



SUSTAINABILITY
REPORT
2023



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About this report

This report presents key information about the material themes and most significant impact of Mehiläinen's sustainability activities in 2023. This report has been prepared in accordance with the Global Reporting Initiative (GRI). The GRI index is presented at the end of this report. This report is available in Finnish and English. This report has been externally certified.

[Read more about our operations](#)

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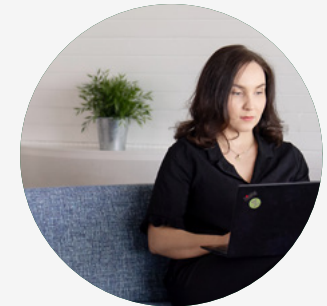
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CEO'S SUMMARY

A year of progress in sustainability

Throughout the year, work was undertaken at Mehiläinen across all areas of sustainability. Significant progress was made, particularly in environmental and human rights initiatives, while preparations were made for upcoming legislation.

Here at Mehiläinen, we have been on a lifelong mission for more than 114 years. This means we have a significant history behind us, but above all, a future to build. It is vital that after the next 114 years as well, we will still have a world to live in and societies in which health and well-being can be provided for the next generations. This year, we continued to work for this goal especially in terms of social responsibility, quality and environmental sustainability. A good indication of this is that EcoVadis, an international company providing sustainability assessments, has awarded Mehiläinen a Gold level rating for our sustainability activities for the third successive year.

The cornerstones of Mehiläinen’s sustainability programme are the quality of treatment and care, people, and our expertise in creating the innovation and operating models that lead the whole sector forward. When talking about social responsibility – people – Mehiläinen is a pioneer in many respects: we have invested for years in management, a value-driven culture, the personnel’s well-being and the high quality of services provided for our customers. At Mehiläinen, everything starts with people.

In 2023, our personnel satisfaction remained at an excellent level of 4.0 (on a scale from 1 to 5), and it was a particular pleasure to see that commitment to the organisation had increased in all areas. While our sector suffers from a labour shortage, we are also happy to say that we have had excellent success in recruitment and in improving the permanence of employees. I believe our determined long-term investments in personnel and supervisor training and coaching played their part in this. The quality of supervisory work and employees’ trust in their supervisor were frequently mentioned in our employees’ responses.

When it comes to the quality of care, Laatuportti is an important new tool at Mehiläinen. It has made the reporting and processing of quality non-conformities smoother. The Laatuportti system helps us prevent non-conformities better than before. At the same time, we deployed never event indicators, which represent events that should never happen. Laatuportti also acts as a feedback channel for customers and their loved ones.

During the year, we achieved our goals regarding the metrics tied to our funding agreement: The quality index of Mehiläinen’s residential care services for the elderly increased significantly to 85.3, and access to non-urgent care at our health centres was good at 6.3 days measured by the T3 indicator. In addition, we again reduced the emissions of our activities by 12 per cent from the previous year relative to our revenue.

Regarding emissions, we also committed to the international Science Based Targets initiative, according to which we will join other companies in achieving the emissions reductions required by the Paris Agreement. We will announce more information about more specific goals during the year. Mehiläinen appointed an environmental steering group to coordinate the group’s environmental issues. Its responsibility is to ensure that environmental and climate questions are better addressed in everything we do. Mehiläinen joining the Climate Leadership Coalition, in which companies work together to help mitigate climate change, was one step on this path.

In terms of human rights, Mehiläinen’s Board of Directors approved the company’s first separate human rights policy. In 2024, we will also start a systematic assessment of human rights effects to identify and prevent any adverse impact of our activities. We can thus not only develop our activities but also prepare for our future obligations.

Responding to new acts and stricter sustainability goals with a high level of quality guided our activities during the year and will

Responding to new acts and stricter sustainability goals with a high level of quality guided our activities during the year and will continue to do so in the future. I believe having even more transparent and comparable sustainability data benefits companies, our customers and society at large.



continue to do so in the future. I believe having even more transparent and comparable sustainability data benefits companies, our customers and society at large. For Mehiläinen, this is the second report certified by an external party which has inspired us to improve and develop the monitoring and processes of sustainability even further.

