body and Mind, and Beauty.

Culture and Entertainment: Film and Theatre, Music and Dance, Art and Literature and Traditions.

The idea is that the games should be a tool for working with memory images and cognitive abilities in a simple way," says Annika Wickman, concept developer at Attendo Scandinavia.

The games were developed based on Attendo's three lifestyle concepts for care and nursing homes in Own operations. They consist of questions divided into four categories per lifestyle concept.

The questions are written in a light-hearted and simple way so that everyone can join in and play the game. People can play in small groups or arrange larger quiz nights and invite their families to attend.

"Besides being a fun activity, the games are lovely to have on display so that family members and other visitors can see them," says Wickman.

Players answer questions like "What radio channel broadcasts the Melody Crossword show?" and "Name one of the four national parks that the Royal Trail goes through." Participants also learn what the "school potato holidays" involved and that the chicory plant was used as a coffee substitute, but the leaves can also be eaten in salads. ■

## Lots of laughter when Fresta threw a quiz night

A pub and quiz night was arranged at Attendo Fresta Södra Allé in November, when guests tried out the new trivia games. There was a great deal of mirth and laughter during the evening.

The residents gathered with staff in a common room, where lots of delicious refreshments had been laid out. The mood was delightful, with festive music and cosy lighting in the autumn darkness.

The creator of the games, Lotta Westring, was there and acted as the quizmaster. According to Lotta, there is an integration aspect behind the trivia games, which were based on integration games she developed earlier. The idea for the game came up in a meeting with some Muslim women she had met at the Muslim Family Day Fair in Kista.

"The idea is that the games tell people who want to learn more a little bit about Sweden and Swedish culture. I hope the games will also help stimulate conversations between residents and members of staff, and that the talks will be fun and stimulating for the older people," she says. ■

# Safari in virtual reality

**Attendo Kantarellvägen is using new technology to promote the well-being of older people. The older people are gathered together and take turns wearing the VR headset to take a journey of discovery in a variety of settings.**

**T**he mood is high when Louise Pettersson and David Beckman get the VR headset ready at Attendo Kantarellvägen in Åkersberga, just north of Stockholm. There are about 40 apartments here, adapted for older people with various physical needs or dementia conditions. Today, four residents will take turns going on a variety of adventures.

The VR headset has been used here since the spring of 2018 to stimulate the older people to perform simple movements, but also to get

new impressions and perspectives in their lives. It has turned out to be both entertaining and beneficial.

Louise fiddles a bit with the settings on her phone. Once she has linked the headset to her mobile phone, it's time for one of the residents to set off on a virtual journey.

Lilian Hultgren, first in line, pulls the VR headset down over her face like a pair of outsize ski goggles. Her head soon begins to move around, exploring.

"Now I'm out on the savannah. Oh, there is a lion behind me!"

## **New technology offers many advantages**

Louise Pettersson is enthusiastic about the new tools.

"Besides being a fun change from

the everyday, VR encourages movement in important muscles in the neck and body as you look around in the environments. In this way, it is an excellent stimulus for motor activity."

There are several different environments available in the headset. With a simple tap of a button, the savannah is transformed into an aquatic environment, an air show high up in the blue or amusement park rides.

Stig Pettersson starts with the air show.

"Oh, now I see the fighter jets," he exclaims, and lets his head follow the swoops of the planes. After that, he ends his turn with a thrilling ride on a roller coaster.

Local manager Christina von Segebaden also welcomes new technology as part of good care.

"I believe strongly in VR as a means of development and stimulation for older people, especially when they can visit environments that are familiar to them from the past. It is also tremendous fun for the people who live here, and that is at least as important. It should be fun to live in a nursing home," says von Segebaden. ■

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**Now I'm out on the savannah. Oh, there is a lion behind me!**

VR = Virtual Reality





# DEMENTIA TEAMS

## *help seniors live at home longer*

**More seniors receiving home care from Attendo in Solna can continue living at home, thanks to experienced staff and thoroughly tested working methods. There is a special dementia team here with specially selected employees who have completed dementia training and been certified by the local authority.**

**L**ocal manager Elin Hollander has many years of experience working in home care in Solna. She sees a trend where more people are remaining in their homes, in spite of dementia.

“Being able to keep to your ordinary routines, such as eating breakfast at the kitchen table at home, provides a tremendous sense of security. As a result, people don’t feel they are as ill as they might actually be,” she explains.

Lead planner Mikael Gahns agrees.

“Our employees are well aware of their customers’ routines. Bertil wants his teacup to the right of his porridge bowl, for example. That might seem like a tiny thing, but it is super important to get the details right when you are working in dementia care. The staff know their customers well and some of them

have been visiting them several times a day for years. So, no one is replaceable and you really have to consider planning carefully if someone gets ill or is going on leave,” he says.

### **Experiences are shared in reflection meetings**

In addition to planning the work together with the staff, Mikael is also the reflection guide for the dementia team. As such, he leads regular reflection and discussion meetings on-site to ensure high-quality care.

“The employees usually work alone and obviously situations arise that they need to talk about or find new solutions to,” he says. “We usually focus on one topic at a time, such as hygiene, food or medications.”

Today’s reflection meeting is about the relationship with customers’ families. About ten members of the

dementia team have taken a seat in the meeting room. The atmosphere is warm and high-spirited and it is obvious they know each other well.

An employee brings up the importance of building a trusting relationship with families in the best interests of the customer.

“One of my customers has a wife who really doesn’t want to let go, even when I am there. I try to make sure the wife gets a little time to herself when I’m there, perhaps to go out for a walk. Families have to be able to rest sometimes, and that is good for my customer too.”

A few others in the room nod in recognition and one employee says it feels very hard when she is going to be off work because she knows that family members’ uneasiness can rub off on the customer.

Mikael interjects that it can be wise to let family members know well in advance when employees are going to be off, so that they can prepare.

“All of you play a very important role in communicating with family members. Naturally, the best interests of the customer always come first, but we absolutely must not forget the relationship with the customer’s family.” ■

# MEAL REPRESENTATIVES TAKE ON THE MEALTIME EXPERIENCE

Mealtimes are often one of the highlights of the day for people who live in a care home. Attendo has introduced local meal representatives to further enhance the mealtime experience.

For many people, health and well-being are closely connected to food. Unfortunately, loss of appetite is part of the natural ageing process, which affects older people's daily nutritional intake. Consequently, many older people are malnourished.

During 2018 and 2019, Attendo Scandinavia is carrying out a comprehensive programme to enhance the mealtime experience for our customers. Each operation must appoint a meal representative, who will have overall responsibility for improving food quality and placing orders in line with the residents' needs and preferences.

Attendo will also be using local prep kitchens to a greater extent, so that food preparation moves closer to the customers.

According to Attendo's food and procurement manager Marcus Lövnord, this is a major and important change with the potential to substantially improve quality.

"We want the mealtime experience to get closer to the customers. The goal is for all employees who work with food to gain better understanding of appetite, food hygiene and food preparation as part of good care," says Lövnord. ■





## Facts

### About residential fires

21,500 burn injuries sustained at home are reported every year  
 6,000 residential fires per year require emergency response  
 110 people on average die every year in fires, of whom 85 at home

Source: The Swedish Civil Contingencies Agency, MSB

# 16,000 smoke detectors for Attendo's customers

In the spring of 2018, it was time for a new campaign within Attendo Safe and Secure, Attendo's concept for increasing everyday security for older people at home. The theme this time was Fire Safety at Home, aimed at improving fire safety for our home care customers.

Feeling safe and secure at home is important, especially when you are older. Unfortunately, a lot of people do not have working smoke detectors, which can have devastating consequences. That is why the Attendo Safe and Secure concept put focus on fire safety in 2018 in a national information campaign about how you can reduce the risk of accidental fires.

Attendo distributed 16,000 smoke detectors to its customers and local information initiatives were carried out in all locations where Attendo provides home care. The local Fire and Rescue Departments were also involved in several towns.

"We are working constantly to help older people feel safe and secure in their everyday lives and at home. Offering smoke detectors and knowledge about fire safety to our home care customers is part of that. We want to help arrange a safe home environment, which is part of our work to deliver care," says Annika Wickman, concept developer at Attendo Scandinavia.

Margareta Ohlberger is one of the customers who received a new smoke detector from Attendo.

