



Sustainability Report 2023

NHC Group

ESG

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NHC

norlandia
care

 **Norlandia**
PRESCHOOL

KIDSA

HERO

 **aberia**

frösunda.

NHC
PROPERTY

NHC Group is a Norwegian owned, multinational company with its headquarters in Oslo. The Group consists of Norlandia Care (nursing homes, home care services and patient hotels), Norlandia Preschools (Norlandia and Kidsa preschools), Hero Group (interpretation, integration services and reception centers), Aberia (child welfare and relief work), Frösunda (personal assistance and individual and family care) and NHC Property (property development).

On the cover

Marta Levchenko, the leader of Misto Dobra, a crisis center and childrens home in Chernivtsi, Ukraine, is surrounded by some of the many children they are helping due to the war. Read more about NHC Groups collaboration with Misto Dobra on page 32.



Being the welfare innovator

a powerhouse safeguarding and developing sustainable welfare

An enduring and strong commitment to sustainability

Dear reader,

This is the second edition of the ESG-report for the NHC Group. For many years prior to this, we published a CSR-report (Corporate Social Responsibility), highlighting the many areas in which we contribute to society. Last year, we embraced the global trend of reporting even more broadly on all parameters pertaining to Environment, Social, and Governance (E, S, and G). For each of these three segments we detail again this year initiatives undertaken to improve our practices or contribute to society. The report covers examples from all our divisions and all countries where we are active.

ESG has moved up even higher on our agenda compared to last year. We now have a task force comprised of individuals from all divisions, which has conducted an in-depth and updated materiality analysis. The group will continue to hold senior management accountable on their promises.

This year we renewed our aspiration of being a welfare innovator and reaffirmed our vision which is to be a reference point for society, satisfying users and making employees proud. That vision is impossible to fulfill without an enduring and strong commitment to sustainability.

We wish and expect to be judged by our stakeholders on our ability to live up to our stated expectations for ESG performance. Especially current and prospective employees and customers have different attitudes now compared to what they had in the past. This will continue to evolve. We will not be a realistic choice as an employer or a service provider if we do not comply with these groups' raised expectations. We need to demonstrate that we understand their concerns and can deliver meaningful ESG contributions.

While this report will showcase both big and small examples of ESG-related activities done throughout the organization, we seek to prioritize resources by assessing which current practices and possible changes can have a truly material impact.

Our analytical framework especially weights the areas where we may be able to employ a systematic approach.

As we said last year: It is worth occasionally reminding ourselves that the 2015 Paris agreement on climate change is indeed international law; it is a binding obligation (ratified by 189 out of 195 countries) like many other UN conventions our societies have committed to. Thus, the fight against global warming is a broadly agreed goal. We intend to, and are obligated to do our share, and we have to move faster in our efforts.



Our vision is to be a reference point for society, satisfying users and making employees proud.

NHC Group is a credible actor in matters related to sustainability. The company is now mainly financed through a green bond, where our interest payments are contingent upon our performance on certain sustainability-related indicators. Specifically, the bond is tied to evolution over time on these three parameters: share of electric vehicles in our car fleet, extent of energy consumption measurement in our operating units, and extent of implementation of sustainability-related pedagogy at our preschools.

A significant part of our group has also for several years been annually re-certified on the ISO-14001 criteria for environmental management. As such, we are used to keeping our house in order in the realm of environmental responsibilities.



Terje Sandaa from NHC Property and NHC Group CEO Yngvar Tov Herbjørnssønn working to prepare the Glittr reception center for an influx of refugees from Ukraine.

Based on the recommendations of the sustainability task force mentioned above, the following commitments are prioritized across NHC:

1. Reduction of value chain pollution, waste and emissions

Around 90% of a company’s emissions are typically in the value chain. We believe value chain collaboration to reduce total emissions is one of the most important things we can do to protect the resources of our planet that we and our communities depend on.

2. Employee Engagement, Diversity, and Inclusion

Increased employee engagement, diversity and inclusion are all consequences of longer-term organization investments. By becoming better in these areas, we enhance the broad set of knowledge, skills, understanding and competences we need to thrive as a company and by which we can advance individual careers, businesses, and societal wellbeing.

3. Workforce protection in our value chain

The core of our business is to serve vulnerable people, we must bring this sensibility into our value chain as well: We have a responsibility to ensure that worker’s rights are respected, and we will continue to provide opportunities to contribute to a fairer, more socially inclusive world.

4. Sustainable solutions and life-cycle design of services

The value and impact of solutions and services are decided in the design phase. We design, and later operate, high impact welfare offerings for children, patients, elderly people, and immigrants with the entire user-journey in mind. We provide offerings that are essential in fostering confident and active individuals and community members, while safeguarding a healthy environment.



Our green bond is tied to evolution over time on: our share of electric vehicles, extent of energy consumption measurement, and extent of implementation of sustainability-related pedagogy at our preschools.

5. Economic Value Creation

We believe a system where we create long-term value for all stakeholders results in stronger economies, higher living standards, and more opportunities both for us and the individuals and communities we interact with.

I hope you find the report interesting and maybe even inspiring. Please get in touch with me or one of my colleagues if you have suggestions on how we may be an even more sustainable company.

Regards,

Yngvar Tov Herbjørnssønn
CEO



17,900
EMPLOYEES



33,000
USERS



9,301*
MNOK
REVENUE



692
UNITS

*821,64 MEUR



Preschools
Preschools
After school care



Care
Nursing homes
Home care services
Patient hotels



Integration services
Refugee/asylum
reception centers
Interpretation



Individual & family
Child welfare services
Foster homes
Personal assistance
Relief services
Rehabilitation

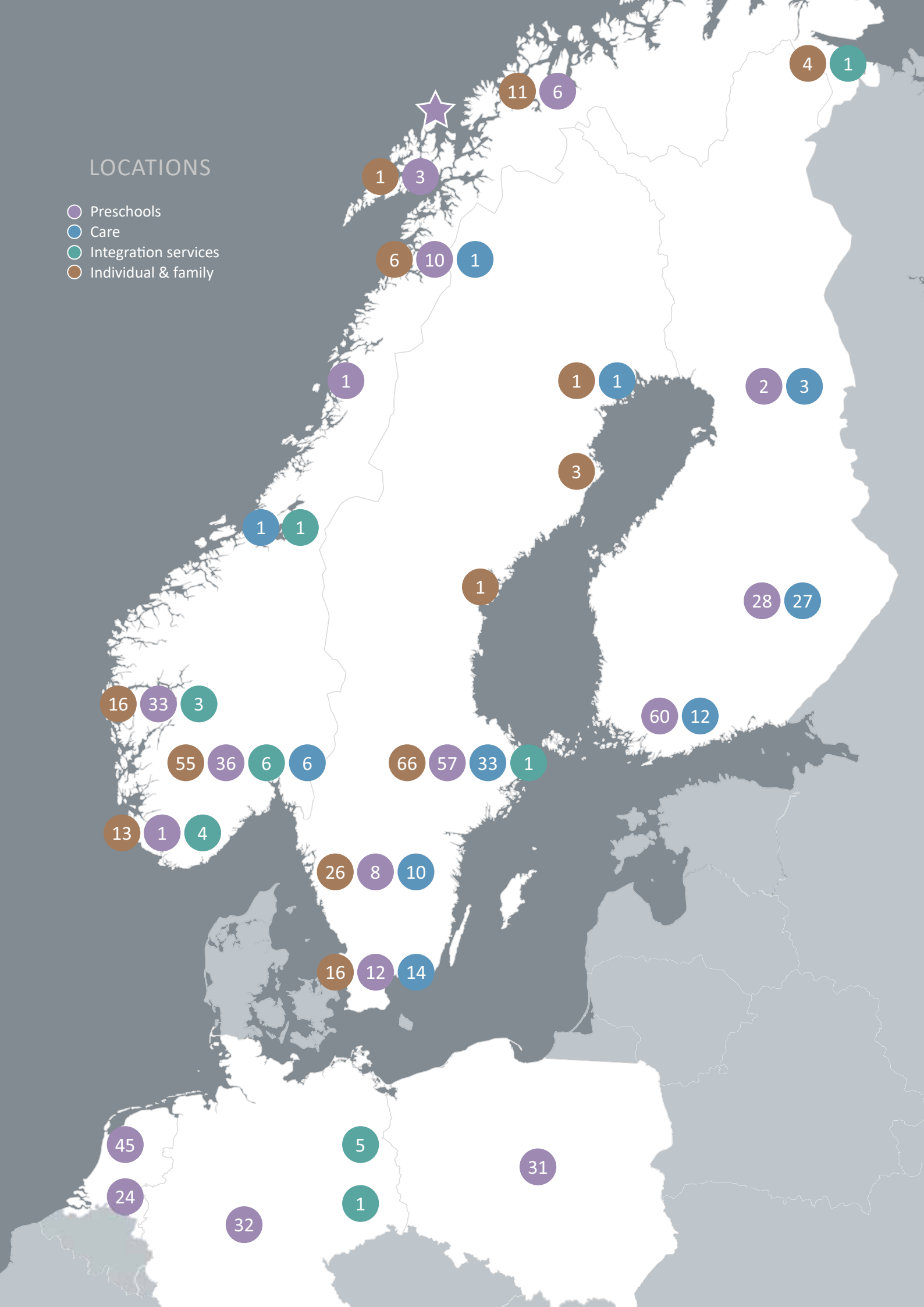


Real estate and properties
Development
and management
of property

Numbers as of Q2 2023.

LOCATIONS

- Preschools
- Care
- Integration services
- Individual & family





THIS IS NHC



Society doesn't stand still, and neither do the welfare needs of the people and communities we serve. Across the NHC Group, we seek to improve people's lives and we want to be a driver for positive change through pioneering of new ideas and methods.

Making a difference in people's lives

The Norlandia Health & Care Group AS (“NHC” or the “Group”) is a family-owned, multinational company headquartered in Oslo, Norway. The owners, Kristian and Roger Adolfsen, started the operations in the early 1990s and have since inception focused on a long-term, socially responsible perspective. The Group currently consists of companies in fields such as healthcare, preschools, integration services as well as services for individuals and families and has operations in Norway, Sweden, Finland, the Netherlands, Germany, and Poland. Our business is diverse, but a common factor among our users is that they are in a phase of their lives when they require care. Our understanding of their needs stretch across divisions and countries. We aim to be a welfare innovator and a powerhouse for safeguarding and developing welfare.

The NHC Group includes the following companies: Norlandia Care, Norlandia Preschools, Hero Group, Aberia, Frösunda and NHC Property.

Sustainability

Society doesn't stand still, and neither do the welfare needs of the people and communities we serve. Across the NHC Group, we seek to improve people's lives and we want to be a driver for positive change through pioneering of new ideas and methods.

Our business is diverse, and hence faces a variety of sustainability challenges and opportunities. The individual companies of the Group are responsible for identifying the sustainability themes most relevant for their operations – their sustainability priorities – using the UN Sustainable Development Goals as a foundation. The companies are also responsible for setting relevant strategies and targets around these priorities,

ensuring the full organization meets and exceeds expectations and contributes to sustainable development. This creates a greater commitment and stronger motivation across the Group.

In 2022, NHC established a sustainability task force whose mission is to identify the most important areas that will play a role in NHC's ongoing strategy process as well as to lay the foundations for the development to NHC's sustainability strategy and to have sustainable values embedded across the organization. The task force members represent different countries, divisions, and functions.

One of the key focus areas of the task force is to conduct a materiality analysis. The analysis is a crucial process for any company that is serious about corporate social responsibility (CSR). It involves identifying and prioritizing the most significant social, environmental, and economic issues that are relevant to the company and its stakeholders. By conducting the analysis, we can focus our efforts on the issues that matter most to our stakeholders and that have the greatest potential impact on the company's operations.

To operationalize and integrate this materiality into our business operations and individual business plans, workshops will be conducted across all divisions at several organizational levels. During these workshops, participants will identify the aspects within each of the five topics that are pertinent to their respective operations. Subsequently, they will prioritize these aspects based on their significance in terms of sustainability and business impact, as well as the potential for us to effect positive change in these areas.

OUR ASPIRATION



OUR ROLE



OUR VALUE ADDED



Our employees are our most valuable resource

NHC has nearly 18,000 employees and reaches around 70,000 people including clients, users, parents and relatives throughout our various businesses and operations. With this broad reach come both responsibilities and opportunities. The policies and processes we implement in our businesses have the possibility to impact many lives. Through our work, we wish to promote an increasing awareness of sustainability topics and we are currently working to implement a more structured approach across the organization to ensure a higher degree of knowledge.

A higher degree of knowledge and awareness around sustainability will enable our employees, clients and users to make more environmentally friendly choices, both at work and in their private lives. During the coming years, we are therefore implementing basic sustainability training programs for all new employees to go through. In addition, we are launching more specialized training programs available to all employees. The Group's companies operate in labor-intensive sectors and hence our employees are our most valuable resource. NHC's most significant contribution to society is made by its employees who provide services that are of value to individual users and to the larger community. Therefore, it is important for NHC that our employees are engaged in the development of our businesses, feel inspired and appreciated, and have a sense of pride in their daily work.

Our companies and their sustainability priorities

Norlandia Care

Norlandia Care operates nursing homes, home care services and patient hotels, in Norway, Sweden, and Finland. Our services are a supplement to the offerings of municipalities and the public health care sector and we operate within the framework of the welfare model. The combination of our services and expertise makes us unique in the market. Within elderly care and patient hotel operations we have since the start in 1997 been committed to combining competences from the two business areas. Within elderly care, we have emphasized hotel service; conversely, in the hotel operations we offer customized medical service with our care skills from nursing home operations. In Norlandia Care, we offer individual care with the aim to make life good for everyone – every day.



Norlandia Care sustainability priorities

In Norlandia Care, caring for our employees, reducing CO2 emissions from transport and minimising food waste are among our sustainability priority areas.

We are a socially responsible corporation with a sound operation. We are a serious and responsible employer. We care for the environment and appreciate a multicultural and inclusive workplace. We have ambitious goals for workforce job satisfaction, sick leave, and employee turnover rates.

We have a clear personnel policy and comprehensive ethical guidelines which are widely known and accepted by everyone at Norlandia.

Travelling between our locations and home care clients is part of our daily work and it requires various means of transportation. Transportation stands for a significant share of the world's greenhouse gas emissions, and a shift from fossil-based towards fossil-free transportation is needed to reach the world's climate goals. We are working to shift our car fleet from fossil, to hybrid and electric, contributing to an important reduction of CO2 emissions.

In our hotels and producing kitchens we measure food waste and constantly work to calibrate the amount of purchased food and raw materials to minimise unnecessary waste. In our home care, we aim to help our clients so they do not buy more than they actually consume.

Norlandia Preschools

Norlandia Preschools operates preschools and after school care in Norway, Sweden, Finland, the Netherlands, Germany, and Poland. Our aim is to teach the children in our preschools to be curious, to explore the world and to develop their own ideas. Through our preschool operations, we can impact the behavior of future generations.

Our preschools are established and developed by local enthusiasts who want to create a beautiful and safe environment for children in the community. This creates strong and inspiring local cultures, which makes our facilities a good place to be – for both children and adults. Norlandia Preschools maintains and develops this culture. Meanwhile, we are facilitating the exchange of knowledge and experience between our preschools, between municipalities and counties, as well as across borders.

Norlandia Preschools sustainability priorities

In Norlandia Preschools, our greatest impact on society is through the education and experiences we provide for the children in our preschools. The children learn to take care of themselves, each other, and nature. Sustainable development includes nature, economics and social conditions and is a prerequisite for taking care of life on earth as we know it. Preschools have an important task in promoting values, attitudes, and practices for future sustainable societies.

Sustainable development is about people living today being able to meet their basic needs without destroying future generations' ability to meet theirs. It is about thinking and acting locally, nationally, and globally. The preschools must help children understand that today's actions have consequences for the future.

We have several programs implemented in our preschools aimed at supporting sustainable behavior and development. Through our program "Food with taste", we provide the children with knowledge around food and health. We let the children be part of meal preparations and we teach them about the interconnections between food, production, nature and culture. With "Norlandia Jump", our aim is for children to develop the motor skills needed for an active and healthy life and every day we have organised physical activities. In 2019, we launched an initiative called "Go Green" in a number of preschools in Norway and Sweden.