I would like to invite every Mehiläinen professional and all our stakeholders to continue our sustainability activities. I would also like to thank all our professionals, customers and partners for the year. We are still on a lifelong mission in 2024 – in all its diverse forms.

Janne-Olli Järvenpää
CEO, Mehiläinen Group



On a lifelong mission

The story of Mehiläinen is about people and attitude.

When a group of physicians founded Mehiläinen in 1909, their goal was to create better health and well-being.

Along the way, we have treated soldiers, been involved in building the occupational healthcare system, brought fathers inside the delivery room, exported digital healthcare services, experienced three pandemics, and established Mehiläinen throughout Finland.

Over the years, we have been guided by one simple thing - life. Fragile, strong, erratic. Unfair and fortunate. Beginning or coming to an end. Always valuable and unique.

Over the past one hundred years, the world has changed, but our attitude remains the same. The best treatment is still provided by people who are on a lifelong mission.



MEHILÄINEN
EST. 1909

MEHILÄINEN IN BRIEF

114 years on a lifelong mission

In 1909, a group of physicians established Mehiläinen in Helsinki to create better health and well-being. Today, we continue in the footsteps of our founding physicians. We are on a lifelong mission.

Mehiläinen is a well-known and highly valued private provider of healthcare and social care services in Finland, Sweden, Estonia and Germany. We offer comprehensive high-quality services quickly and effortlessly.

Mehiläinen provides services for 2.1 million customers each year at 840 locations with its 37,000 employees and private practitioners. Now 114-year-old Mehiläinen is a rapidly developing and growing pioneer in its sector.

Mehiläinen's head office is in Helsinki, Finland, and its primary market is Finland, where it operates in the healthcare and social welfare service sector. The company also operates in the healthcare service business in Sweden, Estonia and Germany under the name Meliva. In addition, Mehiläinen offers digital solutions for health services to foreign healthcare companies and Finland's wellbeing services counties. Healthcare Staffing Solutions (HSS), a subsidiary specialised in international recruitment, operates in Asia.

The funds managed by CVC Capital Partners are the principal owner of Mehiläinen. Mehiläinen's owners also include the LocalTapiola group, Varma, the State Pension Fund of Finland (VER), Ilmarinen,

Apteekkien Eläkekassa, Valion Eläkekassa, and the management of the company. The group's parent company in Finland is Mehiläinen Konserni Oy.

Mehiläinen's mission is to create better health and well-being together.

- You and your family get individual care quickly and smoothly.
- With us, employers can maintain their employees' health, ability to work, and well-being.
- In cooperation with us, public sector decision makers can organise high-quality and cost-effective public services.
- We offer healthcare and social care professionals meaningful work in an inspiring atmosphere in which they can develop their skills.

Shareholders

Funds managed by CVC Capital Partners	56%
LocalTapiola Group	20%
Varma Mutual Pension Insurance Company	8%
The State Pension Fund of Finland (VER)	5%
Ilmarinen Mutual Pension Insurance Company	4%
Apteekkien Eläkekassa	0.6%
Valion Eläkekassa	0.4%
Other investors and private persons, total	6%

Our values

Skills and knowledge • Caring and responsibility
Partnership and entrepreneurship • Growth and development

Our customer promise

Ease of interaction • Holistic service offering
Personalised service



Business areas

Private healthcare services

Physician services • Diagnostics • Hospitals • Dental healthcare
Working life services • Mental health services and psychotherapy
Physiotherapy and well-being services • Digital healthcare services

Public healthcare services

Health centres to be selected freely by customers • Outsourcing and purchased services for primary and specialised healthcare
Remote and digital healthcare services • Public dental healthcare
HR services • Home care services and support services
Therapy and rehabilitation services