"I already had a smoke detector, but it was good to get another one so that I can have it in a different room," she says.

9 out of 10

fatal fires happen in homes, and people in the 80+ age group are strongly over-represented.

Nine out of ten fatal fires happen in homes, and people in the 80+ age group are strongly over-represented in the statistics according to MSB, the Swedish Civil Contingencies Agency.

The theme in previous years for Attendo Safe and Secure was slip and fall risks, both indoors and outdoors. In that effort, Attendo distributed non-slip bath mats and winter shoe cleats to its home care customers. ■

# SUCCESSFUL INTEGRATION ENHANCES JOB SATISFACTION

Attendo has made small and large acquisitions over the years. Before new procedures were established, it was something of a tumultuous beginning for employees of the former Humana home care services in Västerås.

## Facts

### Acquisition of Humana home care

Attendo acquired Humana Home care in 2017.

1100 employees in 10 cities were included in the purchase.

Through the deal, Attendo gained a broader customer base in key locations around Sweden.

Attendo acquired Humana's home care business in September 2017 with more than 1,100 new employees in about ten locations across Sweden.

The merger brought new employees and new customers to Attendo's home care operations in Västerås. Local manager Åsa Gustavsson's operation nearly doubled in size overnight.

The important work of helping the new employees quickly settle into the Attendo community and methods started right away. According to Gustavsson, the group was skilled and cohesive, which made everything easier in many ways. The challenge was to introduce the new employees to the Attendo model of organisation and clear leadership.

"You might think that all private companies share views on smart

planning to get as much as possible out of the time available. But that turned out not to be the case.

### Many new procedures

Cooperation and information are other key aspects. For Åsa Gustavsson, as well as other Attendo managers in home care, the morning meeting is a sacred cow.

"We coordinate with each other and share important information. But above all, the morning sit-down helps create a sense that 'I am an important part of the whole'. I don't skip the morning meeting if I can help it," she says.

The administration and documentation of customers and employees otherwise left much to be desired, which led to considerable detective work for Gustavsson.

The Mobile Care tool was introduced in parallel with the integration of Humana. It would give the new employees a better overview of scheduling and make them more aware of how time was used.

"Some employees were unused to working this way and thought it was too controlled. I had a lot of discussions and both persuasion and pep talks were required to get everyone aboard."

### Christmas dinner was a turning point

Overall, the autumn was a bit topsy-turvy, but Åsa Gustavsson points out that everyone learned a lot along the way. When asked when the turnaround came, she laughs a little before answering.

"It was probably gradual, but I remember the Christmas dinner was a turning point. I joked and said that it was high time we started mixing together, and we have done that ever since."

The reward for all the hard work came later, when the employee satisfaction survey showed a marked improvement. The job satisfaction score had gone from 3.7 to 4.5 and the score for satisfaction with the manager from 4.1 to 4.7.

"Oh, that was so exciting! I think you can regard that as proof of a successful integration," says Gustavsson. ■



# Mikeva + Attendo = 4ever!

## Facts

### *Attendo's acquisition of Mikeva*

Attendo acquired Mikeva in 2017. 121 units with 2,900 beds and 2,300 employees were included in the deal.

With Mikeva, Attendo strengthened and broadened its offering in social psychiatry, disabled care and care for older people in Finland.

**With the acquisition of Mikeva, 121 new operations became part of the Attendo family overnight. Response to the transition has been positive, much due to greater self-determination for local managers.**



A journey together towards better care – employees of Attendo and Mikeva presented a joint exhibition at the mental health expo.

In November 2017, the Finnish competition authority gave Attendo the all-clear to finalise the buy-out of Mikeva, a leading private social care services provider in Finland. In total, 121 operations in key care areas such as homes for people with psychosocial and other disabilities as well as residential treatment facilities. The acquisition not only gives Attendo a wider service offering in care, but also a greater geographical reach in care for older people.

“We’ve gotten many dedicated employees and new skills through the acquisition of Mikeva. A lot of work remains with the integration, but we have made good progress,” says Pertti Karjalainen, business area director for Attendo Finland.

Local decision-makers have been given more of a say about “their own homes”, which employees from Mikeva value especially highly.

Several initiatives were begun during the year to share knowledge about operational management and working methods, which have led to new insights on both sides. On the whole, the transition must be considered successful, even though it involved the integration of an unusually large operation in relation to Attendo’s size. ■

# MOBILE TOOL ENHANCES QUALITY AND PEACE OF MIND

Reactions were mixed when Attendo Flodinsgården tested a new mobile tool for care services. Employees and managers alike are now happy with the overall view the tool delivers.

## Attendo Ekmans väg – safest in Sollentuna

In May 2018, the Attendo Ekmans väg group home received the “Best patient safety work in 2017” award from the municipality of Sollentuna. According to local manager Anna Sjöman, the award is the result of a goal-oriented effort to improve medication handling.

“The employees worked actively during the year with procedures and we were able to further improve patient safety by those efforts, along with the implementation of the MCSS electronic signature system,” says Sjöman.

As a result of the new tool, fewer medication sign-offs have been missed, which increases safety and security for the residents.

“We have to get better at taking preventive action to reduce the risk of harm. Through long-term safety-mindedness and allocating time to develop new methods and working procedures, we can improve customer safety.” ■

**M**obile Care is a tool for planning and following up in care services. Attendo uses it in home care to make sure the services each customer has been granted are delivered.

When Attendo Flodinsgården in Västerås introduced Mobile Care on a trial basis, reactions were mixed.

“It was a big change, and a few employees chose to leave. But most people are happy with the tool now,”

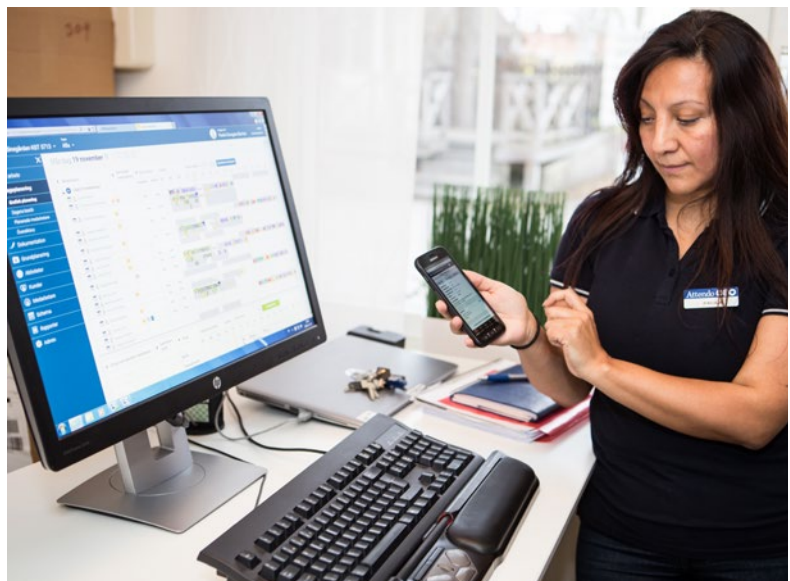
says local manager Lina Sjöstrand. The biggest difference in terms of the working method is that each service is planned and scheduled. Employees report in regularly throughout the day, which provides a good overview of their individual workloads.

“Mobile Care ensures that changes in our customers’ care needs are picked up quickly. We can also generate reports and show families the services we have provided, who delivered them and when. That results in higher quality and greater peace of mind,” says lead planner Paula Chungara Barrios.

Maja and Estella, two members of staff at Flodinsgården, are very happy with the new tool - although it did take some time to get used to.

“It makes everything so much simpler. Before, we had to manually enter every service provided. Now we have total control directly in our mobile phones, and we can also adjust the plan with no risk that important services will be omitted,” says Maja.

Estella agrees: “The biggest difference is when someone is away. Before, it could get pretty chaotic, but now the substitutes can immediately see what has to be done.” ■





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We had to relearn and change the operation, and it was both sorely needed and fun.



New routines and systematic work has led to fewer incidents of threats and violence from residents.

## New procedures reduce threats and increase job satisfaction

Attendo Vagnmakarvägen, a group home for people with disabilities, is located in a peaceful residential neighbourhood just outside Uppsala. These days, it is usually relatively quiet at the home, but that has not always been the case.