The Go Green program

Our aim with the Go Green initiative is to increase knowledge and awareness of environmental sustainability. During 2020 and 2021, we further developed this initiative with the aim of launching a formal Go Green program across all our preschools. With this program, we provide the children with knowledge and awareness around how we can together contribute to a more environmentally sustainable future. Locally in our preschools, the Go Green program includes reducing food waste, sorting waste, reducing the use of plastics and increasing the share of recycling. This was implemented in 2021 across our preschools. We will perform an internal evaluation on an annual basis, where preschools upon completion of the program will gain a Go Green stamp. This label will need to be renewed on an annual basis.

The Go Green program will be based on the sustainability ladder. The sustainability ladder is a model that shows all the dimensions of sustainable development. The steps are interdependent, and you need to complete each one before you can move to the next. The Go Green program includes activities within each step with the aim of providing the preschool children with the tools they need to promote sustainable development in the future.

The sustainability ladder



Hero Group

Hero offers services aimed at refugees and immigrants in Norway, Sweden and Germany. With highly developed welfare systems based on high employment rates for both men and women, the Scandinavian countries need newcomers to quickly become contributors. To facilitate integration of new citizens effectively, we need continuous innovation and social entrepreneurship. Hero operates reception centres, interpretation services, preschools and integration services to facilitate such integration. Our largest customers are the Norwegian Directorate of Immigration and the State Office for Refugee Affairs in Germany, and we also provide services to a large number of municipalities and private companies.

Hero Group sustainability priorities

The Hero vision is enabling a new future. Education and sustainability will increasingly be essential ingredients on our path towards this future. Our key sustainability priorities are educating our employees, residents and course participants, and reducing CO2 emission through less consumption, recycling and systematic waste handling.

All our work in Hero has to do with integration and inclusion. We accommodate newly arrived asylum seekers, teach language skills and support immigrants struggling to enter the labour market. In this work there is an awareness that our effort can be crucial for individuals and of great importance for the society at large. Increasingly, sustainability is an element in this awareness. Taking care of the local environment is meaningful for refugees settled in a Norwegian village or Berlin



suburb when they are included in «dugnad» to pick plastic at a nearby beach or a park. Using local recycling stores and waste reduction allows people of lesser means to eat healthy and acquire the clothes that are needed in our colder climate. Knowledge and sound attitudes towards proper waste handling improve your chance for a job after a period of job training. In all of this, our employees need to be knowledgeable role models setting a good example.

Aberia

Aberia offers childcare services, relief homes, and personal assistance to children, youths, and adults with different types of disabilities. The company was established in 2010 and currently has over 90 units across Norway and Sweden. Our vision is to ensure dignity for the individual, and we aim to give people the support they need in challenging phases of their lives.



Aberia sustainability priorities

In Aberia, reducing CO2 emissions from transport, creating sustainable working conditions for our employees, and minimizing food waste are among our sustainability priority areas.

Traveling and living with our clients is part of our daily work, and we are working to systematically reduce emissions from our travel. This includes not only shifting towards electric vehicles in our fleet, but also reducing the total number of cars as well as choosing other means of transportation, such as public transportation. We are also working to increase the use of digital means where possible for administrative purposes, reducing the need for internal meeting-related travelling.

In our work to reduce food waste, adopting responsible purchasing habits is key. This requires knowledge and awareness among our employees. We also focus on reuse and recycling, and we should only buy new items when we can't find recycled alternatives.

Frösunda

Frösunda provides care for individuals with disabilities through personal assistance and LSS (Act Concerning Support and Service for Persons with Certain Functional Impairments) services in the Swedish market. The company operates approximately 150 facilities and local offices throughout Sweden.

However, Frösunda is not just synonymous with care and support for individuals with needs. The company also represents a strong and dedicated commitment to sustainability. In a world where sustainability and social responsibility are becoming increasingly important, Frösunda is taking steps to make a difference.

Frösunda sustainability priorities

Sustainability is part of Frösunda's DNA, and the company has committed to minimizing its environmental impact through a range of initiatives. For example, by reducing energy consumption in its facilities, minimizing waste, promoting recycling, and investing in green technology, such as electric vehicles, they have already made significant progress.

But for Frösunda, sustainability is not just about the planet; it's also about people. Frösunda is dedicated to creating an inclusive and equitable work environment where everyone feels welcome and respected – a prerequisite for customers to have a good quality of life. They offer their employees educational opportunities and support their personal and professional development.

Frösunda takes its social responsibility seriously. By collaborating with community organizations and contributing to local communities, the company strives to provide individuals with disabilities the same opportunities as everyone else.

In the Swedish care industry, quality is a central factor, and Frösunda never compromises on it. Their goal is to provide high-quality individualized care that is both effective and sustainable. By continuously evaluating and improving their services, they ensure that they meet and exceed the expectations placed on them.

Frösunda's commitment to sustainability is part of the company's core values. By working together with employees, customers, and communities, Frösunda strives for a future that is greener and more inclusive.





ENVIRONMENT



We work to reduce our emissions, protect the environment, and empower employees and customers to make more sustainable choices in their daily lives.

A better environment

In NHC we want to make the right choices for our climate, and we care about the environment. We also believe that both as an employer and as a service provider, we need to make the right choices regarding environment and sustainability to remain relevant as a company. We are present in many countries with thousands of employees and have a great opportunity to reach out to many customers and make an impact. We consider the environment in everything we do, and we believe we can make a difference. We want to reduce our emissions, protect the environment, and empower employees and customers to make more sustainable choices in their daily lives.

Each of our units comply with all laws and regulations, and prioritize their efforts based on their local conditions, needs and opportunities, in order to meet and contribute to the common NHC Group priorities and goals.

Even if the individual companies of the Group are responsible for identifying the sustainability themes most relevant for their operations, some sustainability priorities are common denominators across several businesses, and we have identified areas where we have the biggest influence on the environment, negatively or positively:

- Knowledge (of employees and customers, especially to children in preschools)
- Waste (food, medicine, chemicals, cleaning and more)
- Carbon (transportation, goods, travel [car/plane], energy consumption, construction and renovation)

NHC can influence the environment quickly and effectively by starting with a few simple measures, examples of this are energy saving and waste sorting.

Not least, we have a unique opportunity to positively influence future generations in terms of knowledge and habits. Educating children to make “green choices”, sort waste, reduce energy consumption by turning off lights, and be aware of water consumption will have a positive impact on the environment in the future.

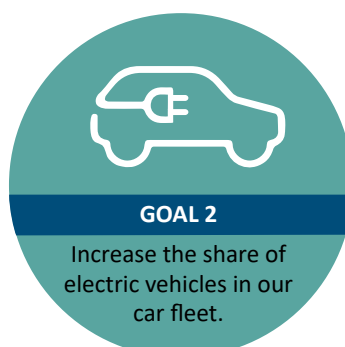
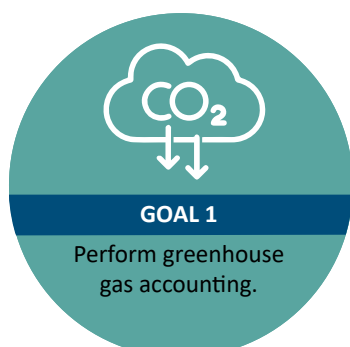
Here are the three main goals of NHC related to the environment:

1: Perform greenhouse gas accounting

Increasing the awareness of our climate footprint will enable us to make informed decisions to reduce our negative impact going forward and will contribute to reaching UN Sustainable Development Goal number 13.

NHC believes that performing greenhouse gas accounting is fundamental to managing the emissions of a company. Prior to 2022, we did not measure or report on greenhouse gas emissions within our organization. To ensure we implement the right measures and initiatives to mitigate our future environmental impact, we have invested in understanding our current footprint. Therefore, we have started to perform greenhouse gas accounting at the group level, which is published on an

Our three main goals



Carbon footprint

	Unit	Quantity			tCO ₂ equivalent		
		2021 reported	2021 adjusted	2022	2021 reported	2021 adjusted	2022
Scope 1 - Fuel Consumption							
Petrol	Litre	191 331	191 328	206 242	420	421	448
Diesel	Litre	117 691	117 688	154 407	296	252	383
Natural Gas	m ³	356 377	356 377	326 840	720	649	664
Biomass	t	75	93	97	5	7	5
Burning oil	Litre	-	-	17 264	-	-	44
Total scope 1					1 441	1 329	1 544
Scope 2 - Electricity and heating							
Purchased electricity - location based	kWh	52 761 101	50 979 558	50 301 777	2 294	1 988	1 167
Purchased electricity - market based	kWh	52 761 101	50 979 558	50 301 777	15 463	15 548	17 108
District heating	kWh	9 851 393	9 851 393	16 890 072	1 438	1 173	1 518
Total scope 2					19 195	18 709	19 794
Scope 3 - Indirect							
Business air travel	kg/CO ₂ e	72 780	72 780	241 094	73	73	241
Total emissions location based Scope 1+2+3)					5 246	4 563	4 470
Total emissions market based Scope 1+2+3)					18 415	18 123	20 411

*2021 restated using 2022 methodology

annual basis as part of this report. In this way, we want to control that we reduce our climate footprint every year. Based on the reported figures, we will set more relevant goals in key areas in the future.

When reporting 2021 figures an external consultancy was used, while in 2022 we were able to implement an ESG management system that allows us to have even greater control and certainty of our carbon footprint reporting. This change in how reporting was conducted explains the discontinuity expressed above. Year 2021 data were uploaded to this new system and the differences between this output and what was reported last year are seen in the table. Since last year's reporting we have been able to improve the scope and accuracy.

The 71 % increase in district heating kWh is mainly due to Swedish operations being able to report on their district heating consumption as well. This major increase in the kWh is not reflected in the same proportion in CO₂ equivalent due to the emission factors used. In 2022 district heating reporting we have been able to use the specific areas emission factors rather than country mix.

NHC's biggest source of emissions, consumption of purchased electricity, has been reduced from the previous year by 1,3 %. The number of operating units included in these calculations has increased by around 60 (from 450 to 511), meaning that consumption in kWh per unit has decreased by 13 % and market-based CO₂ equivalents by 3,1 %.

2: Increase the share of electric vehicles in our car fleet

Shifting to electric vehicles will contribute to reaching UN Sustainable Development Goals number 11 and 13.



Transportation is estimated to contribute approximately 16 % of the world's greenhouse gas emissions, where road transport is the major contributor. NHC has mapped its energy usage and transport by car has been identified as a key driver. Across the NHC Group, we depend on transportation. Many of our employees travel between locations as part of their daily work to assist our clients and users. Focusing on low-emission transport is an important part of reducing the carbon emissions from our operations and we aim to transition our car fleet to electric vehicles. Our goal is to increase the share of electrical vehicles to 36 % by 2025. The share of electric vehicles in the EU is today 0.2 % of all passenger cars, and the EU target for 2030 is 15 %.

Increasing the share of electric vehicles in NHC's car fleet will reduce the carbon emissions from our operations. Electric cars lead to lower carbon emissions overall, even if electricity generation in some areas still relies on fossil fuels.



The share of electric cars in 2022 was 25 % out of 294 cars. The target for the year was 17 %. From the year 2021 the share of electric cars has increased by 12 percentage points. The total number of cars has increased by 23 and the number of electric cars by 40 cars. This shows that NHC is on track and has a positive trajectory towards achieving its targets in the years to come.

3: Provide sustainability education in our preschools

NHC is developing and launching a sustainability education program across our preschools (“Go Green program”). The program builds on the UN Sustainable Development Goals. The goals are universal, and the goal with “Go Green” is to create an interest for the environment, contribute to sustainable development, provide equal opportunities, and create awareness on natural resources. Ensuring that the children in our preschools gain the tools and knowledge they need to make sustainable choices in the future will contribute to reaching several of the UN Sustainable Development Goals, including numbers 4 and 13.

In Norlandia Preschools, our greatest impact on society is the education and experiences we provide for the children in our close to 400 preschools with around 20 000 children across Europe. Preschools have an important task in promoting values, attitudes, and practices for making societies sustainable in the future. In 2021, we launched our Go Green program across our preschools. Internal evaluations will be performed where preschools completing the program will gain a Go Green label, to be renewed on an annual basis. By 2025, 65 % of NHC’s majority- owned preschools should have completed the “Go Green program”.

The program builds on the UN Sustainable Development Goals and is further described and presented in a document publicly available on our website.

The Go Green program has the following goals:

- Create an interest for the environment and being outdoors in nature
- Contribute to environmentally sustainable development
- Create awareness around the opportunities which nature presents
- Share knowledge on recycling and reduce food waste
- Take ownership of our own future

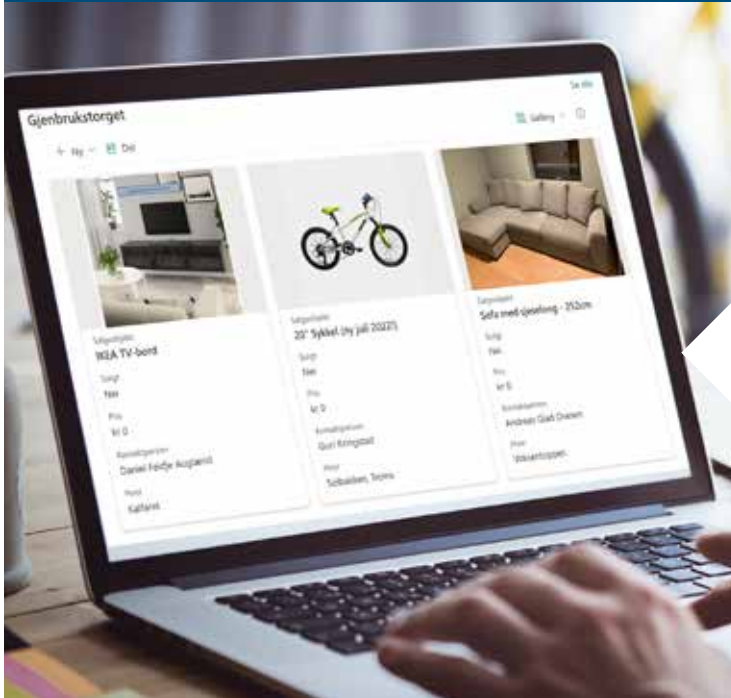
An annual verification is conducted by division management. A list of minimum requirements to attain and retain the Go Green label are based on the following requirements:

- Go Green framework introduced to all staff in the unit
- Physical evidence and visible pedagogical material such as posters and stickers
- Children in the oldest age group aware and knowledgeable about the Go Green program
- Successfully implemented the “sustainability ladder” and “sustainability pedagogy”

Solar panels

By using solar panels, we can contribute to the green transition and make use of clean energy. In the summer of 2022, Norlandia Lumi daycare center in Finland was equipped with solar panels, and later that year, Norlandia Tampere hotel also had them installed.

We receive significant savings in purchased electricity from the solar panels and can sell the excess electricity generated by the panels to be used by the community.



Marketplace for second-hand furniture

In Norway, the online marketplace Finn.no is familiar to everyone. With new, ambitious targets regarding green development and operations, Aberia has been inspired by Finn.no to create their own online marketplace for the exchange of furniture, equipment and other valuables between units all over the country. In this way, we fulfill the ambitions of the NHC Group and Aberia regarding refurbishment and life-cycle value, reducing waste and taking better care of our physical assets. Employees also contribute with practical, everyday efforts to reduce their own and the Company's footprint. Aberia is improving its environmental profile in many ways these days, including the completion of environmental certification ("Miljøfyrtårn") in spring 2023.

Nutritional advisor

Norlandia Barnehagene in Norway has employed a nutrition advisor, Tone Ilstad Hågensen. Tone has a bachelor's degree in nutrition and sports, and a master's degree in social nutrition. She has also previously worked in a Norlandia preschool.



As a nutrition advisor in Norlandia preschools, Tone works, among other things, with developing competence within «Mat med Smak» and focuses on food quality, sustainability and enjoyment of food.





NORLANDIA PRESCHOOLS NORWAY

Grønt flagg (Green flag)

Norlandia preschools now wants to systematize and map the work with sustainable development as part of their educational practice. The certification takes place under the auspices of Grønt Flagg (Green Flag), an internationally recognized environmental certification for schools and preschools.