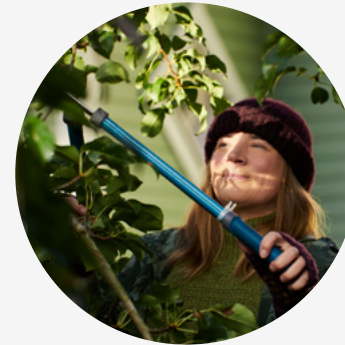
Social care services

Residential care services for the elderly and the disabled
Mental health rehabilitation • Child welfare services

Year 2023

Mehiläinen committed to the Science Based Targets initiative

Mehiläinen is the first healthcare and social care service provider in Finland to commit to the Science Based Targets initiative. According to the commitment, Mehiläinen will seek to reduce its emissions by 2030 in accordance with the Paris Agreement's goal of limiting the global temperature rise to 1.5 degrees. Mehiläinen can thus play its part in climate change mitigation.



[Read more](#)

The results of the personnel survey remained excellent



In 2023, our personnel satisfaction remained excellent at 4.0 (on a scale from 1 to 5). The increase in commitment to the organisation in all areas was a particularly remarkable result. The quality of supervisory work and employees' trust in their supervisor were frequently mentioned in the responses. Employees were also more committed to Mehiläinen than before.

Finland's most active workplace



At the Finnish Sports Gala, Mehiläinen was selected as Finland's most active workplace. The selection was made by experts from the Finnish Olympic Committee and Regional Sports Federations. In the rationale, it is noted that considering the size of Mehiläinen and the variety of job roles, the promotion of physical activity, communication, and facilities are organized exemplarily.

Mehiläinen with less discrimination and more equality



More than 2,800 Mehiläinen professionals responded to the company's third equality survey. Based on the survey, the experiences of Mehiläinen's personnel of non-discrimination and inclusion remained at a good level in all areas during the year. In 2023, Mehiläinen appointed a leading specialist in non-discrimination and equality who will support development in this area.

[Read more](#)

Ecovadis granted a gold level rating for sustainability activities yet again



EcoVadis, a company providing sustainability assessments, awarded Mehiläinen a Gold level rating for our sustainability activities for the third successive year. Only 5 per cent of all the companies assessed receive a gold rating for promoting sustainable development. Mehiläinen's assessments improved in the rating of environment and the total score increased.

[Read more](#)

Two new sustainability policies for Mehiläinen

In 2023, Mehiläinen's Board of Directors approved two new policies for Mehiläinen to guide areas that are highly important from the perspective of sustainability. The environmental policy and the human rights policy are the basis for the development of the company's activities in these areas. The human rights policy also includes the company's commitment to human rights.

[Read more](#)

MEHILÄINEN'S STRATEGY AND BUSINESS

Better health and well-being

Mehiläinen's goal is to become Europe's leading private provider of healthcare and social care services. We seek to achieve this goal through profitable growth in Finland, building a service network for digital outpatient care in Estonia, Sweden and Germany, continuing our growth in the software sector, and expanding to new operating countries and services.

Private healthcare services

- Physician services
- Diagnostics
- Hospitals
- Dental care
- Working life services
- Psychotherapy and mental health services
- Physiotherapy and well-being services
- Private healthcare services

Public healthcare services

- Primary health centres with freedom of choice
- Outsourced services and purchased services for primary and specialised healthcare
- Remote and digital healthcare services
- Public dental care
- Staffing services
- Home services and home care support services
- Therapy and rehabilitation services

Social care services

- Residential care services for the elderly
- Mental health and substance abuse rehabilitation
- Residential care services for people with disabilities
- Child welfare services