The group home on Vagnmakarvägen has taken an amazing journey. The number of threats and violent incidents was sharply reduced in only a few months, and job satisfaction significantly increased.

The residents have diagnoses on the autism spectrum, but there are also additional problems, such as schizophrenia, substance abuse and psychoses. Ten people of various backgrounds work here, including assistant nurses, health educators and behaviourists. Three employees

are on duty during the day, when several of the residents are in daily activities programmes and spending their time mowing grass, portering and sorting. Two employees stay at the home overnight.

### New management energised the operation

For almost ten years, the home on Vagnmakarvägen belonged to Samsa, which was acquired by Attendo in the spring of 2016.

“Almost everything changed,” relates coordinator Jenny Söderlund, who has worked at Vagnmakarvägen for four years.

“Suddenly we had guidelines for our procedures and processes, which we didn’t have much of before. We had to relearn and change the operation, and it was both sorely needed and fun,” she says.

Now there are clear daily plans that describe what has to be done, when and by whom. During the shift, each employee is responsible for one or two residents and does what is supposed to be done together with them, such as laundry and cleaning, shopping or activities.

### Everyone is happier

An assessment was performed six months after the takeover and implementation of the new guidelines, which clearly showed that both residents and staff were happier. Threats and violence by the residents had also declined substantially.

“In February 2017, we had 20 reported incidents of threats and violence. In December of the same year, we had two – so, our work clearly led to major improvements,” says local manager Shawder Rashed, and continues:

“The staff is doing an incredible job, in spite of the sometimes difficult environment. They can talk the residents back if they are on the way out the door. We cannot prevent anyone from going out, but we can often persuade them not to go into town and cause trouble.” ■

Photo: Rolf Øhman, Aftenposten



# Swift contact is the key to low sickness absence

**As a result of swift and meticulous follow-up by the manager when an employee is absent due to sickness, more people return to work sooner. That is the conclusion of a study of private and municipal nursing homes in Norway performed by the research foundation Fafo.**

**F**afo has studied the factors behind why sickness absence is lower at certain facilities providing care for older people and waste management than at others.

Attendo Romsås, just outside Oslo, is one of the nursing homes that participated in the study. The home, which has 110 employees, is distinguished by having reduced short-term sickness absence substantially in recent years, and is now well below the average for nursing homes.

According to Charlotte Halvorsen,

one of four group managers at the nursing home, maintaining close dialogue with the employees has a lot to do with it.

“The employee also has obligations and responsibilities and must cooperate with the employer, within reasonable limits,” says Halvorsen in an interview with the Aftenposten newspaper.

## **Adaptation of tasks**

The research study is qualitative and thus does not provide an overall

picture of differences between private and municipal operations on a national basis. But according to the researchers, the main explanations of why certain employers are more successful at reducing sickness absence are active efforts with preventive initiatives, frequent follow-up and adaptation of tasks and responsibilities.

Halvorsen says that aligns well with the effort at Romsås.

“It’s all about identifying problems, determining how long the absence might last and understanding whether a person have any remaining capacity to work. A person who has pain in the shoulders might be able take a walk with the customers instead. People can also be sick-listed for certain tasks, without having to be away from work,” says Halvorsen.

Great responsibility is put on the employee. People who cannot come to work – for example, if there is risk of contagion – must report how their illness is progressing to their manager daily.

According to Khuram Shahzad, head health and safety representative at Attendo Romsås, Rødttvet and Paulus nursing homes in Oslo, employees do not feel the frequent follow-up is intrusive.

“On the contrary, a conversation about what you can contribute at work is appreciated and creates a sense of trust and peace of mind. The point is to communicate an attitude,” he says. ■

## **Facts**

### *Fafo-report*

The study compares measures to reduce sickness absence taken by private and municipal providers within care for older people and waste management.

At operations that have low sickness absence rates, follow-up is stricter than required by regulations. For example, self-reported illness is followed up with daily conversations, remaining capacity to work is tested and the focus is on helping the ill person return to work.

# PEOPLE BORN ABROAD

## – *An important resource for future care*

Many people of foreign background work at Attendo and they all contribute to exceeding customer expectations every single day. Welcoming and integrating people born abroad are important aspects of Attendo's efforts to future-proof the business.

In an era of an ageing population, employees who were born abroad are an increasingly important prerequisite for Attendo's capacity to meet growing needs for high-quality care. That applies to the ordinary workforce as well as employees in specific occupations where there are shortages of workers, such as nursing. In that area, Attendo has been running a successful project for several years to recruit and train employees from The Philippines.

Greater employee diversity is also a prerequisite for Attendo's ability to meet the changing needs and demands of our customers.

"Attendo's employees must

reflect society. Along with the rising numbers of older people with origins outside Sweden, our needs to have the same diversity among our employees are also growing, so that we can give customers care they understand and can benefit from," says Carina Andersson, HR manager at Attendo Scandinavia.

Attendo is also a pathway to the labour market for many recently arrived immigrants. At Attendo, many of them get their first jobs, improve their new language and learn more about how the care system works. In this way, Attendo is contributing to increasing integration and diversity in the labour market. ■

# 57

languages spoken at Attendo's nursing homes.

# ”

**Attendo is also a pathway to the labour market for many recently arrived immigrants. At Attendo, many of them get their first jobs, improve their new language and learn more about how the care system works.**





## “My colleagues have been amazing”

When he arrived in Sweden, Ali wanted to start working. A tip led him to Attendo – something that proved fruitful for both Ali and Attendo.

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**The best things about the job are that everyone you meet is so different, and they all have different personalities. Having the opportunity to help them the way they want to be helped.**

**A**linawroz, “Ali”, Mohammadi works at Attendo home care Norrstrand in Karlstad. He came to Sweden from Afghanistan about two years ago and was eager to start working, but had a hard time entering the labour market.

A friend advised him to get in touch with Attendo, and he was invited to an interview.

Frida Orlander is the assistant local manager at Attendo home care in Norrstrand.

“When Ali started talking about older people in such a kind and respectful way, we had no doubts about giving him a chance,” she explains.

Ali was enrolled in an introductory training course and he managed delegation and fitted into the work group right away. The customers also liked him very much.

“I am so happy we had the chance to hire Ali. I hope he will stay with us at Attendo when he finishes his training,” says Orlander.

Ali has begun studying to become an assistant nurse. He wants to continue working with people and says he is very happy at Attendo.

“The best things about the job are that everyone you meet is so different, and they all have different personalities. Having the opportunity to help them the way they want to be helped. And my colleagues! They have been amazing,” he says. ■

## The first nurse from The Philippines receives her nursing licence

**Muriel Dela Cruz at Attendo Duvan in Linköping is the first of Attendo's 120 trainee nurses from The Philippines to qualify for a Swedish nursing licence.**

Attendo's initiative to recruit nurses from The Philippines has been very successful. At present, 120 trainee nurses are working at Attendo's nursing homes in Sweden. Sixty new trainees are added every year through the local training programme Attendo runs in The Philippines.

In 2018, Muriel Dela Cruz was the first of the Filipina nurses to be licensed by the Swedish National Board of Health and Welfare.

"I am thrilled to have finally achieved my goal of becoming a licensed nurse in Sweden. I have worked very hard for more than two years, studying and holding down a trainee job at the same time. I can take it a little easier now and have time for my hobbies. And now I can bring my kids over from The Philippines, which I am really looking forward to," says Muriel.

Muriel explains that many Filipina nurses seek work abroad, primarily in English-speaking countries, but she does not regret coming to Sweden.

"The best thing about care and healthcare in Sweden is that it is modern and quick off the mark. I was given so much help settling in here in Sweden. I've made many new friends and I really love my new job," says Muriel. ■



Photo: Tuva F. Stensrud



## ATTENDO ♥ PRIDE

**The right to choose the care you need is an essential aspect of Attendo's customer promise – as is the right to love the one you want. That is why Attendo actively participates in annual Pride celebrations in the Nordic countries.**

"Protecting human rights is in our DNA at Attendo. For many of our customers and employees, it is particularly important to manifest our support for the right to make their own life choices, including the right to love who they love. This is a big and important commitment that we are happy to contribute to," says Karolina Eriksson, regional manager for Attendo Norway.