One of the preschools that has already started work is Norlandia Solstua. Norlandia Solstua has a heart for nature and culture. The preschool is centrally located in Vanse, in South Norway, within walking distance of the town center and natural areas. According to the preschool manager, Reidun Løland, they actively use nature as a learning arena, where climate, environment and sustainability are fundamental considerations in everything they do.

-As we all know, the children will eventually become adults and those who will control the development of society. The grownups today are responsible and must ensure that they are given the best possible conditions to succeed. This involves, among other things, arranging for young people to become more involved in taking care of the planet in the future, and Grønt Flagg is a scheme that we believe will provide the right tools to transform knowledge about sustainability into good practice among children and young people, says the preschool manager.

Grønt Flagg was started as a response to a challenge from the UN's first climate summit and is an environmental certification aimed at preschools and schools. The purpose of Grønt Flagg is to strengthen sustainable development through environmental education and involves an educational tool to strengthen the topics of climate, environment and sustainability in children and young people.

- Grønt Flagg is represented in 75 countries and involves around 19 million children and young people in schools and preschools all over the world. This is an initiative that is well rooted in a number of countries' childcare and school initiatives, says Linda Cecilie Dale, who is project manager at Grønt Flagg Norway.

- Although the Grønt Flagg certification is new for our preschools, climate, environment and sustainability have long been central themes in the entire Norlandia chain. With Grønt Flagg, the work with Go Green is systematized and we like how Grønt Flagg is educationally oriented so that the children are involved in the work, says Elisabet Eggan, strategy- and development director in Norlandia Preschools Norway.





NORLANDIA PRESCHOOLS NORWAY

Food savers

At Norlandia Skyttelveien preschool they focus on where the food comes from, how it is made - and most importantly; how to decrease food waste.

In the autumn of 2022 they entered into a collaboration with the local Coop Obs store, which means that they can pick up boxes of fruit and vegetables one day a week. Food that the store would otherwise have thrown away.

- The oldest children always help to sort out what can be eaten from what we get and what has to be thrown away, says chef Mette Szabad-Johansen. When the chef and the children go through the boxes of fruit and vegetables, there are three things that apply: Look, smell, taste.

- If the fruit and vegetables look good, smell good and taste good, then they are good, says Szabad-Johansen.

- We are also teaching the children that, for example, an apple or a carrot can be eaten even if they have a couple of brown spots and don't look quite as perfect, she adds.

Will make own compost soil

Some of the food the preschool receives from the store has to

be thrown away because it has started to go bad. Until now, everything that cannot be eaten has ended up in the food waste, but soon they will start kitchen composting (bokashi), says general manager Venke Sørлие.

The preschool will purchase bokashi buckets, which will help to turn the food waste into nutritious compost, which can benefit the nursery's kitchen garden.

- If the food we don't use can go into the bokashi bucket and put in the ground when spring and summer come to nourish the plants in our kitchen garden, the circle will be complete, says Sørлие.



Energy walk

The energy crisis affected everyone in the autumn of 2022. In preschools Finland, we wanted to do our part and take concrete steps to save energy and prevent possible energy shortages during the winter.

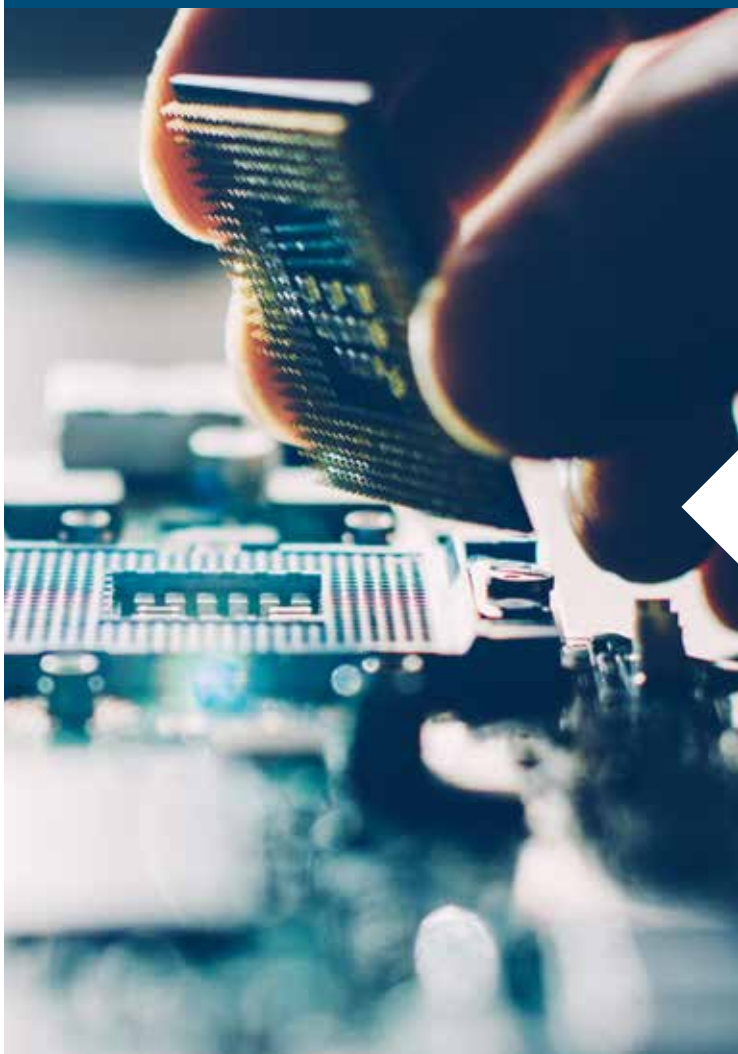
We organized an energy walk in all of our preschools. The first walk was conducted by Country Manager Miia Kollin together with an energy consultant and children in our unit.

In the first phase, we ensure that the technical settings of the property are regularly monitored, optimized and managed by the property maintenance crew.

In phase two preschools implemented the energy walk with children. The responsible person printed out the audit form and conducted the walk with children. By interviewing children we collected important information about their user's experience such as how they perceive indoor temperature in sleeping rooms, sports rooms, during the other activities etc. During the walk, the children learned what things can be taken into account to save energy.

The material used was the audit form, which served as a checklist for the walk. All items that were not checked off

were discussed in the house meeting, and common practices were agreed upon, such as turning off unnecessary lights or laundry procedures. The goal is to agree on common practices so that the checklist only contains "yes" answers.



NHC GROUP SWEDEN

NHC Sweden recycles all used computers

In Sweden, NHC Group has signed a collaboration agreement and joined IT supplier Dustin's new service "Takeback - climate-smart reuse that gives your IT products a second chance".

The service means that all discarded computers and mobile phones in NHC's Swedish operations are recycled. Computers that can be reused are carefully refurbished and resold, while remaining electronic products are responsibly recycled by certified recycling partners.

Considering that NHC has over 200 operations in Sweden, it may eventually involve a large number of IT and electronic products being handled in a responsible manner. It is an important part of NHC Group's IT strategy to use products for as long as possible and then handle them in an environmentally friendly way.

According to NHC's Takeback report from Dustin for the period of February 2nd to March 24th 2023, 33 percent of the submitted equipment could be reused and 77 percent was recycled, resulting in a reduction of NHC Sweden's carbon footprint by 6.6 tons of carbon dioxide equivalents.



Recycling and waste reduction

We encourage children to be mindful of their impact on the environment by encouraging them to reduce, reuse, and recycle. At each unit, we actively recycle and try to reduce our waste streams. We teach children to separate waste and use items sparingly.

Separate waste

All units in the Netherlands have several waste bins. The youngest children learn, from the toddler group onwards, to separate waste. There are different waste streams: paper, plastic, residual waste, organic waste and glass.

Together with the children, we take the waste away. We also walk to the shopping centre to deposit glass together with the toddlers or with the older children from the BSO.

Sensory toys

Besides recycling, we look for creative ways to deal with our waste. We make sensory toys for toddlers out of plastic.

Discover nature & biodiversity

In the Netherlands there are a lot of Go green activities. They involve working with natural materials or organizing outdoor activities that would otherwise take place indoors. At times we allow ourselves to be influenced by the weather or the season. Some seasons lend themselves perfectly to green activities. In autumn we tinker with chestnuts and acorns and in spring and summer we explore the garden and our surroundings.

Basic gardening

Before children can understand what biodiversity is, they learn about the basics of plant growth and how to care for plants. Together, we discovered the way of vegetable gardening. And the children learn to sow, water and remove weeds themselves. A lot of units have fruit or vegetable gardens. Often shaped in vegetable garden boxes or a flower pot. It doesn't matter whether the childcare is in a natural environment or an urban setting.

Gardening is a great way to teach children about the importance of taking care of the environment and biodiversity. We teach children about the different parts of a plant, how they grow and how to care for them. The oldest children learn about the importance of biodiversity and how different species depend on each other, like flowers and bees. They learn about how important it is to protect them.

How does an apple grow on a tree?

Not only do we tell it ourselves, we let experts do the talking: A gardener, farmer or horticulturist. In Voorschoten, a small town in the west of the Netherlands, the children went to the Olmenhorst orchard at the end of summer. Because how does an apple actually grow? While picking apples, they learned more through play. They also got to pick the sweetest strawberries (in the Netherlands we call them 'summer kings').





NORLANDIA CARE SWEDEN

Strong commitment to reduce food waste

In 2022, several operations within Norlandia Care have reduced food waste. At Norlandia Fryken in Karlstad, food waste was reduced by 32 percent.

When the first measurement of food waste was carried out at Norlandia Fryken in the spring of 2022, the staff were surprised by how much food was actually being thrown away.

"We saw that huge amounts of food were being thrown away. So we started inventorying our storage and refrigerators. We gathered a whole cart of food that had expired and had to be thrown away," says Carina Shaw, operations manager.

The food waste measurement conducted in the spring of 2022 showed that 18.9 kg of food was thrown away over five days. In the autumn measurement of 2022, the number was 12.8 kg - a 32 percent reduction. Since the autumn measurement, the facility has worked even more actively to reduce food waste. One of the employees who is highly engaged in this work is coordinator Carina Fallgren.

"I am passionate about food and was shocked that we were throwing away so much after meals. I often say that if someone were in charge of our money, if they were shopping and just throwing things away, how would we feel then?" says Carina Fallgren.

To further reduce food waste, the food is labeled with expiration dates, orders are optimized, and inventories of refrigerated, frozen, and pantry items are regularly taken. Communication among staff has also increased.

"When I started putting unopened packages in the freezer, we noticed that the freezers were filling up very quickly. Then I said

stop, we can't order more food. Now we take inventory before each order and order less food if it's already in the freezer. Because they come in large portions, we adjust the amount, which can also mean that we order less food. But just because we're careful doesn't mean we're cheap. We don't compromise on quality," says Carina Fallgren.

The facility also has a shared refrigerator and freezer, as well as a storage room with some dry goods. Here, departments can get items that may be running low. This way, no department has to order extra for safety's sake.

"Communication is key. We have a dialogue with staff all the time. Do we have enough sauce? Do the residents like the food? Which dishes do they not like? We're careful about labeling even opened packages in the refrigerator. Then we encourage smelling and tasting, not just throwing things away because the date has expired," says Carina Shaw.



Coordinator Carina Fallgren and operations manager Carina Shaw are reducing food waste at Norlandia Fryken.

Natural play with mud and water

Mud Day is an annual event that takes place on the last Friday of June. It is a day when children in childcare and out-of-school units are invited to get dirty and play with mud. During Mud Day children experience what it is like to get in touch with nature.

Playing freely with mud is not only incredibly fun for children, but also has educational value. The aim of Mud Day is to let children play actively in nature. This way, the oldest children learn more about elements of nature, such as sand and water. Babies and toddlers discover new textures with all their senses.

The children are encouraged to be curious, to use their creativity and to let their imaginations run wild. During mud day, they are at the same time actively involved in nature outside.

All Norlandia childcare locations in the Netherlands participate in Mud Day. This is what happens:

Sensory Play

Mud provides a multisensory play experience that challenges children to discover and explore different textures and materials. It helps develop children's sense of touch, motor skills and imagination.

Discover and experience

Playing with mud inspires children to use their creativity and imagination. They can make their own structures and creations with the mud, creating their own fantasy world.

Outdoor play

Sometimes we bring mud inside, but mostly we play with mud outside. Mud Day is in June and often the weather is good then. The children enjoy fresh air and natural sunlight while playing. By playing, they discover nature.

Curiosity

Children are curious about mud. They observe changes of texture by adding more sand or water. Playing in the mud is not only fun, you also get dirty!



The future is electric

Hero is leading the way in NHC's transition away from fossil fuel combustion engines. Hero Norway currently operates 39 reception centers for asylum seekers. Over the last few years, Hero has rapidly increased the share of electric vehicles in their car fleet. In May 2023 they reached a 53,5% share of fully electric cars.

Solsiden Reception Centre in the south of Norway has the infrastructure in place with 8 charging points at disposal. Reception center manager Morgan Lohne informs that more than half of the 27 employees make their commute using electric vehicles. In addition, they ride electric at work with two company EVs on the road.

Kirkenes up in the very north of Norway is another Hero reception center which use electric vehicles. With long winters and temperatures down to minus 30 degrees Celsius their electric cars still endure.

The deterrents to buying electric cars have largely been overcome for Hero. The range anxiety has declined in line with the increasing share of electric cars. With generous Norwegian subsidies EVs are cost-effective. The ever-increasing choice of new models meets Hero's needs for transporting people and goods.



Pop-up recycling station for children

Children grow quickly and need a lot of clothes and equipment in their active everyday life. It is expensive and not sustainable to always buy new clothes and equipment. After all, children can only use it for shorter periods before they are either outgrown or the season is over. That is why we have introduced recycling stations in many of our preschools in Norway. In these recycling stations families can leave stuff they don't use anymore and/or swap it with something they need. The employees also have their own stations where they can leave and/or swap their professional clothes.



Reducing CO2 emissions in preschools

Last year, a few of our units participated in a program focused on reducing carbon dioxide emissions into the atmosphere. We are currently in the midst of this initiative, and we're pleased to report our initial achievements.

These measures include but are not limited to:

- **Energy efficiency:** We introduced energy-efficient lighting, reducing energy consumption.
- **Waste reduction:** We implemented a waste management plan (from waste segregation to using recycled materials).
- **Green initiatives:** Some of our facilities have introduced meadows for insects and bees, enhancing air quality and promoting biodiversity (e.g., the meadow project).
- **Environmental education:** We incorporated environmental education into our curriculum, teaching our young students the importance of caring for our planet (Projects - Mrs. Bee and Sharing is caring).

While we are still refining these initiatives, the initial results are promising. We are committed to continuing our efforts and exploring additional opportunities to further reduce our environmental impact and promote sustainable development in our preschools.

HERO GERMANY

Something is growing at GU Wittenberger Straße!

As part of the long-term project "Green MUF," residents, volunteers, and neighbors of all ages gathered in the courtyard of our refugee reception center on Wittenberger Straße for a lively gardening event.

A total of 30 new shrubs were planted, while some already planted shrubs were moved, creating a dense hedge around the facility's fence. Fresh wood mulch was also spread to maintain our flower beds. For the next gardening activity, the installation of planters is already planned, which will contribute to privacy and noise reduction in the courtyard's recreational area.

Hero Zukunft and our employees are particularly committed to making our facility more environmentally friendly and sustainable, as well as providing residents with insight into current environmental issues.

We would like to express our heartfelt thanks to our cooperation partners, the BENN team Wittenberger Straße, the Coordination Office for Environmental Education in Marzahn-Hellersdorf, and the Berlin-Malchow Nature Conservation Association, for making this possible and supporting the implementation.



PärLAN recognized for Joy of food

Norlandia Preschool PärLAN, located outside Stockholm in Sweden, achieved an honorable second place in the category of Best Food Joy Preschool during this year's Arla Guldko event. PärLAN was also previously nominated for 'Preschool Kitchen of the Year' at the 2022 White Guide Junior awards.

Arla Guldko is an initiative by Arla, Sweden's largest dairy company, aimed at celebrating everyday heroes in public kitchens. Arla plays a crucial role in industry development, especially concerning food for the young. According to Arla, a great way to foster development is by providing opportunities for competition and inspiration through positive role models.