In Finland

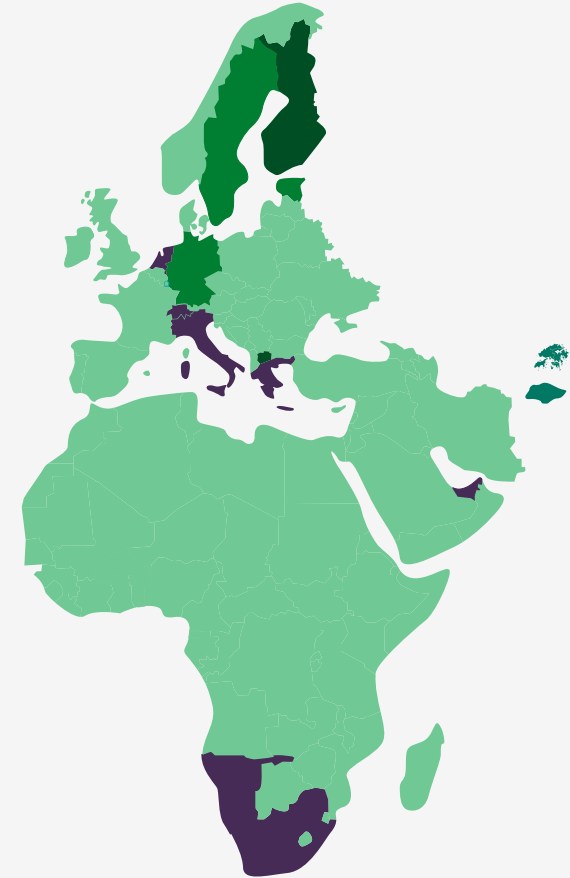
Comprehensive healthcare and social care services for private and corporate customers, insurance companies, and public service providers.

Number of units 779

Internationally

Primary healthcare and outpatient care services at physical clinics using digitalisation in Estonia, Sweden and Germany. Our subsidiary BeeHealthy provides healthcare software services in Europe, the Middle East and Africa. Healthcare Staffing Solutions, a subsidiary specialising in international recruitment, operates in Asia.

Number of units 61



Revenue (EUR million)
1,850.2

Revenue growth
13.3%

Adjusted EBITA (EUR million)
215.7

MEHILÄINEN'S STRATEGY AND BUSINESS

Mehiläinen produces value

Foundation and capital

Activities

Impact

Human capital

- Number of personnel: **37,000**
- Personnel FTE: **14,800**
- Total personnel survey index (1-5): **4.0**

Financial capital, EUR million

- Equity: **975.3**
- Net debt: **1,652.5**
- Investments: **88.1**

Natural capital

- Natural resources used (energy MWh): **68,253**
- Purchased materials and services (in euro): **288 million**

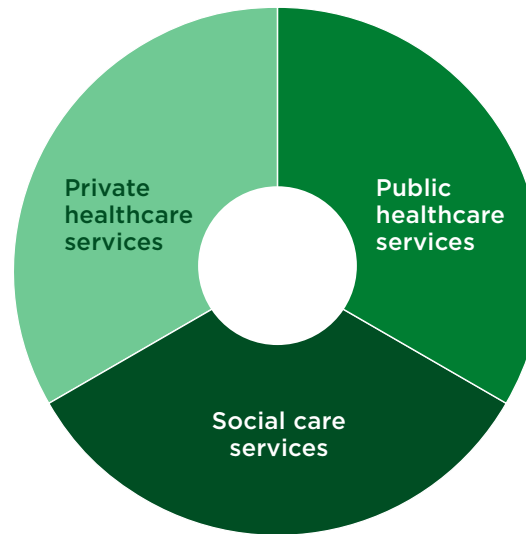
Our values guide our actions

Skills and knowledge

Caring and responsibility

Growth and development

Partnership and entrepreneurship



On society

- Jobs created by Mehiläinen: **3,400**
- Mehiläinen's tax footprint: **EUR 389.4 million**
- Listed customers, primary healthcare: **320,000**
- Private customers in occupational healthcare: **620,000**
- Residents in social care services: **7,900**
- Number of OmaMehiläinen users: **1.8 million**
- Total number of customers at Mehiläinen: **2.1 million**

On our customers

- NPS of private healthcare services: **90**
- NPS of public healthcare services: **77**
- Quality index of social care services:
 - **82** services for people with disabilities
 - **87.7** mental health rehabilitation
 - **85.3** elderly care

On the environment

- Carbon footprint (tCO2):
 - Scope 1: **2,534**
 - Scope 2: **0**
 - Scope 3: **82,018**



02

Sustainability at Mehiläinen

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OUR SUSTAINABILITY ACTIVITIES AND MATERIAL TOPICS

Mehiläinen's materiality analysis

Mehiläinen last updated its materiality analysis in 2022. The previous materiality analysis was conducted in 2020, serving as the basis for updating the current sustainability programme.