For the second year in a row, Attendo's operations in Norway marched in their own section in the annual Pride parade. Attendo also participates regularly in Stockholm Pride and in several local Pride celebrations across the Nordic countries. ■

**” Protecting human rights is in our DNA at Attendo**

# “Remember why you go to work”

**Veera Boman-Martikainen was aiming to become a specialist nurse, but became the manager of a nursing home in northern Finland instead. In March 2018, she was recognised for her outstanding leadership.**



**T**he most important thing is to remember why you go to work, who you are there for. The employees come to work to help the residents. As the boss, you are there to help the employees do a good job,” says Boman-Martikainen, local manager of Attendo Pihlajaharju, a nursing home for 60 people in Iisalmi, northern Finland.

Boman-Martikainen ended up working in care for older people almost by accident. She studied nursing at the University of Eastern Finland and was aiming for a career as a specialist nurse.

“I’ve always wanted to work with people. In nursing, you become very close to both colleagues and customers,” she says.

Last March, Boman-Martikainen was named one of four finalists for the occupational pension company Ilmarinen’s “Best Boss Award”. It was the first time a manager from a private care provider made it to the finals for the coveted award.

Her philosophy is simple - focus on your employees, and you will have a good operation.

“I try to be seen out and about and not get stuck in my office. It is in the encounters with employees and cus-

tomers that you build mutual trust. If you are not present and available, you will miss a lot of things,” says Boman-Martikainen.

She believes encouraging employees is a key aspect of leadership. Managers have to get their employees to understand that they are the most important resource for achieving a good result.

“As the boss, you have tremendous influence over the general atmosphere. I believe that the most important factor a manager can influence is job satisfaction.”

Knowledgeable and motivated employees are better equipped to meet the needs of customers and take the needs of their families into account. She believes job satisfaction is achieved by listening to employees and accommodating their preferences – and that covers everything from the practical work to shift planning.

“Care and nursing are both mentally and physically challenging. I am very grateful that my employees have the right attitude and are happy to share their knowledge. We try to notice the everyday successes. Working towards a common goal and supporting each other in everything we do makes that easier,” she says. ■

## Facts

### *The Ilmarinen “Best Boss Award”*

Every year, the occupational pension company Ilmarinen recognises the best bosses among Finnish employers.

In addition to four regional awards, a national award is presented at a gala event in March.

Veera Boman-Martikainen was named Best Boss in Eastern Finland at this year’s final.

A total of 700 managers have been nominated for the award, which has been presented annually since 2013.

### *Southwest Award*

The Southwest Award is an annual leadership award given by the Centre for Welfare Studies at the University of Borås since 2016.

The award recognises managers in the public and private welfare services sector in Western Sweden for sustainable leadership.

Linda Berntsson is the first finalist who works for a private welfare services provider.

## “As a manager, you have to be straightforward, honest and fair”

**Linda Berntsson used to be a hotel housekeeper, but felt a call to work with older people. In May 2018, she became a finalist for the Southwest Award for her leadership at Attendo Fiskebäck.**

**L**inda Berntsson is having a long-running career with Attendo. She started as an assistant nurse at Attendo Lotsen in the late 1990s. Now she is the local manager at the Attendo Fiskebäck nursing home, one of the largest nursing homes in Gothenburg.

When she took over four years ago, the staff and customers were unhappy.

“Staff groups worked separately and people did not enjoy their work. There were no procedures, and none of the residents had a current implementation plan,” says Berntsson.

The first priority was to get the structures in place, train the employees and prepare implementation plans that could be followed up. The

next step was to get the employees on board. A lot of them had negative attitudes toward the job.

“I did the wrong thing at first, when I chose to try and support the negative ones. But that just egged them on,” says Berntsson.

She switched her focus to the employees who welcomed change, got to know them and involved them in the change process. Job satisfaction turned around and brought cohesion to operations.

“If you do not get the staff behind you, it is very difficult to achieve any goals. That is why you have to put the work environment first. The customers will not be happy until the employees are happy.”

One way of creating job satisfaction

was to let employees do activities during working hours that they usually do in their free time. Berntsson recently hired an assistant nurse who is also a yoga instructor. The yoga sessions are now among the most popular activities at the nursing home.

As a manager, you have to be close to both customers and employees, be open and warm, but also clear about what you want. Berntsson sees no problem with that combination.

“We are all people. I can laugh and joke around, but still lay down the law. You have to have an open dialogue and be straightforward, honest and fair. Otherwise, misunderstandings and discord can easily arise.”

Linda Berntsson emphasises Attendo’s values as an important tool for helping operations run smoothly.

“We spend a lot of time discussing events and considering them in the light of our values. Because we have such large groups, it is important that we understand each other and work towards common goals,” she says. ■



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**You have to have an open dialogue and be straightforward, honest and fair. Otherwise, misunderstandings and discord can easily arise.**





## Attendo's sustainability report 2018

This section contains a more detailed description of Attendo's sustainability work, our processes and steering mechanisms and examples of initiatives taken and outcomes during the year. The report covers all areas and geographies of Attendo unless otherwise stated.

### *Definitions*

**Code of Conduct** Formal guidelines for how a company's values must be implemented in practice.

**Environmentally hazardous waste** Waste that must, according to national law, be managed by an authorised waste management firm.

**Environmental management system** A structured approach to improving and streamlining the company's environmental work.

**Human rights** Human rights are enshrined in public international law and originate in international agreements. These agreements govern the relationship between the state and individuals and establish that all people, regardless of country, culture and context, are born free and equal in dignity and rights.

**Materiality analysis** Identification of the company's most significant issues from the social, financial and environmental perspectives. The most material issues are those concerning which stakeholders have the highest expectations and those where the business has the greatest impact on others.

**Stakeholders** Groups of people who are involved in and/or have a financial interest in a business.

**Stakeholder dialogue** Dialogue with stakeholders within and outside the company aimed at identifying the expectations of various groups concerning the business.

# Sustainability strategy and sustainability targets

Attendo’s sustainability strategy and practical sustainability work are focused on three main areas: social development, quality and employees. Through its operations, Attendo is also contributing actively to 6 of the 17 global UN Sustainable Development Goals.

## Stakeholder dialogue and follow-up

Attendo’s sustainability strategy is based on ongoing dialogue with the company’s stakeholders: customers and their relatives, local authorities, employees, suppliers, investors, politicians and government agencies. The stakeholder dialogue results in greater understanding of their expectations and provides input for areas of potential improvement.

We track satisfaction among our customers and their relatives as well as decision-makers and contracting local authorities through regular surveys and ongoing discussions. We always seek to base our actions on the needs and wishes of the customer or patient. Employee preferences and opinions are discovered by means including employee surveys, workplace meetings and performance and development dialogues.

## Significance assessment

Significance assessments are used to identify the topics that are most important to Attendo and the company’s stakeholders. We have identified

around 30 sustainability topics within various areas and three areas have been identified as the most important for Attendo’s sustainability work: development of society, quality in care and health care as well our employees. Overall targets have been defined for each focus area and relevant key figures identified to measure goal attainment.

## Objectives

In the social development area, Attendo’s ambition is to lead the establishment of new homes to address the needs of society for new beds within care for older people. Attendo reports on this area through the number of new beds under construction as well as newly opened beds in Own operations.

In the quality area, Attendo is striving to further improve its leading position in quality and customer satisfaction. Outcomes are reported in the internal quality thermometer, which is an overall appraisal of the primary quality factors in all areas of Attendo.