The purpose of the competition is to encourage and celebrate kitchens, spreading their practices related to quality, sustainability, seasonal ingredients, waste reduction, and pedagogy.

"We are naturally very proud that PärLAN secured a second place in a competition that highlights ambitious kitchens. However, for us, it's essential that children not only receive delicious and nutritious food but also experience new flavors and gain knowledge about the significance of food for health and well-being," concludes Patrik Karlberg, Concept Manager at Norlandia Preschools in Sweden.



Award for best preschool

We are proud of our largest Norlandia unit in Poland - the Norlandia Sybiraków Preschool and Nursery in Białystok, which has received the award and distinction of Preschool of the Year 2022 in Białystok and the award for Preschool of the Year 2022 in the entire Podlaskie Province.

Through our collaboration, efforts, and the tremendous commitment of all employees and local management, we have achieved these accolades. The recognition stands as a testament to our dedication to providing exceptional early education and childcare.

This is a great honor for us, simultaneously motivating us towards further endeavors, overcoming challenges, and maintaining our position in the market. We will continue to work diligently in this direction!



Redefining Child Welfare Institutions

Introducing Our Custom Concept Residence

When designing the perfect home for youths in foster care, numerous factors come into play. It must be safe and inviting, offering adequate privacy and personal space while allowing for supervision. The materials used should create a cozy atmosphere, yet be durable enough for everyday use. The staff must feel secure, knowing the environment supports everyday life. Additionally, a flexible layout is essential to accommodate youths with varying needs and ensure their well-being.

Aberia, in collaboration with NHC Property, proudly unveiled in June 2023 the first of these tailored buildings, located just outside Oslo. The initial group of youths moved in soon afterwards, marking the culmination of years of planning. This innovative housing solution, characterized by its well-organized, bright, and modern design, caters to one or more individuals, serving various purposes. With everything conveniently on a single level, the inside offers a comfortable living and working space, while outside, a sheltered private garden encourages play, relaxation, and a pleasant daily life. We eagerly anticipate the construction of more such homes in the future.



NORLANDIA PRESCHOOLS SWEDEN

Kitchens achieve KRAV certification

All kitchens within Norlandia Preschools in Sweden have become KRAV-certified this year, in accordance with Norlandia's belief that food should not only satisfy hunger but also provide children with a sensory experience and knowledge about the impact of food on our health.

Norlandia's effort towards certifying all preschools with their own kitchens has been carried out in two steps. Initially, 20 kitchens were certified in a pilot project. This led to a decision to strive for chain-level KRAV certification, meaning certification for all kitchens, and Norlandia Preschools is now one of the largest players at the chain level with KRAV certification.

KRAV is Sweden's most renowned sustainability label for food. KRAV-labeled food is organic, but it also adheres to additional high standards for biodiversity, reduced climate impact, animal welfare, and better working conditions for employees.

Learning recycling with 'Materialisar'

At Norlandia Preschool Utkiken in Nacka, just outside Stockholm, recycling and environmental work take center stage. Within the framework of Norlandia's GoGreen concept, children become acquainted with 'Materialisar,' characters that consume different types of materials and, in the process, provide knowledge about waste sorting.

The youngest children at Utkiken have been introduced to one Materialis at a time and have delved into the specific material that the Materialis consumes.

Using Materialis is a playful way to integrate recycling into everyday life. The Materialis characters are also present in the dining hall, where children can themselves sort items like milk cartons that are used up during snack or lunchtime.

Discussions about different materials, how to recycle, and what happens to materials after recycling are also held at the preschool with the children. The older children engage in discussions about the environment and why we need to take care of it.





SOCIAL



Our most significant contribution to society is made by our employees, who within the framework created by the company provide services that are of great value to individual users and society.

Contributing to a better society and a better world

NHC as a company has a social responsibility to contribute to a better society and a better world.

At NHC, we are committed to promoting social sustainability by creating positive social and economic impacts for our employees, customers, and the communities in which we operate. Our social sustainability approach is based on the United Nations Sustainable Development Goals (SDGs).

For society, the efforts of our employees are more important than the gifts the NHC companies give to worthy charities. One of our key priorities is to promote equal opportunities, inclusion and diversity in our workforce. We have implemented a diversity and inclusion policy, which includes targets for gender and minority representation in our workforce, and have taken steps to eliminate bias in our recruitment and promotion processes. We also provide training and development opportunities to our employees to help them grow and advance in their careers.

Customer well-being and safety are top priorities for us. We maintain stringent quality control processes to ensure our products and services meet the highest safety standards. Continuous monitoring of customer feedback helps us identify areas for improvement. Additionally, we have launched initiatives to promote healthy lifestyles, such as educational programs on healthy eating and exercise. We also contribute financially to selected causes, with examples provided in this report.

Our numerous supported initiatives and projects are valuable, but the true cornerstone of our contribution to society is our employees. Within the established frameworks of our company, they provide valuable services to individual users and the wider community. Driven by passion, our employees and companies continuously strive to enhance services for the benefit of our users. Through their daily work, our employees make a tangible difference in the world, addressing issues such as loneliness among the elderly, promoting physical activity in children, empowering disadvantaged youth, and extending a warm welcome to asylum seekers in Europe.

In this report we share a few examples of some of the good and exciting things that are happening in our companies, all of which in their way contribute to society. When it comes to our

contributions to society, it is important for us to concentrate our efforts where we have the best conditions for making the greatest possible impact and where we can see concrete and visible results.

We see ourselves as catalysts for positive change in society. This means prioritizing user satisfaction, resource efficiency, climate awareness, a healthy work environment, and sustainable welfare solutions. Our goal is to actively contribute to society by creating standards and models that can be adopted by others across different sectors. NHC aims to be a pioneer in welfare innovation, with a strong focus on user-centricity and quality. We continuously seek solutions that enhance value and improve the efficiency of our services. Our users are at the core of our existence, and we believe in transparency and sharing our knowledge and findings with others.

Also, we are open and inclusive, and a responsible employer. Our employees are the foundation of our company, the services and quality we deliver, and the key to our success. Valuing and ensuring their wellbeing is a core sustainability pillar. Our main priorities are to provide safe and healthy working environments, to be an inclusive organization and to every day make sure employees are given the opportunity to evolve and excel.

Our dedicated employees have made significant efforts to assist refugees fleeing Ukraine in the wake of Russia's unprovoked war. Hero, as an organization, swiftly responded by opening approximately 40 centers in Norway within a few weeks. This remarkable contribution allowed Hero to accommodate nearly half of Norway's total reception capacity, reaffirming its position as a trustworthy partner recognized by the government. Berlin, Germany, where Hero operates several centers, also witnessed a significant influx of refugees. However, Poland saw an even greater number of arrivals, and our employees, along with the broader society, welcomed Ukrainian children with open arms.

As a company, we and our employees deeply value liberty, freedom, equality, peace, human rights, and democracy. Given the ongoing war against Ukraine, it has become increasingly crucial for us to stand up for these principles and actively contribute to their preservation. Each individual and every company must play a role in shaping the world according to our aspirations.



NHC GROUP

NHC project and fundraiser for Misto Dobra in Ukraine

All the NHC companies have a common project to support war-affected children through the Ukrainian organization Misto Dobra ("City of Goodness").

NHC has donated money directly, and also encouraged all divisions and units in all countries where NHC has operations, to have their own local activities to raise money. 100% of the funds go directly to Misto Dobra's work. We have seen great engagement and creativity to find ways to raise money to help the children in Ukraine.

Additionally, representatives from NHC, Hero, and Aberia in Spring 2023 visited Misto Dobra in the city of Chernivtsi in southwest Ukraine, near the border with Romania. The intention of the visit was to take a closer look at the needs and how NHC can best help and support them in their ongoing work.

About Misto Dobra

Before the war, Misto Dobra ran a crisis center for women and children affected by domestic violence. Misto Dobra is still a crisis center, but since the full-scale invasion in 2022, they have expanded their help. They have received three orphanages from eastern Ukraine that had to be evacuated at the start of the war, as well as refugees (women and children) from near the front, so today they operate both orphanages, kindergartens, and a refugee center, in addition to a crisis center. They also help people in need in their region with humanitarian aid, in addition to sending hundreds of packages with food, medicine and other necessities each week to people at the frontline, and also all over Ukraine, who need help. In addition, at the center, they have a dog shelter, where they rescue dogs, some of them from the front lines.

Misto Dobra are now working to expand their capacity to help more people affected by the war and to receive a fourth orphanage from near the front line. As of summer 2023, they have around 200 children of all ages and 100 women living at their center. Many of these children are heavily traumatized as a result of the war. Many are orphans and several of the children have disabilities.

Misto Dobra is in need of support to be able to help even more people affected by the war and to provide better professional follow-up for the children than they are able to do today.

Our NHC companies will continue our support of Ukraine and Misto Dobra in various ways also going forward.



Rock sock

March 21st is the World Down Syndrome Day. Children and employees in many NHC Group company units showed their commitment and support by wearing different colorful socks that day to celebrate diversity. The children in this photo are from Kidsa Hylkje preschool in Bergen, Norway.



The week of happiness

The week of happiness is a part of a «Happiness in Life project» in preschools in Ålesund. They engage in various activities with focus on pleasing others. At Norlandia Støylane preschool they celebrated this by walking around the local community and handed out «kind parking tickets».

«This is not a parking ticket, but a reminder that you are fantastic. Everyone at Norlandia Støylane Preschool wish you a brilliant day. Remember that you are valuable. We hope you will help spread the goodness on your own way, 365 days a year.»

Aberia Ung will benefit society

In 2022, Aberia Ung AS clarified its purpose as a non-profit company, committing itself to use the economic surplus for socially beneficial purposes only. Also, a new agreement with the Norwegian Directorate for Children, Youth and Family Affairs (Bufdir), was signed. According to the agreement, Aberia will deliver children's welfare services to a larger extent and to more children than ever before. "Aberia remains strongly connected to its own roots" CEO Trine Bakkeli explains. "It all started with children's welfare institutions many years ago. In this way, we not only continue to provide care to those young people who need it most. We concentrate and increase competence in Aberia. This again enables us to meet the increasing needs of this vulnerable group. Each individual is unique, and we are proud to be one of those that Bufdir seeks out, to fulfill these citizens' rights."



Generation concepts

Generation concept Sweden

Our unique generational home in Norrtälje, Sweden was inaugurated in the fall of 2022. It is the first of its kind in the country where a single company operates both a preschool and an elderly care home in the same building. Lilla and Stora Rospiggen have been well received in Norrtälje with great interest from the media, the municipality, and the public.

The property consists of two parts that are linked together by common social areas, both indoors and outdoors. The facility has a shared chef who prepares delicious, nutritious, and well-cooked meals for both young and old. The menu has its roots in Swedish home cooking, but there are also opportunities to try new and exciting flavors. Sometimes, the preschool's mini chefs visit the elderly to serve the food to the elderly, and the joint baking sessions are a popular activity. To make life a bit easier for relatives and guardians who visit the facility, they can also buy a meal box to take home.

The children enrich the seniors' daily lives spontaneously or during planned joint activities. Preschool children and the elderly meet regularly for joint activities, singing, story time, or exercise classes. At Rospiggen, they have already gathered around a common environmental project: to grow herbs and other exciting plants in the generational home's common greenhouse.

The interaction between children and the elderly provides a sense of security in natural aging processes, allows knowledge exchange, and increases understanding for each other. This happens in an environment full of life, where children's play, curiosity, and thirst for discovery can take place and spread joy and vitality in everyday life.

Generation concept Finland

In Finland, we began operating generational homes several years ago. There we have also added a dog daycare to the equation, creating even more joy and stimulation for the generations. In Finland, there's a strong focus on innovation and trialling of various welfare technologies. A popular activity among our seniors and juniors is to dance together under the guidance of the robot Ellinoora.

With our unique welfare service, Norlandia creates a good life every day for some of society's most important individuals – children and the elderly.

In Finland, we opened three new Generation units in 2022 and 2023. Now, Finland has two new Generation units in Kuopio (PuijonUpee and PuijonKuppee) and one in Helsinki. When



Halmstad, Sweden



Norrtälje, Sweden



Norrtälje, Sweden



Kuopio, Finland



Kuopio, Finland

constructing new Generation units, our choices are environmentally conscious. Special attention is paid to energy efficiency, lighting control possibilities, motion detectors, lightning brightness levels and remote reading of heating deviations. Now, electronic maintenance books are used in property maintenance.

The Generation unit in Helsinki has taken the communal thinking to a next level. Norlandia has elderly care, a preschool and doggie DayCare in the block. The elderly of Isopakari live in the same block and enjoy weekly activities together with Tukena Tähtiomenas disabled people. Tukena offers apartments in their premises. Every week, communal activities like Bingo and dancing are organized together with our elderly and Tähtiomena's residents. Watch out for parties where Tähtiomena's own band will be playing!

Isopakar's premises in Helsinki offer a bit of luxury to the residents. The elderly can enjoy a sauna and relax afterwards while watching the fireplace (gas fired!) in an adjacent room. Other services available include massage, gym and sensory rooms. The yard area has a garden and mobility training equipment.

Norlandia Isokarhu in Tuusula ranked top in THL's (Finnish Institute for Health and Welfare) elderly services customer satisfaction survey in the welfare region of Central Uusimaa. Residents

of Norlandia Isokarhu evaluated the service they receive in the national customer satisfaction survey of elderly services. The respondents were particularly satisfied with the friendliness of the nurses at Isokarhu, the food from the Deli kitchen, and the service and help they received. According to the respondents, Isokarhu's employees truly give time and residents' wishes are considered. Isokarhu's activities were also praised for the fact that the care home is very good at informing the residents or their relatives about things that concern them. All of the residents of Norlandia Isokarhu elderly care would recommend the services to others as well. The recommendation rate for Isokarhu in Tuusula on the Net Promoter Score NPS (a measure of customer loyalty) was a perfect 100.



Webinar for parents

As part of our focus area, Family Services, we offer «webinars for parents» to all parents/guardians and employees in Norlandia preschools. This supports our idea that both parents and employees can come together for a learning experience on a theme of broad interest. In the «webinars for parents», we cover topics that concern most families with young children. Typical topics are diet, allergies, physical activity, emotions, literature and other things that are of interest to parents of young children. We invite both internal and external experts who specialize in a particular topic.



Foreldrewebinar 4
- Emosjonsveiledning

Social responsibility in times of Ukrainian exodus

Over the last year Hero showed an extraordinary flexibility delivering services to the Norwegian Directorate of Immigration (UDI). Supported by NHC group, Hero established 42 new reception centres in a matter of weeks in the spring of 2022.

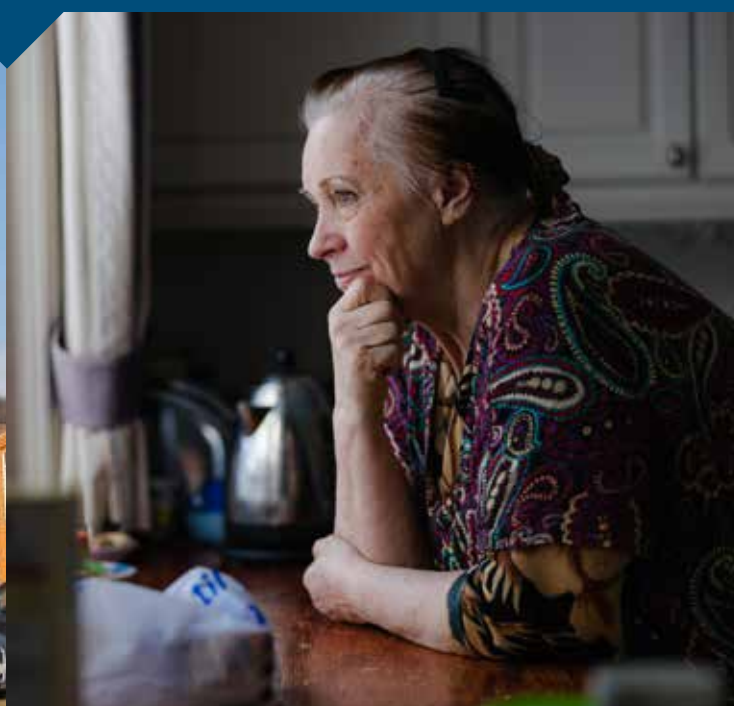
At the time of Russia's invasion of Ukraine, Hero had a total reception capacity of 600 places in Norway. In May 2022 this increased to 12 000 places. One year after the invasion the total capacity was reduced to 3 300 places.