The goal of updating the materiality analysis in 2022 was to examine how Mehiläinen's operating environment and key sustainability themes had changed over the course of two years. The period was characterised by major changes, including Mehiläinen's strong growth and internationalisation, and external crises such as the COVID-19 pandemic and the Russian invasion of Ukraine.

The materiality analysis was updated through interviews. The respondents included Mehiläinen

managers and key stakeholders, including employee representatives and financiers. The update of the materiality analysis did not cause any changes to the four leading themes of Mehiläinen's sustainability programme, but the material themes they include have been updated to correspond to our current activities and operating environment.

At the end of 2023, Mehiläinen started a double materiality assessment in line with the EU Corporate Sustainability Reporting Directive which will be completed in early 2024. The assessment focuses on Mehiläinen's sustainability impact and the financial impact of sustainability on Mehiläinen's business activities. Mehiläinen's list of material themes and sustainability programme will be updated in 2024.

Material topics

Pioneer in quality treatment and care

- Customer and patient safety
- Effectiveness of healthcare
- Cybersecurity and privacy
- Respecting and promoting customers' human rights
- Equal and high-quality customer experience
- Accessible and fast services
- Healthy working life and fostering the ability to work

Driving social responsibility, through innovation and agility

- Active development of healthcare and social welfare services, as well as digital healthcare
- Open and active collaboration with the stakeholders
- Strong partnership with the public sector
- Maintaining the security of supply
- Investments and employment

Attractive and meaningful workplace

- Employee well-being
- Occupational safety
- Equal and diverse work community
- Development of skills and versatile career paths
- Fair and high-quality management

Sustainable development

Taking responsibility for the climate and environment

- Resource efficiency
- Climate change mitigation and energy efficiency
- Environmentally responsible investments

Ethical and good governance

- Systematic quality and sustainability management
- Transparency in business and communication
- Promoting healthy competition and opposing corruption
- Responsible tax policy and tax payment
- Protecting human rights in procurement and partnerships

The targets of Mehiläinen's sustainability programme

Theme	Goal 2025	Indicator	2023	2022	2021	SDG	
Pioneer in quality treatment and care	We are a pioneer in service availability, safety and effectiveness. Our customer satisfaction rating is the best in the industry in all our operations.	Availability	T3 time at public health centres, days	6.3	5.3	6	
			Average response time of Digital Clinic, minutes	2	16	6	
		Safety	Safety index of care services for the elderly, 0-100	94.3	92.4	92.5	
			Patient injuries in private healthcare services, % of appointments verified as injuries	0.001	0.0006	0.002	
			Patient injuries in public healthcare services, % of appointments verified as injuries	0.0032	0.003	0.003	
		Effectiveness	*Metrics of clinical quality are described in this report under "Pioneer in quality treatment and care".	*	*	*	
		Customer satisfaction	NPS, private healthcare services	90	89	89	
			NPS, public healthcare services, -100 - +100	77	71	74	
		Total index of care services for the elderly, 0-100	85.3	83.6	79.4		
Innovator and agile developer in the industry	We grow profitably and create jobs and wealth. Our digital solutions provide extensive and more accessible healthcare and social care services. We have made healthcare a new pillar for Finnish exports.	Growth and profitability	Revenue, EUR million	1,850.2	1,632.8	1,398.9	
			Increase in operating margin, EBITA%	56.7	-15.9	22	
			Tax footprint, EUR million	389.4	364	301.6	
		We create jobs	New jobs created during the year	3,400	2,400	4,000	
			Professionals recruited during the year	3,900	4,200	6,700	
		Digital services	Number of registered users, OmaMehiläinen, million registered users	1.8*	1.8	1.4	
			Number of Digital Clinic visits, million visits	1.4	1.5	1	

*The number of registered users is not comparable to the previous year due to a change in the calculation method.