**We track satisfaction among our customers and their families as well as decision-makers and contracting local authorities through regular surveys and ongoing discussions.**

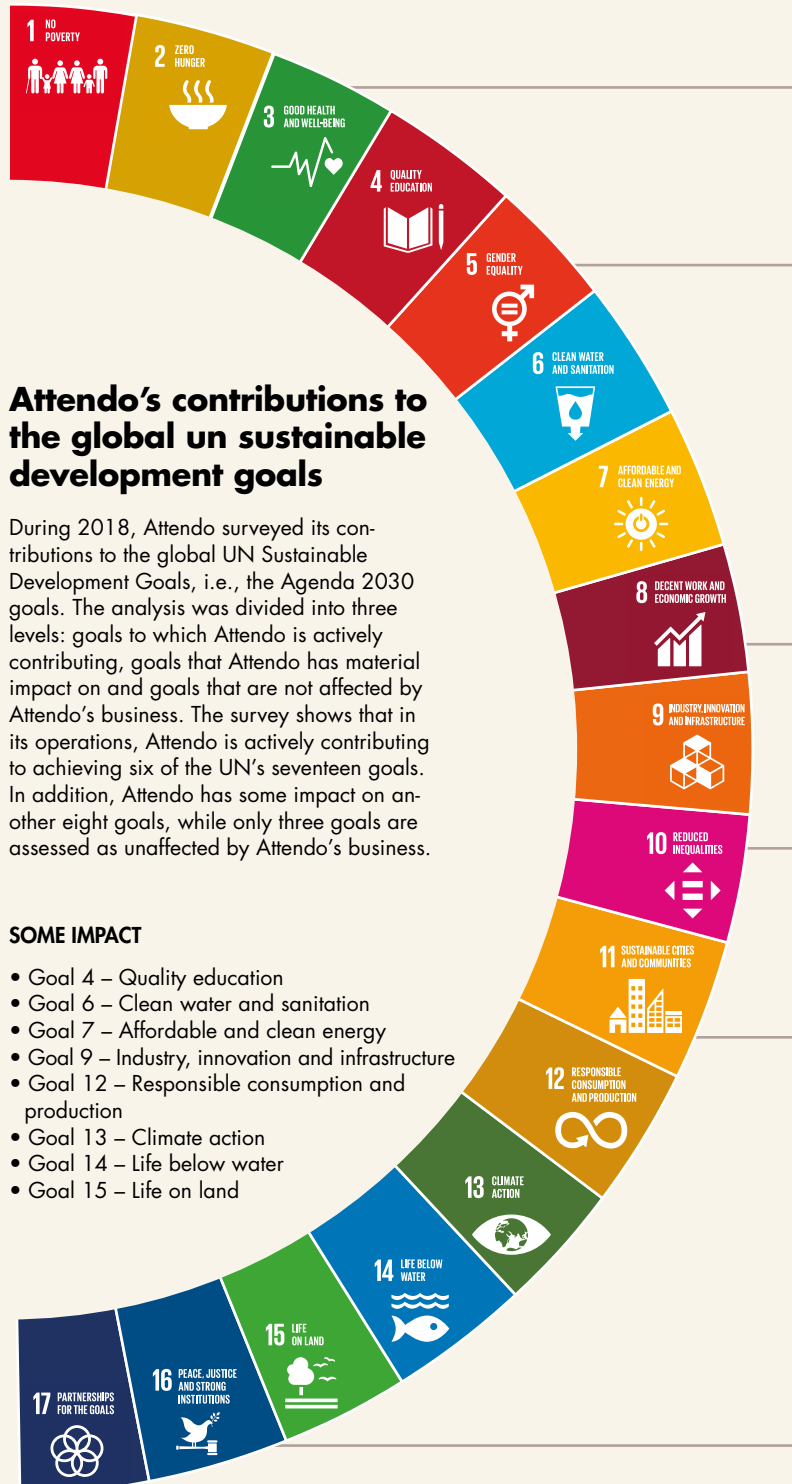
The objective in ‘our employees’ focus area is that Attendo will offer a stimulating workplace for everyone who wants to make a difference. Employees’ satisfaction with their jobs and their managers is reported here on the aggregate level.

## Key figures for sustainability

Attendo reports key figures for these objectives, see table below. In other sustainability areas – environment and climate, diversity and anti-corruption and human rights – no objectives have been set. However, Attendo reports sustainability indicators for these areas on page 51 of this report.

Focus area	Objective	Key figures	Outcome
<b>Development of society</b>	Lead the establishment of new homes to address society’s needs for new beds within care for older people.	Number of new beds under construction. New beds in own operations.	2,462 (2,903) 2,409 (1,886)
<b>Quality of care and health care</b>	Maintain and further improve Attendo’s leading position in quality and customer satisfaction.	Outcome in the internal quality thermometer.	84% (83%)
<b>Employees</b>	A stimulating workplace for everyone who wants to make a difference.	Employee job satisfaction and satisfaction with their managers on aggregate level.	3.9 (4.0) out of 5.0 3.9 (3.9) out of 5.0

**ATTENDO IS CONTRIBUTING ACTIVELY TO SIX OUT OF SEVENTEEN SUSTAINABLE DEVELOPMENT GOALS**



**Attendo’s contributions to the global un sustainable development goals**

During 2018, Attendo surveyed its contributions to the global UN Sustainable Development Goals, i.e., the Agenda 2030 goals. The analysis was divided into three levels: goals to which Attendo is actively contributing, goals that Attendo has material impact on and goals that are not affected by Attendo’s business. The survey shows that in its operations, Attendo is actively contributing to achieving six of the UN’s seventeen goals. In addition, Attendo has some impact on another eight goals, while only three goals are assessed as unaffected by Attendo’s business.

**SOME IMPACT**

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

**Goal 3 – Good health and well-being**  
Attendo’s business concept is to contribute with innovative, high-quality care services, which helps promote good health and well-being for people of all ages.

**Goal 5 – 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.

**Goal 8 – Decent work and economic growth**  
Attendo has a good and close relationship and cooperation with local unions and complies with applicable collective agreements that offer employees good working conditions and benefits.

**Goal 10 – Reduced inequalities**  
Attendo actively spreads best working methods over its entire operational geographies, which increases health and care equality for people who need care.

**Goal 11 – Sustainable cities and communities**  
Attendo builds care and nursing homes that contribute to urban development, make society inclusive, safe and sustainable and help local authorities offer publicly financed care of high quality to more people who need care.

**Goal 16 – 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 promotes social empowerment.

## Society

# We are contributing to sustainable care

The care sector is highly important to customers, relatives, employees and society as a whole, and is one of the largest spending items in the Nordic countries. Society demands that every individual must be offered the best possible care, with safety, independence and quality of life. Attendo is making a goal-oriented contribution to that effort.

### We are investing to address the capacity shortage

There is a growing shortage of beds in care for older people in the Nordic countries. According to the National Board of Housing, Building and Planning (Boverket), 116 out of 290 local authorities in Sweden had a shortage of nursing homes in 2018 and more than 6 out of 10 local authorities were lacking beds in homes for people with disabilities.

All indications are that the need for care services is going to continue to grow over the long term. The demographic trend indicates a sharp increase 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 100,000 new nursing home beds in Sweden, Finland and Denmark by 2030. The forecast is based both on added capacity and the need to replace

existing homes that no longer meet the current high standards.

Private providers accounted for about 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. Attendo also makes a substantial contribution when it comes to homes for people with disabilities. A new record for the total number of new openings was set in 2018, while we continued to initiate new projects that add capacity. The company intends to maintain a high rate of investment in new homes over the next few years.

Establishments of new care homes also lead to several other positive impacts on society. Every new home with 54 apartments creates about 50 jobs once up and running, as well as more than 30 annual jobs during the building phase.

Care for older people is a natural element of a vibrant city district. Attendo aims to build new nursing homes adjacent to new urban developments; for example, Attendo opened a home in the new Bredsand neighbourhood outside Enköping in 2018.

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

### We address complex care and health care challenges

One of Attendo's primary strengths is its ability to address complex care and health care challenges. Our services include care and health care for individuals with multiple disabilities or especially complex diagnoses, such as Huntington's disease and Parkinson's disease. Within individual and family care, our assistance includes helping local authorities create a good life for young people with various needs.

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 symptoms include uncontrollable appetite. We offer meaningful activities for people with mental health variations and work actively to match indi-

### OBJECTIVE AND OUTCOME

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

2,462

number of new beds under construction

2,409

number of new beds opened



# 100,000

There is need for about 100,000 new nursing home beds in Sweden, Denmark and Finland by 2030.

# 24,000

With around 24,000 employees, Attendo is one of the largest employers in the Nordic region.

viduals enrolled in daily activities programmes with work opportunities. A new group home that also offers a B&B was opened in 2018 at Kaptensgården in Åsljunga.

In Finland, we are helping secure access to local care and health care in small and remote communities. Many local authorities choose to work with Attendo because this partnership helps improve quality of care while making municipal costs clear and transparent, which leads to more efficient use of tax funds.

### Tax

Attendo pays more tax than any other private care services provider in Sweden and Finland. In addition to tax on the company's profits, Attendo also pays payroll taxes and charges, as well as VAT on its purchases.