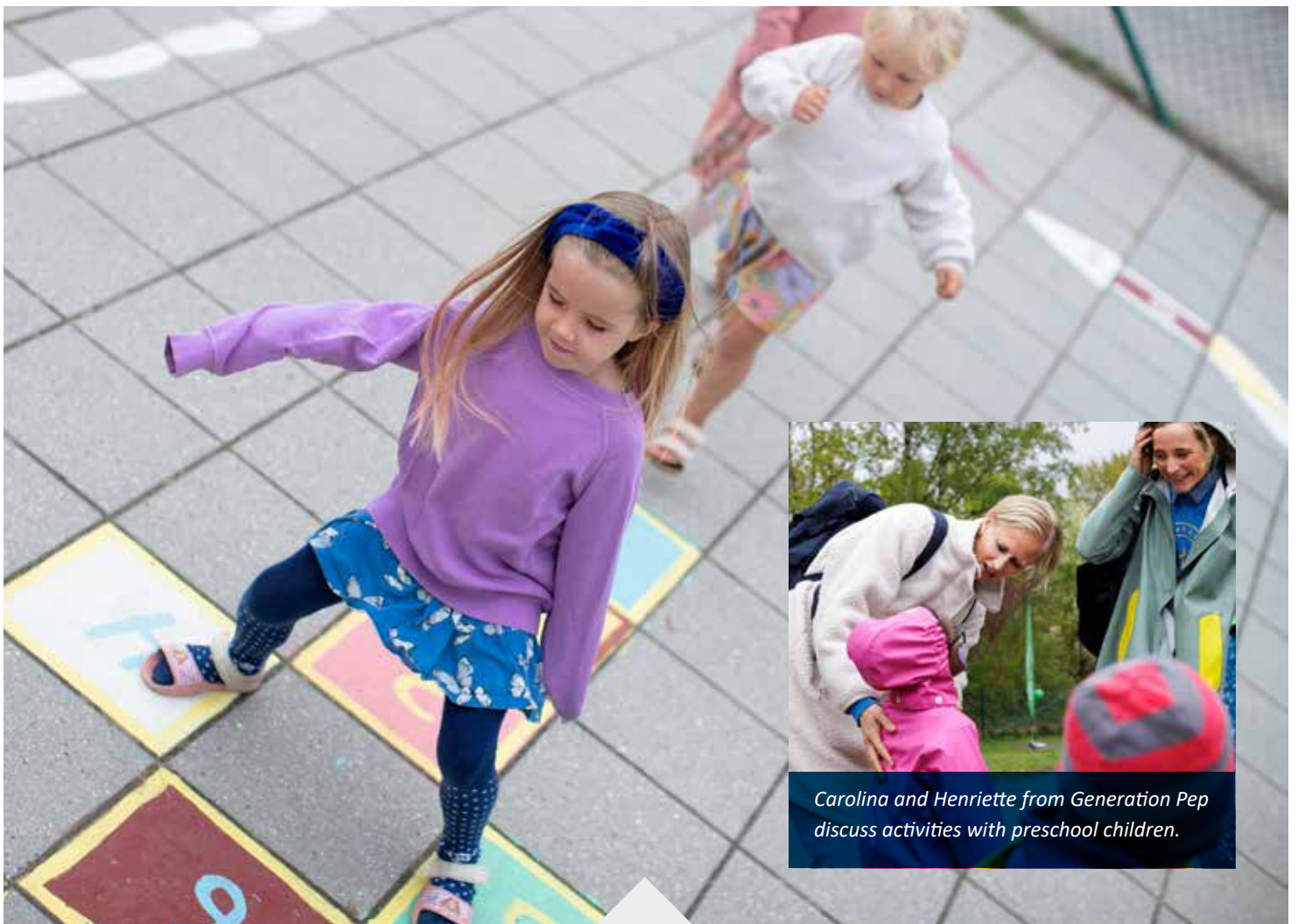
While volatility is a challenge for operators, the Norwegian reception system gives UDI a preparedness for mass arrivals and a highly flexible reception system. Dealing with last year's sudden

influx of refugees would not have been handled equally well without solid and professional actors, like Hero.

Hero's significant contribution was made possible by experience, and highly competent and hard-working staff. For 35 years Hero has been working continuously on improving quality and efficiency in the area of reception centers.

While being shocked by Russia's brutal war we will continue to assume our share of responsibility in national capacity building, ensuring adequate standard of living for applicants for international protection.





Carolina and Henriette from Generation Pep discuss activities with preschool children.

NORLANDIA PRESCHOOLS SWEDEN

Joy of Movement in focus

It was a joyful and active visit when Norlandia Preschool Pärlan was graced by the presence of Olympic gold medalist Carolina Klüft during Preschool Day in Sweden. In her role as the head of Generation Pep, Carolina has collaborated with Norlandia Preschools for several years to promote physical activity and healthy eating habits among children.

This year's Preschool Day at Norlandia Preschool Pärlan in Vårby, just outside Stockholm, was especially exciting due to a visit from Carolina Klüft. She is a retired track and field star and the head of Generation Pep, an organization associated with the Swedish Crown Princess Couple. Throughout the day, Carolina participated in various activities alongside the children, inspired by the movement and food concepts of NorlandiaSkuttet and Food with Flavor.

"According to the Convention on the Rights of the Child, all children have the right to the best possible health, but unfortunately, that's not the reality today. Children and adolescents are not moving enough and are not consuming what is beneficial for their bodies. Together, we aim to change this, and through NorlandiaSkuttet and Food with Flavor, children are introduced to physical activity and healthy eating habits from an early age," says Carolina Klüft.

Norlandia Preschools operate around 100 preschools across Sweden, providing approximately 6,800 children with well-thought-out physical activities and nutritious and healthy food every year.

Furthermore, NorlandiaSkuttet has become a pioneering project that has contributed knowledge and experience to Generation Pep's inclusive model for all preschools in Sweden, called "Pep Förskola" (Pep Preschool). As a result, many children in numerous preschools throughout Sweden now have access to ideas for movement games, suggestions for healthy recipes and weekly menus, and much more."



Huge increase in translations

In 2021, Hero Tolk received an average of 55 orders per week in Russian and Ukrainian. In 2022, the average number was 1,400 orders per week. In November 2022, Hero Tolk set a record with 12,559 orders in one month. The previous record was set in November 2016 with 12,006 completed orders. Back then it was Arabic that topped the list, now it's Ukrainian and Russian.



"Everyone is so happy"

On Friday, March 17th 2023, the activity center Tryckeriet in Helsingborg was filled with dancing and excited visitors. Helium balloons, dance floors, a bar, a photo booth, and rainbow-colored lights set the tone for the evening.

The Schlager disco was arranged by Helsingborg's City Care and Welfare Administration, Helsingborg's City Leisure and Culture department, and Frösunda Personal Assistance. Together, they wanted to invite people with disabilities to an evening filled with dance and music.

The interest in the event turned out to be significant. 110 people signed up for the evening, and within fifteen minutes, the venue was filled with excited visitors. With sequin dresses, colorful wigs, and fun tiaras, it became a very successful evening filled with dance and laughter.

"This will be a way for our target group to have fun, socialize, and make connections," says Jessica Green from Frösunda Personal Assistance.

"Everyone is so happy," says Uffe Johansson from Helsingborg's City Leisure and Culture department.

Football for refugees

At Finnsnes in northern Norway, Aurora Omsorg AS (which is owned by Aberia) has initiated a cooperation with the local football club, providing resources that the club may use to apply for further funding of children’s activities. More precisely, Finnsnes IL organizes football teams for asylum-seeking refugees between 15 and 18 years old, who live at Aurora’s facility in Finnsnes. The Norwegian Football Association and the Directorate for Children, Youth and Family Affairs (Bufdir) are both giving financial support. Aurora’s department manager, Helena Holmen, is very happy with the cooperation: “More than half of our residents make use of the possibility to play football, get to know the local population and take part in the local community in this way”. The physical activity has an obvious positive impact on the health, learning and quality of life for each individual. Two of the boys are now playing for the G17-team, which is of course very inspiring for them and the rest of the asylum seekers at Aurora’s Heimly.



Foto: Nya Kompisbyrån

Lifting foreign-born women

Employees within Frösunda Care acted as job buddies for foreign-born women who are far from the job market to prepare them for possible employment during 2021.

Ready, Set, Woman is an integration and gender equality project organized by the non-profit organization Nya Kompisbyrån. The project, which is funded by the European Social Fund as part of Agenda 2030, goes hand in hand with Frösunda's vision that everyone in society should have a better life and a natural place in society.

The project is aimed at foreign-born women who are far from the job market. The goal is to increase a sense of community in society and create opportunities for foreign-born women to enter the job market by matching the participants with established Swedish women.

Frösunda's collaboration with Nya Kompisbyrån and Folkuniversitetet gave us the opportunity to participate in the project as job buddies and practically contribute to increased integration.

In practice, it involves job market-oriented education via Folkuniversitetet where participants are matched with job buddies from, among other places, Frösunda Care at five different occasions. Job buddies are voluntary Frösunda employees.

Continuing education studies

For the second year in a row, Norlandia preschools sent a group of enthusiastic employees to study in Norlandia's own group at the University of Jyväskylä. These studies of early childhood education science build seamlessly on to their bachelor of education degrees.

Our employees have described studying in Norlandia's own group as very rewarding and offering a wide range of collegial support. In their opinion, one of the best things has been the emergence of a strong bond between fellow students from all over Finland and, through it, versatile cooperation in other matters as well. Norlandia supports these studies by compensating the cost of studies and offering study time during working hours.



Tennis tour

The Finnish Tennis Federation annually organizes the Lambi Street Tennis tour, which offers thousands of school children the opportunity to play tennis during school hours. Since the spring of 2022, Norlandia Preschools have been involved by expanding the tour to preschools. Preschools lay a strong foundation for children's motor development. In this way, we support the versatile development of children's motor skills through the use of balls and rackets.

During the Street Tennis tour, our preschools were supplied with mini-tennis equipment (children's rackets, soft balls and mini-tennis nets), coaching materials from the Finnish Tennis Federation, and the opportunity to cooperate with a local tennis club. For our part, we have created coaching materials such as action cards in cooperation with the federation. It has been a great joy to see how a completely ordinary preschool activity space can turn into a mini tennis court.

Cooperation with the tennis club has been implemented, for example, by having a coach visit the preschool, training for preschool personnel, children's visits to the local tennis center, or organizing a joint mini-tennis event.

Every year, one preschool receives a visit from Jarkko Nieminen, the greatest Finnish tennis player of all time, and the Lambi Street Tennis ambassador, to inspire children.





FRÖSUNDA SWEDEN

Research sheds light on digitization in daily activities

Frösunda Omsorg's daily activity center in Danvikstull has been a part of an ongoing research study in collaboration with the Center for Social Work at Uppsala University since 2021. The aim of the project is to counteract and prevent digital exclusion among people with disabilities.

Reports from Uppsala University show that digital solutions enhance self-esteem and belief in one's own abilities among both customers and staff. The results have been presented at a national teacher conference. Uppsala University has also produced a brochure aimed at professionals with tips on how to succeed with digital daily activities. For many of Danvikstull's customers, digital tools are crucial for their participation in the activities.

Liisa Keshmiri, support educator at Danvikstull's daily activity center, and her colleagues focus on communication to increase the participation and self-determination of the participants. Therefore, the center uses various alternative and augmentative communication methods, many of which are digital, such as tablets, eye gaze devices, text-to-speech programs, and smartboards. Smartboards are particularly useful as they are large screens that can be connected to a tablet. "This allows the participant with the tablet to communicate with the whole room, not just with the person sitting next to them. Everyone gets to be heard and everyone can hear," says Liisa Keshmiri.

The participants at Danvikstull have varying motor abilities, and it can be challenging to organize activities that suit the whole group. In such cases, digital aids can greatly facilitate participation. "Sometimes we have gym activities, and for a participant with very limited motor abilities, it can be difficult to feel involved. In such cases, the participant can use an eye gaze device with a text-to-speech program to tell the group which

movements to perform. This way, everyone can participate, and it creates a sense of togetherness and community," says Liisa Keshmiri.

Liisa and her colleagues believe that the key to a successful daily activity center is to start from the participants' abilities and interests, and to see them as competent individuals with developmental opportunities.

"We want the participants to understand that they can influence the activities and shape the content. We see ourselves as enablers, and it is the participants who are in control. An important part of this is to give the participants the opportunity to evaluate the activities. We assume that they can specify more than just 'happy face, sad face' and we want to encourage their willingness to communicate and influence more," says Liisa Keshmiri.

Danvikstull's daily activity center also has a YouTube channel where they upload videos from their activities. During the pandemic, this activity and communication channel was particularly crucial in offering continued daily activities.

According to Ewa Andersson, the manager of the center, other organizations seek Danvikstull for new knowledge and inspiration, and collaborations have been established with, among others, the National Center for Rett Syndrome, Uppsala University, and the City of Stockholm.

Mentors for a better future

Framtidsprogrammet (The Future Program) is aimed at newly arrived women between the ages of 18-29 who reside in Stockholm City or Järfälla Municipality north of Stockholm, with the goal of supporting the target group in finding employment or starting their studies through training sessions, mentorship, and a women's network.

Care workers, operations managers, and regional managers from Frösunda Omsorg participate as mentors in the Future Program, providing support and guidance to participants throughout the mentorship. The support includes assistance with CV writing and acting as conversational support on matters related to the Swedish job market.

The mentorship lasts for six months, and all participants and mentors become part of the women's network called "Framtidens kvinnor" (Women of the Future) and meet annually to exchange ideas and expand their network.

Through their participation, participants who are interested in internships and employment opportunities in the field of caregiving have the opportunity to discuss and explore these options with the operations managers and regional managers who are participating as mentors.



Foto: Hedda Axelsson, Nya Kompisbyrån



Foto: Nya Kompisbyrån

Caring for Ukraine

Frösunda Omsorg contributes with mentors and internships to Care for Ukraine, a project targeting women from Ukraine who want to expand their network and receive support in finding employment or education in Sweden. The project is funded by the European Social Fund in pursuit of the United Nations' global goals for sustainable development.

Participants in the project receive vocational training called the Skills Program, and are then matched with a female mentor who can provide support, social networking, and relevant information on their path to employment.

For project participants interested in working in healthcare and caregiving, Frösunda Omsorg offers primarily internships but also employment opportunities. The project is implemented in Malmö, Uppsala, Gothenburg, Stockholm, and digitally for remote participants.

When Anja Sundin, Business Area Manager for Frösunda Omsorg, was asked to participate as a mentor, there was no hesitation:

"For me, it's obvious to contribute where I can, with the goal of improving the lives of all people and ensuring they have a rightful place in society."



FRÖSUNDA SWEDEN

Sweden's first elderly home with a yoga profile

Frösunda Elderly Care is the first in Sweden to launch a full-scale yoga profile at one of its nursing homes. With a fully equipped yoga studio, dedicated yoga instructors, and customized yoga exercises, the aim is to offer a more modern form of exercise that will benefit both the body and mind. "The yoga classes have quickly become our most popular activity," says Veronica Hörnberg, physiotherapist and certified instructor.

In the former activity room at Frösunda's nursing home Gutasund in Uppsala, residents now enter a professional yoga studio where every detail has been carefully considered. The decor is in earthy colors, beautiful drapes hang from floor to ceiling, customized yoga equipment is neatly stacked along the wall, and meditative music streams from the speakers, creating a sense of calm and harmony.

"Stepping into our yoga studio is like stepping into another world where all senses are stimulated. During the classes, we see that our residents put their ailments and worries aside and fully engage in the exercises," says a happy Veronica Hörnberg.

Early in the project, Yogayama - one of Sweden's most reputable yoga centers - was contacted, and they have taken a holistic approach to designing Gutasund's yoga profile. Yogayama has

also trained two of Gutasund's employees to become certified yoga instructors through a 200-hour yoga training.