Theme	Goal 2025	Indicator	2023	2022	2021	SDG	
Attractive and meaningful workplace	We are proven to be the most attractive workplace in the healthcare and social care services sector, and our personnel turnover is the lowest in the industry.	The most attractive workplace	Total personnel survey index, 1-5	4	3.9	3.9	
			Number of training days	20,706	15,959	10,935	
			Number of employees with whom a performance appraisal was held, %	66	59	58	
			eNPS, -100 - +100	31	31	22	
		Personnel turnover	Personnel turnover, %	15	17	16	
Sustainable development	Customers and professionals view us as the most sustainable service provider in the industry. Ethical ways of working guide everything we do.	Ethics drives our activities	Number of whistleblowing reports	2	9	7	
			Number of data breaches reported to the data protection authority	81	34	18	
			Number of suppliers committed to the Supplier Code of Conduct, %	84	84	81	
		We are combating climate change	Group CO2 emissions, Scope 1, tonnes	2,543	2,522	2,281	
			Group CO2 emissions, Scope 2, tonnes	0	0	1,449	
			Group CO2 emissions, Scope 3, tonnes	82,018	82,200	77,088	

SUSTAINABILITY AND STAKEHOLDERS

Mehiläinen’s stakeholders from the perspective of sustainability

Mehiläinen is a significant societal actor, and its activities have a wide impact on society. We work in close cooperation with our stakeholders and interact with more than 2.1 million customers through our services every year. We study our stakeholders’ views and wishes regularly and take their expectations into account in developing our activities. Open and active dialogue is a key foundation of our work with stakeholders. Mehiläinen’s key stakeholders have been defined according to who are most directly affected by the company’s activities and whose activities have an impact on the company.

	Stakeholder engagement and interaction channels	Responsibility for the stakeholder and regularity of cooperation	What we did in 2023
Customers	Daily service interaction, customer service and feedback channels, mobile apps and the Digital Clinic, customer satisfaction surveys and the customer panel, the PEI survey, resident surveys and quality indices in social care services, steering groups for organisational customers, communication and cooperation with families, cooperation with patient representatives, social media, meetings, service messages, newsletters, and marketing communication.	Communication and cooperation with customers is continuous. The CEO is ultimately responsible for all the group’s operations. Business line managers are responsible for the operations of their business area. Medical management supervises and develops medical quality. Each Mehiläinen professional is responsible for their activities with customers in accordance with Mehiläinen’s guidelines and the sector’s guiding acts and regulations. According to the nature of customer feedback, it is processed by the receiving unit or by the group if the content requires it.	We ensured that our customers had access to effective high-quality services safely and securely. We focused especially on improving the availability of care in our private and public services. We expanded our service range and activities. We developed our digital services. We increased our customer understanding through research and actively recruited new professionals to respond to service demand, as reflected in higher customer satisfaction.
Personnel	Intranet channels, Workday, personal interaction, personnel bulletins, monthly management reviews, Mehiläinen’s news and video reports, business line briefings, groupwide personnel briefings, the personnel survey and other surveys, performance reviews, training events and training for supervisors, external communication and marketing, personnel events, and seminars.	Responsibility for the personnel is a key success factor for Mehiläinen, as coordinated by the company’s management. Each business line, with HR management, is responsible for the personnel in accordance with Mehiläinen’s employer promise. Supervisors are responsible for management in line with Mehiläinen’s values. Occupational safety, occupational healthcare and the maintenance of the ability to work have been arranged in accordance with guidelines and legislation.	The “We are on a lifelong mission” project continued, and we placed our personnel in the spotlight in various ways. During the year, several development projects were carried out in HR management to promote work ability and well-being at work. We expanded our understanding of the personnel’s needs by conducting surveys. We held various internal training events for our employees and supervisors throughout the organisation. We invested in career paths and communication within the group.
Decision makers and the authorities	Meetings, dialogue through internal channels, official interaction, reporting, statements and the provision of information.	At Mehiläinen, the company’s management is engaged in a dialogue with decision makers, while the Director of Public Affairs and Corporate Responsibility coordinates it. Each business line and management is responsible for cooperation with the authorities. In addition, the group’s chief administrative physician coordinates cooperation and guidelines involving the authorities. Mehiläinen is engaged in a dialogue with decision makers starting with customer issues if required. Influencing takes place primarily through the Finnish Association of Private Care Providers. Cooperation with the authorities is a continuous activity.	We engaged in an active dialogue with decision makers and the regulatory authorities, actively communicated our actions, and developed our quality system and self-monitoring. We were actively engaged in interaction and development in the healthcare and social welfare sector. We prepared for the transparency register legislation, which will enter into force in 2024.
Owners and financiers	Open and active information provision, status updates, audits and surveys, annual reporting, bilateral meetings and discussions.	The company’s Board of Directors defines the company’s direction and strategy. Growing and implementing the business plan in accordance with the strategy is the responsibility of the company’s CEO and acting management. The CFO and the Director of Legal Affairs are responsible for cooperation with owners and financiers.	We grew sustainably, expanded our operations in different operating countries and to new business areas, adapted our activities agilely during changes and found new business solutions, developed our activities to respond to demand, and were engaged in an active and open dialogue.
Labour market organisations	Open and active dialogue, participation in the bodies and activities of the employer organisation, negotiations through organisations, bilateral discussions and negotiations, regular bilateral meetings and cooperation in processes, regular discussions with shop stewards.	The CEO is the chair of the Board of Directors of the Finnish Association of Private Care Providers. Mehiläinen’s various responsible persons are actively engaged in various bodies of the Finnish Association of Private Care Providers in compliance with the company’s guidelines. The CEO, CHRO and the Director of Human Resources are responsible for cooperation with employee organisations. Activities are continuous and regular throughout the year.	We participated proactively in various bodies of the Finnish Association of Private Care Providers and helped develop its activities. We played an active role in negotiations and were engaged in a regular dialogue with employee organisations.