In 2018, Attendo paid SEK 226 million in corporate tax, including SEK

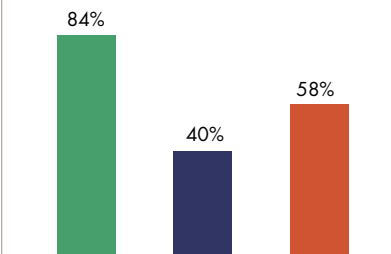
94 million in Sweden and SEK 126 million in Finland. Taxation is based on the profits reported by each operation in all countries. Attendo always pays taxes on profits in the country where they were generated.

### We are a large employer

Attendo creates alternatives in care and health care and gives customers the opportunity to choose. With around 24,000 employees, Attendo is one of the largest employers in the Nordic region. This facilitates greater opportunities for career development and more alternatives for employees in care and health care. Attendo also provides an important contribution to the labour market by offering people a gateway to their first jobs, especially for young people and recently arrived migrants.

### Percentage of Swedish municipalities with a shortage of care homes

■ Homes, general ■ Nursing homes ■ Group homes



Source: Housing Market Survey 2018 from Swedish National Board of Housing, Building and Planning



## Quality

### Good results of systematic quality improvement

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



**We are constantly endeavouring to further elevate both technical and perceived quality.**

#### OBJECTIVE AND OUTCOME

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

84

out of 100 quality index 2018

#### Innovations that set the standard

At Attendo, we are convinced that quality of care and health care can be measured. We are constantly endeavouring to further elevate both technical and perceived quality. Much of that currently considered industry praxis in the Nordic care sector, such as social documentation, contact persons and personal time, are the results of Attendo's development work.

Historically, the effort has been oriented mainly towards the measured "technical quality", but we are now increasingly focused on further improving "perceived quality": how satisfied our customers and their relatives are with the service Attendo delivers. Attendo has also worked deliberately to digitalise the work, aimed in part at ensuring that customers always receive the care they have been granted by their local authority.

Laws and regulations govern care and health care providers with regard to things such as care and health care services, employee health and safety, information security, infection control, food production and fire prevention. As the contracting authority, the local authority is also responsible for ensuring that care is of good quality and for carrying out recurring quality audits of the operations of private providers.

We evaluate both individual care and health care delivery and operations overall. Attendo has a quality management system in which processes and activities are defined, measured and followed up every month. The work is led by local quality coaches, who are supported by specialised quality functions.

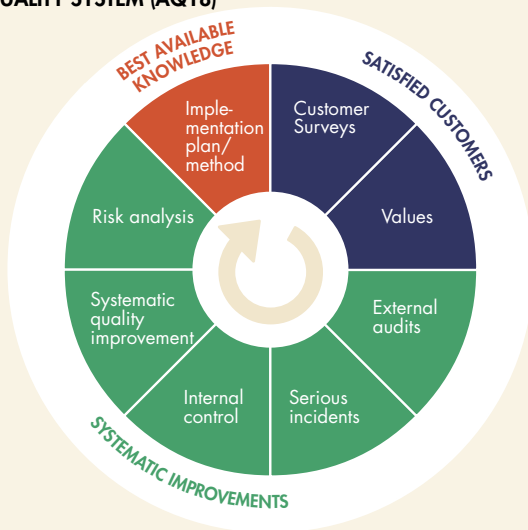
Our constant endeavour is to develop and improve quality of care.

## Industry-leading quality work

Attendo’s own quality index, the “Quality Thermometer”, consists of nine components within the three pillars that can be adapted to local operations. The results at the unit, regional and group level give us 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 comprehensive internal inspections and audits and provide training and support to local quality coordinators.

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 for the day-to-day work as well as tools for measuring, monitoring and improving our initiatives.

### QUALITY SYSTEM (AQ18)



#### Attendo’s quality system is based on three pillars:

**Satisfied customers:** Our efforts are always based on the needs and wishes of the customer. Attendo has been tracking satisfaction among customers and their relatives for a long time and we have observed a positive long-term trend.

**Systematic improvements:** We work in a systematic and carefully prepared manner with every aspect of planning, execution, monitoring and development. Systematic quality improvement must permeate everything we do. It ensures that we comply with laws and regulations and that we always identify and take advantage of opportunities for improvement in operations.

**Best available knowledge:** Attendo attaches great importance to knowledge transfer and has strategies and procedures for spreading the best available knowledge and evidence-based practice throughout the organisation. We compare units according to several different parameters to identify and spread optimal work procedures, for example.

### QUALITY MODEL



#### Attendo’s model for systematic quality improvement

##### Planning

Our quality improvement system is based on careful planning that gives us the time to do the extra little things to brighten people’s days. The employees’ work is planned digitally based on customers’ implementation, health, care and rehabilitation plans, which are descriptions of the services the customer needs and how these should be delivered to meet the individual’s needs and wishes.

##### Implementation

All quality improvement plans, procedures and systems are aimed at making the encounter with the individual as good as possible. Guidelines in the form of handbooks in the areas of quality, employees, activities and mealtimes provide help and support in the day-to-day work. Digital tools are used to ensure that no care services are inadvertently omitted.

##### Monitoring

We monitor quality on an ongoing basis using the Quality Thermometer, which is used to follow up operational quality. The Quality Thermometer measures and weighs nine quality parameters. Regular customer and employee surveys are an important component of quality monitoring.

##### Development

An effective quality improvement system can always be made even better. Based on the results of surveys, external audits, our own internal audit, etc., we prepare action plans in order to further improve the quality of everything we do. We aim to instil a culture that encourages quality improvements and ensures that employee’s good ideas are spread and put into action. Employee skills development is a key component of all quality improvement efforts. The Quality Department monitors news, innovations and the latest research and regularly shares the information with the rest of the organisation.

## Employees

# Value driven work with satisfied employees

**People in various phases of life, with varying nationalities and needs, benefit from Attendo's care and health care services every day. The competence, commitment and care of Attendo employees are critical to ensuring that our customers and their relatives are satisfied with our efforts.**

### An effort based on clear values

Attendo's operations are based on a strong foundation of shared values. Our values – competence, commitment and care – guides us in our day-to-day efforts in order to fulfil the vision: Empowering the individual. Our customers should always feel safe, secure and independent. We put the individual's needs first and treat everyone with respect and warmth.

With focus on local needs, our operations discuss values based on events, either as part of ongoing operations or in connection with workplace meetings. Attendo's central functions provide extensive materials for leading and drawing conclusions about values efforts.

The Attendo Code of Conduct contains further guidelines and support for the challenges that can arise in the day-to-day work. The Code covers business ethics as well as areas including human rights and discrimination, whistle-blower protection for employees, employment conditions and health and safety.

All Attendo employees are informed

of their obligation to understand and comply with the Code upon initial employment and regularly thereafter.

### Satisfied employees

Attendo has around 24,000 employees in Sweden, Finland, Norway and Denmark. We believe it is essential to be an attractive employer and that our employees should be happy with their personal work situation as well as with their employer and their immediate managers. That is why we continuously track employee opinion. This is accomplished mainly through annual appraisal interviews, monthly workplace meetings and day-to-day dialogue. We augment this by "taking the temperature" of our employees once a year to keep tabs on our employees' job situations and how satisfied they are with their jobs and workplace. The results of these surveys have been good and stable over time. The average employee satisfaction score in 2018 was 3.9 out of 5. Employee satisfaction with their immediate managers was also 3.9 out of 5.0.

### Competent employees

Attendo provides ongoing training to all employees to ensure high quality and continuous improvement. All new employees are provided a thorough introduction including supervised shifts and a mentor programme. All subsequent competence development is based on individual plans. These may include local, corporate and online training programmes.

The company's and the employee's objectives and how they fit together are discussed during annual appraisal interviews. We also promote continuous learning and encourage job rotation.

Attendo seeks leaders who want to make a difference and the company works systematically to recruit and develop the best leaders. At Attendo, leadership is all about accountability, visibility and accessibility.

The organisation is flexible and decentralised. Local managers bear substantial personal responsibility for their operations and are expected to systematically delegate responsibility so that employees feel empowered. We are investing to enhance the competence of local managers, primarily through a comprehensive internal training programme.