"We are thrilled to have been a part of this exciting project. For many years, we have worked to encourage more seniors to start practicing yoga, not least because research supports that yoga is particularly suitable for older people as it is a gentle form of exercise," says Estelle Nordenfalk, founder and CEO of Yogayama.

An important element of the profile is a new and adapted diet that is offered in the form of tasty and nutritious snacks after each class. With influences from Ayurveda - the Indian healing art - the subsequent snacks provide nourishment, energy, as well as enhance spiritual well-being. In collaboration with Frösunda's food economist, recipes for delicious snacks in a yogic spirit have been developed, such as refreshing smoothies, strengthening energy balls, and filling chia pudding topped with fresh berries. All for a complete experience.

The focus on Presence - Meaningfulness - Harmony has borne fruit, and the new form of exercise has been embraced with open arms by residents, relatives, and staff alike. Because yoga is for everyone - regardless of age, gender, or disabilities.



FRÖSUNDA SWEDEN

Virtual reality provides real independence

Since 2022, Frösunda Omsorg's facilities in Gävle have implemented virtual reality (VR) as an integral part of their work to create the greatest possible independence and participation for those living in their facilities. This is made possible through a collaboration with the company Nordic Psychology (NP), which enables tailored experiences in customized environments, providing fully customized support.

For example, individuals can have the opportunity to feel safe and achieve a sense of independence in different environments that may otherwise be perceived as distressing, by practicing being in those environments in a VR setting together with their contact person.

The technology also allows our customers to experience new environments, old memories, enjoyable outings to places they may not otherwise have the opportunity to visit, as well as preparatory interventions for activities.

Normally, NP offers comprehensive VR solutions for both private and public healthcare, including treatment programs for phobias, addictions, therapeutic relaxation, nutrition and eating disorders, physiotherapy, and rehabilitation. Through the collaboration with NP, Frösunda Omsorg aims to further develop and adapt the technology for the target group within the framework of the Swedish Act concerning Support and Service for Persons with Certain Functional Impairments (LSS).

Soccer Training for Hero residents

The Hero Storkower Straße reception center for single male refugees was excited to announce a new partnership with the SV BVB 49 sports club in Berlin. Thanks to the collaboration between Hero's volunteer coordinator, Assiel Hamdan, and SV BVB 49's club president, Wolfgang Gribb, along with Klaus Messerschmidt, the residents now have access to a soccer field every Tuesday. Hero has provided suitable soccer shoes for the residents to use during training.

Our goal is to promote a love for sports, which enhances overall quality of life and fosters social interaction in the community. Next in line is the introduction of a "heroic" bowling group to provide more opportunities for our residents to engage and connect through sports.



NORLANDIA PRESCHOOL POLAND

Educational innovations

We conduct and implement educational innovations for our children. These initiatives aim to equip our young students with essential skills and knowledge to thrive in a changing world. Here are three areas of innovations:

Educational robots and programming: We introduced educational robots and programming lessons, fostering critical thinking, problem-solving, and creativity among our children. This initiative not only made the learning process more engaging but also prepares our students for the digital era.

Expanded development classes: To ensure comprehensive development, we expanded our offerings to include activities such as swimming lessons, yoga, tennis, and hippotherapy. These diverse options cater to each child's unique interests and needs, promoting their physical and mental well-being.

Therapeutic classes for sick children: Recognizing the importance of inclusive education, we are actively developing therapeutic classes, including the Tomatis Method and activities at Musicon, to support the needs of children facing health challenges. Our goal is to create an environment where all children can thrive and reach their full potential.

These educational innovations not only enhance the overall learning process but also underscore our commitment to providing comprehensive education that prepares children for a bright future.



FRÖSUNDA SWEDEN

Everyone can run

Since 2015, the running race "Alla Kan Springa" (Everyone Can Run) has been an annual tradition in Helsingborg, Sweden. It is a race for people with disabilities, organized in collaboration between Frösunda Personal Assistance, the sports club IFK Helsingborg and LSS Recreation and Culture in Helsingborg City. The race is 1.6 kilometers long and winds through the city streets.

Jessica Green, project manager in marketing and communication at Frösunda, is one of the people behind the idea of Alla Kan Springa. She was inspired by similar events during her study years in Florida and had long dreamed of starting a similar race in Sweden, where her sister Matilda, who has Rett syndrome, could also participate.

The first race in 2015 was a huge success and since then, Alla Kan Springa has become a wonderful annual tradition that many look forward to. The race usually attracts about 100 participants plus escorts and personal assistants, and it is a lovely mix of ages and disabilities. Most participants come from Helsingborg, but some travel further to participate. Last year, for example, there were participants from Denmark.

What is unique about Alla Kan Springa is that it focuses on possibilities rather than limitations. Everyone can participate regardless of their disability. Participants can run, roll or walk and some make their way with the help of a walker or wheelchair.





Doris from Venezuela who is enrolled in language training at Gullhaug nursing home through NAV Bærum provides a manicure to a Gullhaug resident.

NORLANDIA CARE NORWAY

Working with NAV to provide job training

The local office of the Labor and Welfare Administration (NAV) has singled out Gullhaug nursing home in Bærum municipality as a pioneering company in work inclusion. We always have many language students here and individuals on job training. Currently these activities primarily benefit refugees from Ukraine.

Historically, the aim of job training is to inspire and include individuals who have been long-term unemployed and increase their chances in the job market. Now, a focus has been to quickly integrate Ukrainian refugees in the job market.

In general, job training aims to test the participant's opportunities in the job market. For the job seeker, the goal of job training is to try working, gain relevant experience, and secure a regular job. The measure takes place at a regular workplace, such as Gullhaug. An agreement is entered into between NAV, the participant, and Norlandia as the employer, which clarifies the duration, tasks, and the need for follow-up. A typical job training contract will last for 3 months but can be extended.

Depending on skill and prior experiences, job training participants get different assignments or training. Some are involved in the actual care of residents, some prepare food, some help to feed residents during meal hours.

Gullhaug has worked closely with NAV on providing job training. The NAV coordinators praise the work Gullhaug is doing. Area coordinator Mari-Ann Bøe Simonsen at NAV Bærum says: "Our perception is that our contacts at Gullhaug have a very genuine sense of responsibility for developing a good society. Through their facilitation of job training, they make a very substantial contribution to the individuals we are aiming to help."

The NAV coordinators have noted that benefits for individuals participating in job training include learning about Norwegian working life and language. From a societal perspective, it is valuable that immigrants enter the healthcare job market, especially since there's a shortage of manpower in that sector. Additionally, over time, we might see an increased proportion of immigrants as residents in nursing homes. It will be beneficial in that scenario to have employees who can speak several languages.

Marit Åsland, unit manager at Gullhaug, attributes the engagement of Gullhaug employees to the fact that a great number of the staff are themselves immigrants. Devoting time and effort to training and follow-up of people on job training is a way of giving back to society.

We are brain developers

As Nobel prize laureate James Heckman once expressed: We have all participated in the lottery at birth. We are born with different cognitive and physical abilities, parents with a range of resources and challenges, and in societies where opportunities differ greatly. Systematic and individualized attention to each child is one way of levelling the field.

We know that the preschool years are extremely important for early brain development, establishing the trajectory for later life development. The preschool employees thus have an immensely important job.

What is CLASS?

CLASS is short for Classroom Assessment Scoring System. It has been extensively validated in a range of studies, including in studies conducted in Norway. A consistent finding has been that children who have attended preschools and schools with the systematic approach of CLASS have better academic and social skills.

CLASS is a tool whereby certified counselors observe the staff in preschools and assess the ability of staff to provide support in three different domains:

1. emotional support
2. organization and leadership
3. learning and language support

Based on these assessments the counselors are able to provide targeted and directed input to the preschool staff with the objective of enhancing their professional performance. Ultimately, the goal is to provide children with an environment where they are physically and emotionally safe and appropriately stimulated throughout the day.

Within the domain of emotional support, the CLASS method places particular emphasis on the regard for the children's perspective.



An ambitious job in our Norwegian preschools

We have trained all unit managers and one pedagogue from each of our Norwegian preschools so that they have become certified in the CLASS method. These employees have been through two days of training and certification to become CLASS supervisors.

When they return to their preschools, the certified CLASS supervisors then observe their colleagues according to the CLASS scoring methodology. They subsequently coach their colleagues in developing their approach for the benefit of the children.



Hege Cecilie Eikseth, Norlandia Preschools Head of Concept in Norway training employees to be certified CLASS supervisors.

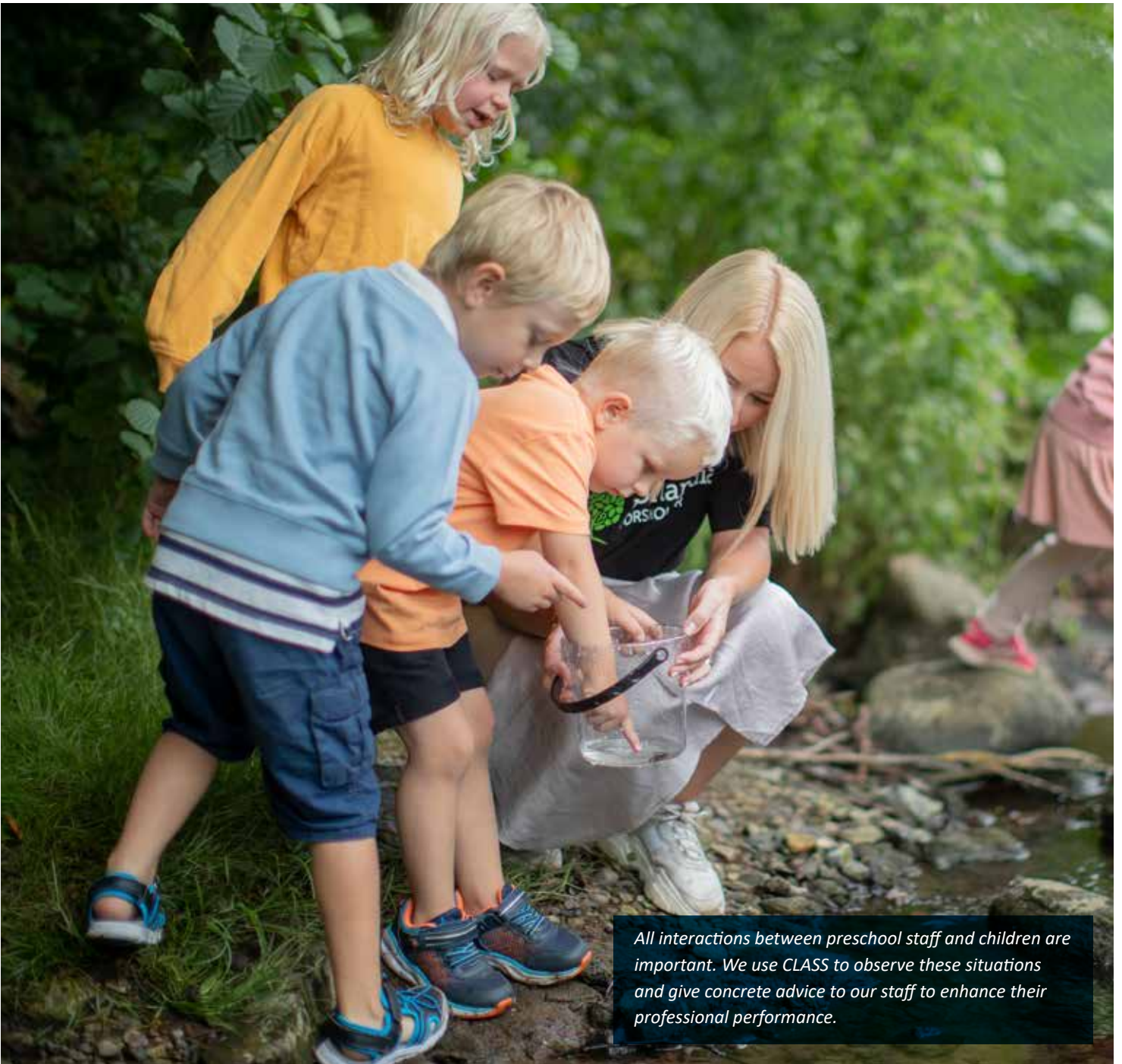
We have customized web-based e-learning material to support the implementation of class in our preschools.

A particular emphasis in our implementation of the CLASS program has been for the adults in the preschools to become more aware of and develop their emotional sensitivity. Over time, we increase the competence of our staff in interacting with children.

We experience that CLASS supports the implementation of our concepts in everyday life in the preschools such as Jump, GoGreen, and the MatMedSmak food concept.

Results and progress

Based on analysis of results from 65 departments from different preschools, we recognize that we are doing quite well in a range of areas, but that we need to improve in others. CLASS has provided insights we lacked in the past, and we are now able to address important areas for children's development more specifically than before.



All interactions between preschool staff and children are important. We use CLASS to observe these situations and give concrete advice to our staff to enhance their professional performance.

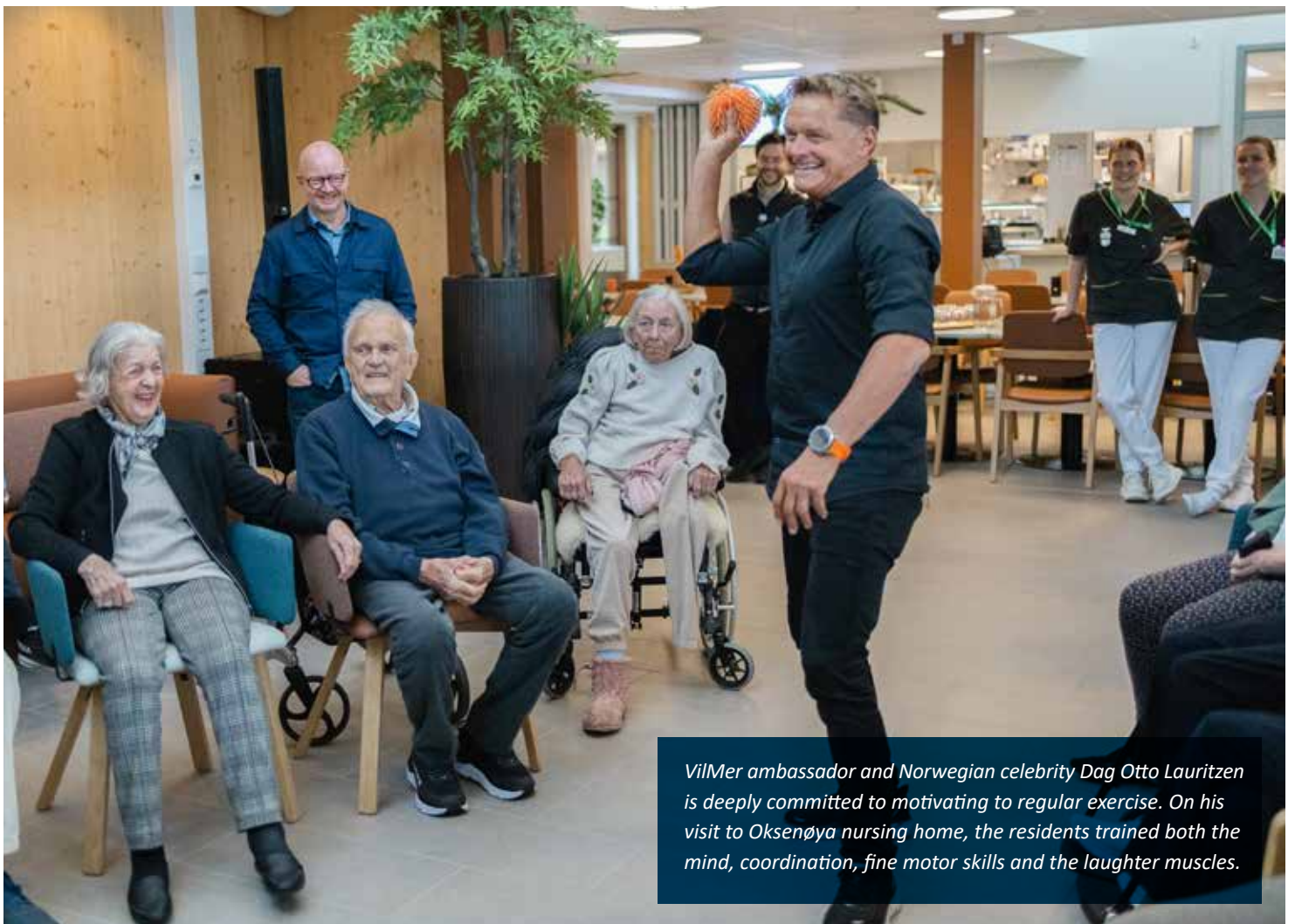
We find that adult – child interactions in our preschools in Norway are characterized by the following strengths:

- There is a high degree of respect exercised in our preschools, with "please" and "thank you."
- Children are largely free to move between activities.
- Staff are to a great degree involved in children's play and activities.
- Staff largely follow the children's lead.
- There is a high degree of back-and-forth exchanges.
- Many questions are asked – with a variation of open and closed questions.
- There is some repetition of the children's initiatives.

We recognize that we have challenges in the following areas and need to pay attention to development here:

- There is variation in whether staff pick up on and verbalize children's challenges.
- There is a large variation in whether we fulfill the regulatory mandate about children's participation.
- There is little support for children's positive interactions.
- There is a varying degree of language support in the children's environment.
- There is a low level of curiosity and staff asking "why" and "how" questions.

Our efforts with CLASS over the past few years have confirmed our conviction that the method is a powerful tool for employee growth and development, which in the end will provide great benefits to children in our preschools.



VilMer ambassador and Norwegian celebrity Dag Otto Lauritzen is deeply committed to motivating to regular exercise. On his visit to Oksenøya nursing home, the residents trained both the mind, coordination, fine motor skills and the laughter muscles.

NORLANDIA CARE NORWAY

Creating meaningful moments for the elderly

Norlandia Care in Norway has established a close partnership with the Norwegian company VilMer to enhance the quality of life for the elderly. VilMer has emerged as a leading platform for social welfare technology and person-centered care. Leveraging modern technology, VilMer delivers "activity as a service" by providing a predetermined number of physical and digital activities each week through digital activity plans. These activities are tailored to the elderly, considering their preferences and desired volume and mix of activities. VilMer delivers these activities through its proprietary digital solutions and third-party platforms, serving as a valuable support system for healthcare professionals amidst their demanding schedules.

Norlandia and VilMer recognize significant opportunities to apply technology in new domains. Social welfare technology is not intended to replace the compassionate hands-on care, but aims to enrich daily lives through a diverse range of physical and digital activities for residents, staff, family members, and volunteers. This can also contribute to a positive, necessary, and efficient workflow in the sector, where various professions are utilized most effectively, and tasks that can be handled by other entities are avoided.

Through the targeted use of VilMer's solutions, we are not only creating more meaningful moments and substantial value for the elderly, but also benefiting family members, communities, and municipalities. Norlandia Care's collaboration with VilMer aligns with the fulfillment of several UN Sustainable Development Goals, especially Goal 3 (Ensure healthy lives and promote well-being for all at all ages):

- Communities adopting integrated policies and implementing plans for inclusion and efficient resource utilization: VilMer's volunteer solutions directly support increased inclusion and optimal utilization of human resources in the community.
- More efficient use of resources: VilMer's Everyday Companion ("Hverdagsvenn") facilitates the engagement of human resources willing and able to contribute to caregiving.
- Promotion of social inclusion for all, irrespective of age: VilMer employs individuals from vulnerable groups, and its offerings are designed to cater to these groups.
- Ensuring individuals acquire the skills necessary for promoting sustainable development, bridging gaps in education and training, and ensuring access to education for vulnerable groups: VilMer provides training to individuals outside the workforce, enabling them to contribute as caregivers. VilMer significantly employs disabled individuals, retirees, and students, with half of them residing in rural areas.



Norlandia Care and VilMer collaborate on various initiatives, including:

- Implementing and utilizing VilMer's digital solutions at Oksenøya and Gullhaug nursing homes in Norway, with the intent to expand collaboration to additional elderly care facilities as new tenders arise.
- Introducing VilMer's solutions to elderly care institutions operated by Norlandia Care in Finland and Sweden.
- Introducing VilMer's solutions in the market for elderly individuals living at home, complementing both private providers and municipal home care services.



GOVERNANCE



Business integrity is the cornerstone of a sustainable company. NHC seeks to run operations in a transparent manner to build trust in the societies where we operate.

Transparency builds trust

Business integrity is the cornerstone of a sustainable company. NHC seeks to run operations in a transparent manner to build the trust of the societies where we operate.

Management approach

The NHC Code of Conduct sets out our commitment and requirements for how we conduct our business. Each division in the Group have developed their own code of conduct, adapted to each operational area and landscape, but all based on the fundamental principles set out in the NHC Code of Conduct. The Code of Conduct applies to our employees, board members and hired personnel.

We further expect that our suppliers act in accordance with our Code of Conduct, and we incorporate the Code of Conduct as part of our supplier agreements.

The NHC Code of Conduct explicitly prohibits engaging in bribery and corruption in any form and sets out an expectation to the Group that business is conducted in such way that suppliers, partners and customers can have trust in the NHC Group.

NHC is a workplace that offers equal opportunities to our employees. We have adopted a separate policy on equal treatment and equality, that sets out guidance on how to approach these topics within the group and towards suppliers.

Our governance approach is integral to our business strategy and is critical to ensuring that we can continue to create value for our stakeholders over the long term.

Reporting and handling of concerns

NHC has implemented whistleblowing routines, which impose a duty to report possible violations of the Code of Conduct or other unethical conduct. NHC is dependent on leaders taking their control responsibilities seriously in order to prevent, detect and respond to unethical behavior. Concerns can be reported to our ethics committee. Anonymous reporting is possible. NHC has a strict non-retaliation policy and encourages all employees to report their concerns.



NHC SWEDEN

Happier frontline heroes in Sweden

The 2023 employee survey for NHC's Swedish operations shows that employees in Sweden are even more likely to recommend the Swedish companies as employers compared to last year, as measured by eNPS. The overall result was eNPS 19, an increase of +10.

Employee Net Promoter Score (eNPS) is a global method that shows the degree of loyalty of employees to their employer.

The best result was achieved by Frösunda Personal Assistance with an eNPS of 31, an improvement of +9 compared to last year. The Elderly Care business area had the greatest improvement with a good +13 improvement to a total eNPS of 17. Norlandia Preschools in Sweden also improved their result.



HERO NORWAY

Contributing to ethnic diversity in the workforce

In 2022, Hero Talk was nominated for Mangfoldsprisen (Diversity Award), which is the state's award for outstanding use of immigrants' skills in working life. The purpose of the award is to promote ethnic diversity, better use of immigrants' skills and increase recruitment of immigrants into the workforce. This must be done by highlighting the good examples of ethnic diversity in workforce that can inspire others.

- Unfortunately, we didn't quite make it this year, but I think it's fun and a great recognition to be nominated. Our interpreters are the very backbone of the company and our great pride. The interpreters come from all over the world and speak a total of 110 different languages. We are happy to be a significant employer for so many minority speakers in Norway and want to be an important contributor to promoting the interpreting profession as an important and socially critical profession, says marketing manager Berit Hårr Østerhus.

Patrick Bjorstad is an interpreter in Dari and Farsi and is passionate about the interpreting profession.

- The work we do as interpreters is incredibly important, and it is experienced as very rewarding and beneficial to society. We contribute to problem solving and help different parties understand each other in important situations where mutual communication and understanding are crucial, he says.

In the nine years he has interpreted for Hero, he feels well looked after and seen.

- I feel safe and cared for. Hero has done a good job in giving me the opportunities that it is possible to give an interpreter. I get professional follow-up and guidance, if necessary, after difficult conversations, he says.



Patrick Bjorstad is an interpreter for Hero Talk.

Rewarding qualifications with a scholarship

The new Interpreting Act, which came into force in January 2022, is intended to help interpreters maintain a sound professional level and ensure that the public uses sufficiently qualified interpreters. Hero Tolk is pleased that the new Interpreting Act makes demands on interpreters regarding, among other things, good interpreting ethics, confidentiality and competence. As part of our continuous work to motivate interpreters to formalize their interpreting skills, in 2022 Hero Tolk awarded eleven scholarships to interpreters who qualified for the National Register of Interpreters. In addition, all Ukrainian and Russian interpreters who pass the Bilingual Test received an additional scholarship.

- "Thank you very much for the good news. This gives me enormous motivation to continue working as an interpreter and carry out high-quality interpreting assignments for Hero. I will constantly strive to develop myself even more. I am happy and proud to work as an interpreter for Hero Tolk. I look forward to further cooperation", was the feedback from one of the interpreters that received a scholarship.

For Hero Tolk, it is important to motivate as many interpreters as possible to formalize their skills. By 2026, all public agencies will be required to use qualified interpreters.

- A formal qualification means that the interpreters get better working conditions and a higher fee, which is a motivation in itself. A number of our customers already require the use of qualified interpreters, so it is of extra importance that interpreters are willing to formalize their skills. We find it meaningful to help interpreters who want to be more professional by becoming qualified, explains Ragna Sand Starheim, manager of Hero Tolk.

Since 2010, Hero Tolk has had a scheme with scholarships to motivate interpreters to take part in qualification offers, and since the start has awarded approximately 60 scholarships. In addition to our scholarship scheme, we work actively via our mentoring program to ensure that unskilled interpreters are well prepared to meet the qualification requirements of the Register of Interpreters.



A brighter future for children in South Africa

Norlandia entered into a partnership agreement with Impande in March 2018 with the objective of aiding in the establishment of preschools in KwaZulu Natal, South Africa. This collaboration with Impande encompasses fundraising efforts, knowledge sharing, and the provision of resources, all aimed at improving the welfare of underprivileged children in the KwaZulu Natal region. Numerous Norlandia employees actively engage in activities related to the Impande partnership, and most preschools under Norlandia's umbrella organize various initiatives to raise funds and support Impande's mission for the betterment of children.



A preschool built by Impande next to the shack it is to replace. Impande builds and develops preschools, schools and special institutions in an area that was very badly affected by the HIV/AIDS epidemic, and where unemployment, poverty and weak family structures still dominate the social landscape. Impande's philosophy is to create substantial and lasting social change with limited resources.

Impande operates within the Ugu District, situated in the province of KwaZulu Natal, South Africa. This district is home to approximately one million residents, with half of the population being under the age of 20. The financial support provided by Norlandia is allocated toward the construction and maintenance of preschools within this district, as well as to facilitate their ongoing development. Impande has a commendable history of achieving significant outcomes with limited resources, focusing on fostering growth and development among children and youth from low-income backgrounds in South Africa, ultimately striving to enhance the living conditions of these children during their formative years. Assistance is imperative due to South Africa's status as a middle-income country, which places it outside the category of nations receiving traditional aid. The income inequality gap in the country is vast, with one in four individuals living on less than 10 Norwegian kroner per day, 12% of children growing up without fathers, and an unemployment rate of approximately 43%.

In prior years, Norlandia preschools have contributed to the construction and refurbishment of preschool facilities in South Africa. In the current year, our focus is on supporting Impande's efforts to enhance the quality and pedagogical aspects of these institutions. Many of the women working in these preschools have not had the opportunity to play as children or been read to, necessitating assistance and competency development to facilitate effective teaching. Impande's role extends to providing preschools with suitable infrastructure, access to clean water, sanitary facilities, well-equipped playgrounds conducive to motor skill development, and pedagogical and managerial guidance.

This year, Hege Cecilie Eikseth from Norlandia Preschools in Norway visited Impande in South Africa for a two-week period, gaining firsthand insight into the significant work we support there. Such interactions only serve to strengthen our collaboration with Impande for the future. Impande in South Africa orchestrates these visits to provide a comprehensive overview of their initiatives. The name "Impande" translates to "root" and the organization's team identifies existing "childcare centers" operated by women in makeshift structures or huts, where they have gathered local children. Impande then approaches these women for potential collaboration, subsequently providing the children with two meals a day, clean water, and hygiene products. These unregistered childcare centers do not receive government subsidies, and consequently, the women responsible for them do not receive compensation.

Impande also ensures the provision of basic educational materials and encourages the women to participate in learning groups to enhance their own professional development. The next step involves the formal registration of the childcare center, making it eligible for government support, and allowing the women to receive compensation. These centers are then placed on a list for the construction of new, improved facilities, often comprising two sections. A typical childcare center can accommodate approximately 60 children and employs 2-3 staff members. Parental involvement is almost non-existent, as many children reside with their grandparents, resulting in siblings typically picking them up. Parent meetings and other common European engagement activities are rarely organized. Another notable distinction is the emphasis on affording children the opportunity to have a say in matters, a principle that holds significant importance in a country like South Africa, plagued by corruption. Encouraging children to realize the value of their voice could potentially contribute to the development of a more democratic governance system in the long run.



Statement under the transparency act

The Transparency Act Statement Summary:

The Transparency Act came into effect on 1 July 2022. The main purpose of the law is to promote businesses' respect for fundamental human rights and decent working conditions. The law also ensures that the public has access to information on how businesses handle their human rights risks.

This statement, issued by Norlandia Health and Care Group (NHC), offers a comprehensive overview of NHC Group's policies, risk assessments, findings, actions taken, and the path forward. The full report (in Norwegian) can be found on the website nhcgroup.no.

Business Overview:

NHC is a multinational, family-owned corporation headquartered in Oslo, with an extensive presence within health, care, preschools, integration, and family services across multiple countries. The company's workforce of around 20,000 employees serves a broad spectrum of approximately 32,400 individuals. NHC Group's core objective is to drive forward positive change, foster welfare innovation, and place emphasis on the active engagement of its workforce.

Due Diligence Assessments:

Committed to following the OECD guidelines, NHC Group integrates policies for conducting due diligence assessments concerning human rights and working conditions. This responsibility rests with the CEOs of each group company, ensuring their compliance and reporting to the board annually. NHC Group's guidelines, including the Employee Handbook and Ethical Guidelines, underpin responsible business practices and due diligence assessment processes.

Risk Assessment:

NHC Group undertakes an exhaustive approach adhering to the OECD's due diligence assessment framework. The company's endeavor involves identifying substantial risk areas associated with potential human rights and worker rights violations. A comprehensive supplier assessment initiative was launched, with particular emphasis on categorizing countries based on risk levels. NHC Group's analysis extends across industries, geography, company-specific parameters, and product/service risks. Priority areas, such as discrimination, the right to work, and privacy, were given special attention.

Actions Taken:

In the realm of due diligence assessment, NHC Group is constantly refining its methodologies and practices based on the insights gained. NHC Group is actively enhancing internal expertise on responsible purchasing practices, with measures designed to streamline supplier onboarding and collect signed supplier declarations. Additionally, NHC Group is in the process of implementing comprehensive "Guidelines for work with the Transparency Act" to further integrate awareness and participation within the organization.

Findings and Measures:

Through the risk mapping process, NHC Group identified several priority risk areas requiring focused attention. These encompass discrimination and harassment, the right to life, liberty, and security, individual rights, the right to work and a suitable working environment, privacy and data protection, freedom of movement, representation of vulnerable groups, and violations of local regulations. Notably, NHC Group did not identify any violations of human rights or decent working conditions during the reporting year, or any significant risks of such violations.

Conclusion and Future Steps:

The Transparency Act Statement underpins NHC Group's unwavering commitment to upholding human rights and decent working conditions across its diverse operations. By undertaking meticulous due diligence assessments, conducting thorough risk mapping, and enacting continuous improvement measures, NHC Group actively strives to foster a culture of positive change and maintaining responsible business practices. The company's resolute focus on remediation, compensation, and annual due diligence assessments demonstrates its commitment to transparency, ethical business conduct, and the well-being of its workforce and stakeholders.



NHC GROUP

Sustainability board

In 2022, NHC took a significant step forward by establishing a Sustainability Board with a vital mission. This board's purpose is to pinpoint the crucial areas that will shape NHC's ongoing strategic direction, lay the groundwork for the company's sustainability strategy, and ensure that sustainable values permeate every facet of the organization. Comprising seven members from diverse backgrounds, representing various countries, divisions, and functions, the board convenes regularly to synchronize divisional actions and initiatives, as well as to deliberate on sustainability strategies.