### 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. We follow up on sickness leave to help our employees return to work as quickly as appropriate. The immediate manager is responsible for contacting the employee on the first day of sickness leave, for ensuring regular discussions about rehabilitation and for ensuring that long-term sickness absences are dealt with in a structured manner.

The implementation of Mobile Care continued in 2018. Mobile Care is a digital app that enhances the quality of care through more secure handovers while reducing stress for our employees.

### OBJECTIVE AND OUTCOME

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

3.9 out of 5.0

Employee job satisfaction

3.9 out of 5.0

Satisfaction with the nearest manager



## *Diversity and gender equality*

### **A company that reflects society**

**The care sector is characterised by people of many different nationalities and backgrounds. The diversity among our employees reflects the needs of our customers, and we are contributing actively to increasing the proportion of women managers in the business sector.**

#### **Diversity is a key aspect of Attendo**

For Attendo, the concept of diversity also means that all customers must be provided care by employees who understand their needs. Dementia care in particular imposes special demands that employees understand and can relate to the customers' linguistic and cultural background because for many people, losing languages learnt later in life is part of the condition. Cultural awareness and language skills from other countries are often an advantage in Attendo's operations.

All of Attendo's home care operations in Sweden provide care in at least one other language in addition to Swedish. Finnish is the most common and is offered at 20 out of 39 units. Employees of Attendo care homes also speak a wide variety of languages. There are Finnish-speaking employees at 6 out of 10 care homes, according to the unit survey conducted by the Swedish National Board of Health and Welfare. All care homes also have employees who speak one or more additional foreign languages.

#### **Respect for employees and among employees**

Attendo welcomes employees from various cultural and ethnic backgrounds. Every Attendo employee must be treated respectfully and given equal opportunities for career development. It is a fundamental precept that everyone should have equitable terms of employment and equal working conditions.



Attendo wants proud employees who uphold the principle of the equal dignity of all human beings. We actively work to prevent all forms of discrimination – among employees, among customers, and between customers and employees. Managers discuss and regularly inform employees about Attendo's efforts to counteract discrimination. Employees are encouraged to report suspected discrimination to their immediate managers.

#### **Career development and gender equality**

A significant proportion of Attendo's employees are women, which is reflected at all levels of the business. More than 8 out of 10 managers at Attendo are women, which is much higher than the average in the business sector. Many of the women who have advanced to prominent positions have worked for Attendo for

a long time. Attendo works actively to reward talented managers through advancement from local manager to regional or departmental manager at a higher level.

Attendo offers good opportunities for employees to advance within the company. Employees who retrain for occupations where there are shortages of employees can be offered study leave and a guaranteed pay rise after they complete their education.

#### **A gender-equal Board of Directors**

Attendo's owners strive to have a Board of Directors representing a breadth of skills, professional backgrounds and perspectives. Directors are chosen based on their expertise and skill, but also to fully reflect Attendo's operations. During 2018, the Board of Directors consisted of four men and three women.

## Human rights and anti-corruption

### Everyone has the right to get individualised care

People who need social care are often in a position where it is difficult for them to assert their rights. Attendo works systematically to safeguard all customers' right to care based on their needs and preferences. We work actively to prevent discrimination and dubious business relationships.

#### An inclusive approach 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 actively to run an inclusive business that makes it possible for people in need of care to express their wishes and have their needs met. Pict-O-Stat is used in care for people with disabilities to create empowerment. This digital tool makes it possible to communicate using pictures, and it is used both in daily activities programmes and when customer surveys are performed.

Attendo is contributing to increasing respect for people's sexual orientation through actions including LGBTQ certification of operations and participation in Pride celebrations.

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

#### We aim to exceed legal and contractual requirements

Attendo is a significant supplier to the public sector. Failure to meet contractual or legal requirements not only entails a risk that good care will be jeopardised, it is also a business risk for Attendo and a risk that our



Photo: Tuva F. Sænsrud

reputation and external brand will be damaged.

Attendo has a carefully drafted Code of Conduct that governs how the company and individual employees are expected to act towards contracting local authorities, customers and their families, and each other. All suppliers must meet the requirements laid out in the Code of Conduct as an aspect of the central purchasing procedure. Violations of the Code can lead to a warning and/or termination for both employees and suppliers. In 2018, no such violations were reported.

#### Relationships with union representatives

Attendo aims to be a leading employer in the care sector. We endeavour to maintain good and close relationships with our employees' union representatives, to rapidly resolve labour conflicts and to comply with valid collective agreements as regards pay and other working conditions. All Attendo employees are covered by some form of collective agreement.

## Environment and climate

### Resource-efficient and sustainable care

**Demands that business should lead the transition to a sustainable society are increasing with every year that passes. Attendo is working actively to improve efficiency, conserve resources and make choices that reduce the climate impact of our operations.**

#### Smart and efficient choices for the environment

As a service company, Attendo’s business has a relatively small environmental load compared to manufacturing companies of the same size. Attendo’s environmental impact comes primarily from our vehicle fleet and our buildings. In addition, reduced use of disposable products, for example, can be both good for the environment and lead to more efficient operations for our contracting local authorities.

#### Environmental policy and environmental management system for continuous improvement

Attendo bases its work on an environmental policy that guides us towards making green choices in the areas of purchasing, transport, energy and water consumption and waste management (including environmentally hazardous waste). The results include a travel policy that makes rail the preferred mode for trips of up to 500 km. Attendo has also switched to holding more virtual meetings, using programs like Microsoft Lync.

The company has an environmental management system according to the ISO 14001 standard to structure environmental efforts. The management system governs the initiatives we take, how they are carried out, the scope of application and their results.

Improvements and new solutions are planned based on the conclusions. Of these, we select and implement

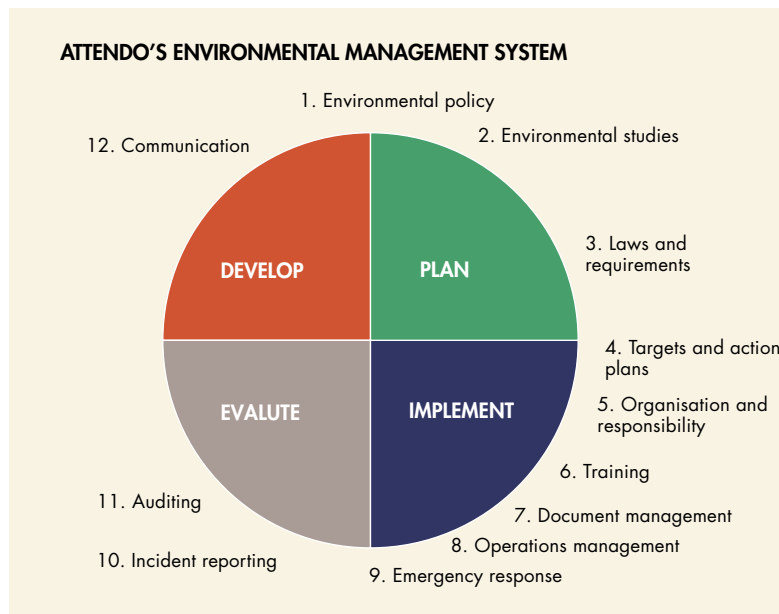
measures and subsequently analyse the results. Thereafter, we go back to the drawing board for more planning – and that is how Attendo’s environmental work is developed and improved from year to year.

#### Purchasing that benefits the environment

Attendo coordinates all purchasing to achieve the greatest possible coordination advantages while ensuring environmental benefit. Suppliers that qualify to be included in Attendo’s central purchasing system must

meet the requirements specified in Attendo’s environmental policy.

Attendo also makes specific green choices in connection with purchasing. For example, a new agreement on purchased electricity for Attendo Scandinavia was entered into in 2018, according to which all electricity comes from renewable sources (mainly through hydropower). In addition, consumption in buildings where Attendo operates is under constant review, where the objectives include reducing consumption of electricity, heat and water and ensuring efficient waste management.



# Sustainability indicators 2018

Attendo seeks to follow the Nasdaq ESG Reporting Guide for reporting of ESG performance indicators. The reported indicators represent actual performance

or estimations, which must as far as possible reflect actual conditions within Attendo as a whole.