Appendix: Sustainability-linked Finance Framework Progress Report for Calendar year 2022



April 27th, 2023

Sustainability-Linked Finance Framework Progress Report for calendar year 2022

Executive summary and comment by the Chief Sustainability Officer

An Introduction to the NHC Group

Norlandia Health & Care Group AS (“NHC” or the “Group”) is a family-owned, multinational company headquartered in Oslo, Norway. The owners, Kristian and Roger Adolfsen, started the operations in the early 1990s and have since inception focused on a long-term, socially responsible perspective. The Group currently consists of five divisions in fields such as health care, preschools, integration services, services for individuals and families and social infrastructure within the property division. The Group has operations in Norway, Sweden, Finland, the Netherlands, Germany, and Poland. Our business is diverse, but a common factor among our users is that they are in a phase of their lives when they require care, and our understanding of their needs stretch across divisions and countries. **We aim to be a welfare innovator and a powerhouse safeguarding and developing welfare.**

The Group includes the following companies.



Norlandia Preschools

Preschool operations
Out of school services



Aberia

Child care services
Respite care for individuals with disabilities
Personal assistance



Hero Group

Refugee accommodation
Interpretation services
Education services



Norlandia Care

Nursing homes
Home nursing services
Private home services
Patient hotels





The NHC Group and Sustainability

Society doesn't stand still, and neither do the welfare needs of the people and communities we serve. Across NHC, we seek to improve people's lives and we want to be a driver for positive change through pioneering new ideas and methods.

Our business is diverse, and hence faces a variety of sustainability challenges and opportunities. The individual companies in the Group are responsible for identifying the sustainability focus areas that are most relevant for their operations – their sustainability priorities – using the UN Sustainable Development Goals as a foundation. The companies are also responsible for setting relevant strategies and targets around these priorities, ensuring that the full organization meets and exceeds expectations and contributes to sustainable development. This creates a greater commitment and stronger motivation across the Group.

In 2022, NHC established a sustainability task force whose mission is to identify the most important areas that will play a role in NHC's ongoing strategy process, as well as to lay the foundations for the development to NHC's sustainability strategy and to have sustainable values embedded across the organization. The task force members represent different countries, divisions, and functions.

One of the key focus areas of the task force is to conduct a materiality analysis. The analysis is a crucial process for any company that is serious about corporate social responsibility (CSR). It involves identifying and prioritizing the most significant social, environmental, and economic issues that are relevant to the company and its stakeholders. By conducting the analysis, we can focus our efforts on the issues that matter most to its stakeholders and that have the greatest potential impact on the company's operations.

The task force has identified five material focus areas common across the group, reduction of value chain pollution, waste and emission, employee engagement, diversity and inclusion, human capital development, sustainable solutions and service lifecycle design and economic value creation.

In order to concretize and take this materiality's to operations and individual business plans, there will be workshops held in all of the divisions in different levels of organization. In these workshops participation are identifying areas of each of the five topics that they find relevant to their operations and prioritizing these based on what's significant for sustainability and the business and how much can we impact these issues.

In May 2021, NHC placed a senior secured sustainability-linked bond of NOK 1,700 million. This report provides an update on the Key Performance Indicators ("KPIs") and Sustainability Performance Targets ("SPTs") under the Sustainability-Linked Finance Framework from April 2021 (the "Framework"). This report should be read in conjunction with the sustainability report to be published during 2022 for a complete update on the sustainability strategy and performance of NHC.

KPI 1: Perform greenhouse gas accounting

To ensure we implement the right measures and initiatives to mitigate our future environmental impact, we need to further invest in understanding our current footprint. We have therefore conducted a greenhouse gas accounting on group level. Targets for the greenhouse gas emissions will be determined as a part of annual Business Plan processes.

KPI calculation: Greenhouse gas accounting on group level.

SPT 1: Perform greenhouse gas accounting

NHC has performed an accounting of the greenhouse gas emissions generated by the Group's operations. Numbers are reported as of 31 December 2022.



2022 results

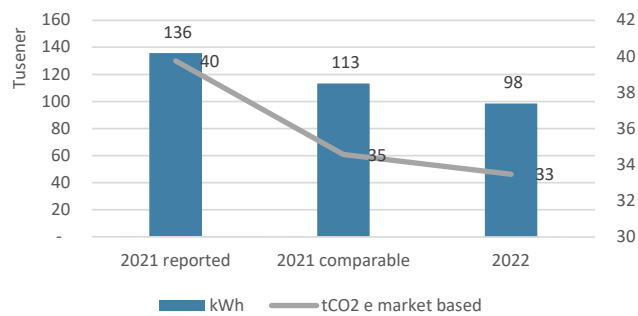
Scope 1 - Fuel Consumption	Unit	Quantity			tCO2 equivalent		
		2021 reported	2021 comparable	2022	2021 reported	2021 comparable	2022
Petrol	Litre	191 331	191 328	206 242	420	421	448
Diesel	Litre	117 691	117 688	154 407	296	252	383
Natural Gas	m3	356 377	356 377	326 840	720	649	664
Biomass	t	75	93	97	5	7	5
Burning oil	Litre	-	-	17 264	-	-	44
Total Scope 1					1 441	1 329	1 544
Scope 2 - Electricity and heating							
Purchased electricity - location based	kWh	52 761 101	50 979 558	50 301 777	2 294	1 988	1 167
Purchased electricity - market based	kWh	52 761 101	50 979 558	50 301 777	15 463	15 548	17 108
District heating	kWh	9 851 393	9 851 393	16 890 072	1 438	1 173	1 518
Total 2					19 195	18 709	19 794
Scope 3 - Indirect							
Business air travel	kg/CO2e	72 780	72 780	241 094	73	73	241
TOTAL EMISSIONS LOCATION BASED (SCOPE 1 + 2 + 3)					5 246	4 563	4 470
TOTAL EMISSIONS MARKET BASED (SCOPE 1 + 2 + 3)					18 415	18 123	20 411

A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). Source: GHG Protocol

When reporting 2021 figures a consulting agency was used while in 2022, we were able to implement ESG management system CEMAsys. This allows us to have an ownership and transparency to your carbon footprint reporting. However, this is causing some discontinuity in the reporting.

Year 2021 data is uploaded to this new system and the differences between this output and what was reported last year are seen in the table. We do not have a view on which emission factors were used in 2021 reporting. Since last year's reporting we have been able to improve the scope and accuracy. The 71 % increase in district heating kWh is mainly due to Swedish operations being able to report on their district heating consumption as well. This major increase in the kWh is not reflected in the same proportion in co2 equivalent due to the emission factors used. In 2022 district heating reporting we have been able to use the specific areas emission factors rather than country mix.

NHC biggest source of emissions; consumption of purchased electricity; has reduced from previous year by 1,3 %. The number of units have increased by around 60 units (2021: 450 units; 2022: 511 units) meaning that consumption in kWh per unit has decreased by 13 % and market-based CO2 equivalent by 3,1 %.



Purchased electricity per unit in kWh and market-based CO2 equivalents.



Looking at SPT trajectories 2022 and onwards

Following successfully completing the greenhouse gas accounting as targeted for 2022, the Group will establish targets in order to work with activities that over time will reduce the consumptions and energy use, and at the same time focus on scope 3, including identifying other areas that the Group can positively influence the environment. The mentioned materiality analysis process will result in targeted KPI for divisions and NHC Group. We already see positive development in looking to reduce transportation; meaning shorter supply line, avoid unnecessary steps in our value chain and choose suppliers with an environmental profile. We are also look at company-wide usage of secondhand hardware, furniture, building ecofriendly buildings, ecofriendly maintenance to mention some. We aim to present these areas in our 2022 progress report with targets and SPT trajectories where possible.

NHC has a goal to be carbon neutral by 2030 and knowing our carbon footprint is a big step in achieving that goal.

KPI 2: Increasing the share of electric vehicles in our car fleet

Transportation is estimated to contribute approximately 16% of the world’s greenhouse gas emissions, where road transport is the major contributor. Across the NHC Group, we depend on transportation. Many of our employees travel between locations as part of their daily work to assist our clients and users. Focusing on low-emission transport is an important part of reducing the carbon emissions from our operations and we aim to shift our car fleet over to electric vehicles over time.

KPI calculation: Share of electric vehicles in NHC’s car fleet, including both leased and owned cars.

SPT 2: Increasing the share of electric vehicles in our car fleet

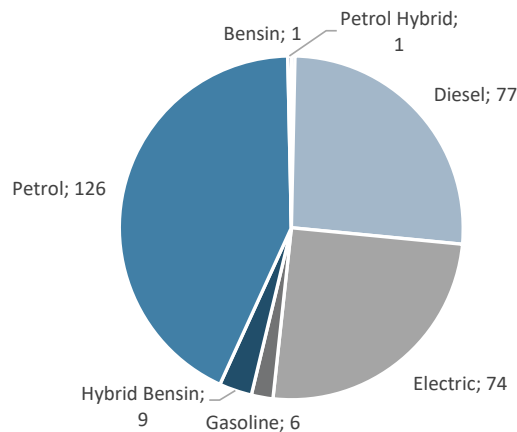
The share of electric vehicles in NHC’s car fleet should increase over time, and we have set the following SPT Trajectory:

Historic values			SPT Trajectory				
2018	2019	2020	2021	2022	2023	2024	2025
1 %	2 %	8 %	13 %	17 %	25 %	32 %	36 %

Actions to reach the SPT Trajectory: NHC’s car fleet currently consists of a mix of electric, hybrid and fossil fuel cars. NHC will strive for all new car purchases across the Group to be electric, also including new lease contracts.

2022 results

The share of electric cars in 2022 was 25% out of 294 cars. Target for the year was 17 %. From the year 2021 the share of electric cars has increased by 12 %-points. Total number of cars has increased by 23 cars and number of electric cars by 40 cars. This shows that NHC is on track and has a positive trajectory towards targets of becoming years.



Cars owned and leased by NHC Group by type.



KPI 3: Sustainability education in our preschools

In Norlandia Preschools, our greatest impact on society is via the education and experiences we provide for the children in our preschools. In the second half of 2021, we launched our Go Green program across our preschools.

The Go Green program has the following goals:

- Create an interest for the environment and being outdoors in nature
- Contribute to environmentally sustainable development
- Create awareness around the opportunities that nature presents
- Share knowledge on recycling and reduce food waste
- Take ownership of our own future

SPT 3: Sustainability education in our preschools

In the second half of 2021, Norlandia Preschools started the implementation of the Go Green program across the organisation. Our aim is for all majority-owned preschools to implement this program over time. To gain the Go Green label, a preschool need to complete the program on an annual basis, and the label needs to be renewed every year through an internal evaluation process. We have set the following SPT Trajectory, indicating the share of our majority-owned preschools that should have completed the program on an annual basis.

	SPT Trajectory			
2021	2022	2023	2024	2025
15%	30%	40%	47%	65%

Actions to reach the SPT Trajectory: The Go Green program has been launched internally across preschools.

2022 results

The SPT for 2021 was exceeded by eight percent to a total of 38%. This is a positive development and shows trajectory above the targeted rate of implementation.

DNV verified our KPIs as per the Framework and attested the 2022 achievement. DNV's verification report is attached to this report.

There has been no material update to NHC's sustainability strategy, vision or plan related to and impacting the KPIs and SPTs.

For NHC Group

Dag Rune Gabrielsen

Chief Sustainability Officer



VERIFICATION STATEMENT

Statement no:
2023-0145

Valid from:
April 13, 2023

Valid to:
Current KPI revision

NHC GROUP

Verification of KPI performance of the Sustainability-Linked Finance Framework

Scope and objectives

DNV Business Assurance Norway AS (henceforth referred to as “DNV”) has been commissioned by NHC GROUP (henceforth referred to as “NHC”) to provide third-party verification of NHC’s KPI performance in relation to the SPT trajectory described in NHC’s Sustainable Finance Framework (the “Framework”). Our objective has been to verify NHC’s approach to calculate the

- KPI performance for Greenhouse gas accounting,
- share of electric vehicles in the car fleet,
- share of preschools with sustainability education,

as well as to verify the underlying data for 2022. Our methodology to achieve this is described under ‘Work Undertaken’.

Responsibilities of the Management of NHC and DNV

The management of NHC has provided the information and data used by DNV during the delivery of this review. Our statement represents an independent opinion and is intended to inform NHC management and other interested stakeholders in the SECURITIES as to how NHC’s actual KPI performance relates to the SPT trajectory, based on the information provided to us. In our work we have relied on the information and the facts presented to us by NHC. DNV is not responsible for any aspect of the nominated assets referred to in this opinion and cannot be held liable if estimates, findings, opinions, or conclusions are incorrect. Thus, DNV shall not be held liable if any of the information or data provided by NHC’s management and used as a basis for this assessment were not correct or complete.

Work undertaken

The verification was conducted between 13rd March 2023 and 13th April 2023, during which NHC provided its information. Our work constituted a review of the available information, based on the understanding that this information was provided to us by NHC in good faith. The work undertaken to form our opinion included:

- Discussions of NHC’s methodology with NHC management (MS Teams)
- Q&A-sessions with NHC management for each of the KPIs including Questions log
- Review of NHC’s sustainable finance framework, annual and sustainability report and Second-Party Opinion
- Review of NHC’s 2022 performance and spot checks of documented evidence provided by NHC

DNV Headquarters, Veritasveien 1, P.O.Box 300, 1322 Høvik, Norway. Tel: +47 67 57 99 00. www.dnv.com

14/02/2022

NHC Group verification statement rev b trice2



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Findings and DNV's opinion

- DNV notes, that KPI1 "Perform Greenhouse Gas Accounting" for the NHC Group is a KPI that does not have an SPT and selecting the trajectory is therefore not possible. DNV confirms, that NHC have performed a GHG accounting system for Group's operations for 2022 that includes Scope 1, Scope 2 and the business travel category of Scope 3, specifically, business air travel. DNV recommends that NHC sets targets for Scope 1, Scope 2 and Scope 3.

DNV notes that NHC has put together a task force for sustainability that oversees and support the divisions on all its works concerning target setting for Scope 1, Scope 2 and Scope 3. The targets are set as part of an annual process where each unit completes its Business plan that also includes targets on emissions.

- DNV recommends quarterly reporting on the Go Green program from each preschool to show consistent progress on the SPT for KPI 3 across preschools.
- DNV noted minor inconsistencies in the KPI reporting, and recommends that NHC put a process in place to capture any adjustments made in the system and to have documentation with linked data. DNV has reviewed the documentation and processes (data gathering and QA mechanisms), and has closed out the findings with NHC management.

Based on the information provided by NHC and the review procedures conducted, nothing has come to our attention that causes us to believe that NHC's performance is not in accordance with the KPI reporting requirements described under the Framework. DNV opines that NHC's methodologies to calculate the share of electric vehicles in the car fleet and the share of preschools with sustainability education are consistent with the purpose of NHC's KPI as defined in its Framework.

for DNV Business Assurance Norway AS

Oslo, 30th of October 2023

Ingebjørg Nueva Finnebråten
Lead auditor

Rice,
Tone

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Rice, Tone
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Tone Rice
Quality Assurance



APPENDIX

NHC's actual KPI performance relative to the SPT trajectory described in NHC's Framework

KPI 2: Increasing the share of electric vehicles in our car fleet

Below graph visualises the data reviewed by DNV. It compares NHC's planned KPI performance of electric car fleet ratio against its actual performance in 2022. DNV's findings correspond with NHC's representation of actual KPI performance relative to its SPT trajectory.

Past performance and SPT	2018	2019	2020	2021	2022	2023	2024	2025
The share of electric vehicles in NHC's car fleet	1%	2%	8%	13%	17%	25%	32%	36%
Actual performance in 2022					25%			





KPI 3: Sustainability education in our preschools

Below graph visualises the data reviewed by DNV. It compares NHC's planned KPI performance of share of preschools with the sustainability education as described in the Framework against its actual performance. DNV's findings correspond with NHC's representation of actual KPI performance relative to its SPT trajectory.

SPT	2021	2022	2023	2024	2025
Sustainability education in preschools	15%	30%	40%	47%	65%
Actual performance in 2022		38%			



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Norway