## Environmental metrics

Focus area	Indicators	Performance 2018
<b>Facilities use</b> <sup>1,2)</sup>	Gross floor space controlled by Attendo's local operations, m <sup>2</sup> <sup>1)</sup>	948,000
<b>Energy usage</b> <sup>2,3)</sup>	Direct energy consumption, KWh/m <sup>2</sup>	116
	Direct energy consumed annually per FTE, KWh/FTE	6,500
	Total direct energy consumption, MWh	109,600
	Indirect energy consumption (purchased mains electricity), MWh	46,200
<b>Greenhouse gas emissions</b>	Direct GHG emissions from facilities and vehicles (Scope 1), t	3,600
	Electricity indirect GHG emissions (Scope 2), t	6,400
	Other indirect GHG emissions (Scope 3), t	-
	Emissions per EUR revenue, g	9.4
<b>Energy mix, purchased mains electricity</b> <sup>3)</sup>	Renewable	50 %
	Nuclear	27 %
	Fossil fuel/peat	23 %
<b>Water usage</b> <sup>4)</sup>	Thousands m <sup>3</sup>	819
<b>Waste management and recycling</b> <sup>4,5)</sup>	Total waste produced, t	9,700
	of which hazardous waste, t	0.97
	of which recycled waste, t	3,200

<sup>1)</sup> Gross floor area is calculated as the average area per bed as per available data (Finland), adjusted for the size of a standard apartment and secondary space in each country.

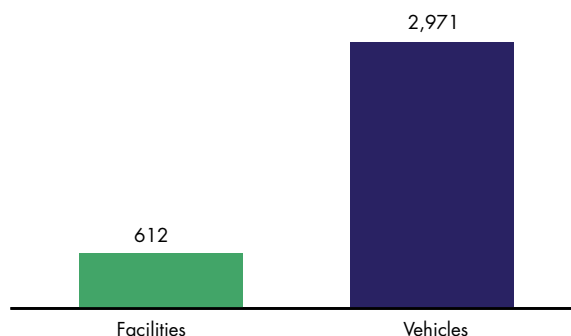
<sup>2)</sup> Direct energy consumption refers to building-related energy usage (excluding mains electricity), calculated based on available data (Finland). Note that base rent (rent excluding heating and water) applies to the majority of leases in Finland.

<sup>3)</sup> Indirect energy consumption and energy mix refer to purchased mains electricity as contractually agreed (Sweden) or the grid energy mix (Finland).

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

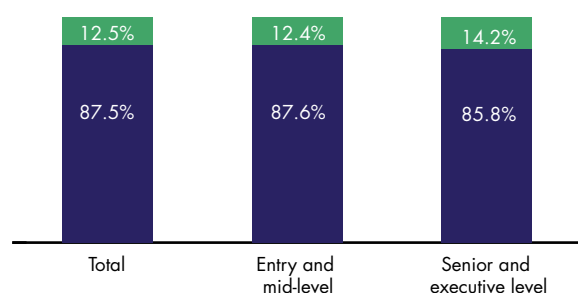
<sup>5)</sup> Recycled waste refers to waste sorted into categories and weighed (Finland).

## Direct GHG emissions, tonnes

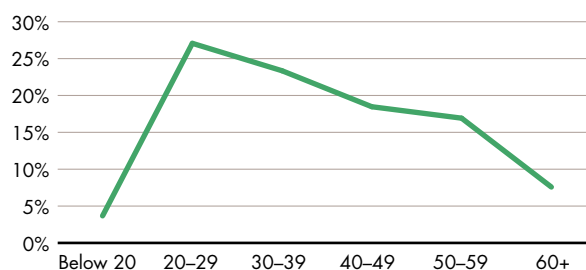


## Employee gender diversity

■ Female ■ Male



## Employee age distribution



## Social metrics

Focus area	Indicator	Performance 2018
<b>Employee gender diversity</b>	Total full-time employees (FTE)	16,785
	Number of female workers	14,695
	Percentage female workers	88 %
<b>Gender diversity in entry and mid-level positions</b>	Number of total workers	16,158
	Number of female workers	14,157
	Percentage of female workers	88 %
<b>Gender diversity in senior and executive-level positions<sup>1)</sup></b>	Number of total workers	627
	Number of female workers	538
	Percentage of female workers	86 %
<b>Age distribution</b>	Average age	39
<b>Language</b>	Number of languages spoken in care for older people	57
<b>CEO compensation<sup>2)</sup></b>	Total pay and benefits including pension and social insurance fees	8,423,000 SEK/ 821,195 EUR
<b>Compensation of full-time employees<sup>3)</sup></b>	Mean pay and benefits including social insurance fees	434,912 SEK/ 42,401 EUR
	CEO/employee pay ratio	0.05:1
<b>Gender pay ratio</b>	Mean male salary	434,501 SEK/ 42,361 EUR
	Mean female salary	434,971 SEK/ 42,407 EUR
	Pay ratio, female/male	+0.11 %
<b>Serious incidents</b>	Number of reports under Lex Sarah/Lex Maria and critical observations from regional administrations (Finland)	33/7
	Number of incidents per 1,000 employees	2

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

(2) The CEOs during the year were Henrik Borelius (until 28 February), Pertti Karjalainen (1 March-30 August) and Martin Tivéus (from 1 September). The key

figure refers to the total cost of CEO compensation.

(3) Mean pay and benefits to employees refers to the total cost of compensation per FTE.

## Corporate governance metrics

Focus area	Indicator	Performance 2018
<b>Board diversity</b>	Number of Directors	7
	Board seats occupied by women	3
	Percentage female directors	43 %
<b>Board independence</b>	Board seats occupied by independents	5
	Board seats occupied by union representatives	1
	Percentage independent directors	71 %
<b>Board committees</b>	Number of committees	3
	Total committee chairs occupied by women	1
	Percentage of committee chairs occupied by women	33 %
<b>Collective bargaining</b>	Percentage of FTE covered by collective bargaining agreements	100 %
<b>UN Sustainable Development Goals</b>	Direct material impact	6
	Some material impact	8
	No impact	3

# Risks and risk management

	Potential risk areas	Management of the risk
<b>Social conditions and human rights</b>	Risks include lost contracts, legal sanctions and/or that the Attendo brand is scrutinised or damaged if Attendo fails to provide social care without discrimination based on factors including religion, gender and sexual orientation and to provide social care that ensures human dignity and meets people's needs, regardless of the situation.	Attendo complies with applicable collective agreements and pursues active values initiatives through local managers and/or local values coaches in all workplaces, with regular discussions of values among managers and employees. The Attendo Code of Conduct imposes clear demands on employees, partners and suppliers in relation to social conditions and respect for human rights.
<b>Employees</b>	Access to competent employees is critical to Attendo's business. The competence, commitment and care of Attendo employees are critical to ensuring that our customers, patients and their families are satisfied with our efforts. If Attendo's employees 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 regularly measures employee job satisfaction, monitors local sickness absence rates and employee turnover and, as needed, assists local managers with action plans. Employees are offered opportunities to build their skills by means including web-based training. Further training to obtain managerial or specialist skills is encouraged. Central functions support local recruitment, with specialists teams oriented towards occupations where there are shortages of qualified prospective employees, 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 managers and employees are interviewed. Action plans are prepared as necessary.
<b>Anti-corruption</b>	There are risks associated with tenders as well as procurement of suppliers, in connection with new construction, for example. Potential effects include legal ramifications and negative impact on the brand.	The Attendo Code of Conduct contains clear guidelines for how employees, partners and suppliers are permitted to act in procurement situations and in relation to ongoing contracts. Attendo does not accept gifts to/from customers, customers or suppliers. Departures from the Code may lead to warnings and/or contract termination.
<b>Environment</b>	Environmental risks are primarily related to the buildings in which Attendo operates and the company's vehicle fleet. According to the Swedish Environmental Regulation, operators are responsible for any pollution or other environmental damage and for remediation. There are also risks related to climate change, such as higher risk of floods, collapses, landslides, erosion and heat waves.	Attendo is working to establish higher concern for the environment in all operations. 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 leaders are responsible for ensuring that operations comply with the environmental laws that apply and take environmental aspects into consideration with regard to products and services, transport, energy and water use and waste management. Attendo's environmental management system gives all employees access to expertise, procedures and processes to support them in their day-to-day work.

# 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 2018 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, 11 March 2019  
PricewaterhouseCoopers AB

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Authorised Public  
Accountant

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