SUSTAINABILITY MANAGEMENT

Sustainability management

Sustainability is an integral part of Mehiläinen's business. The management's decisions related to such components as services and personnel also have a direct impact on sustainability.

Mehiläinen Group's Board of Directors discusses sustainability themes as required and approves all policies that guide the group's activities. The Audit Committee of the Board of Directors has focused more closely on sustainability issues and discusses sustainability themes at its quarterly meetings. The Corporate Responsibility Director or another representative of the management presents matters related to sustainability at meetings of the Board of Directors and the Audit Committee.

The sustainability competence of members of Mehiläinen's management is maintained through training and sparring. In addition, the HR Director, Corporate Responsibility Director, CFO, Procurement Director and Chief Medical Officer attend sustainability training in their own field and provide other members of management with information about training.

The sustainability steering group, consisting of the Corporate Responsibility Director, CFO, HR Director and Chief Medical Officer, discusses the progress of sustainability projects covering the whole group and makes any proposals for the management. The Corporate Responsibility Director guides the steering group's activities. The environmental steering group, appointed in 2023, and the steering group for social responsibility and good corporate governance, started at the beginning of 2024, discuss sustainability questions and the progress of goals in these areas, and prepare proposals for decisions if required. The steering groups' proposals are discussed, as required, by the sustainability steering group, Mehiläinen's management team or the Board of Directors.

Managing Directors, who are members of the management team, are responsible for sustainability management in Mehiläinen's different business areas. The progress of the sustainability goals in different business areas (private and public healthcare services, and social care services) are discussed at the group management team meetings as required. In

decision making, business managers are also responsible for assessing the impact of decisions on Mehiläinen's sustainability and addressing any sustainability risks.

At meetings held with the Audit Committee, Mehiläinen's sustainability activities and any deviations in quality are presented regularly to the Audit Committee. In addition, the verification of the Sustainability Report is also decided at meetings held with the Audit Committee.

The terms and conditions of Mehiläinen's debt financing are tied to the company's sustainability goals.

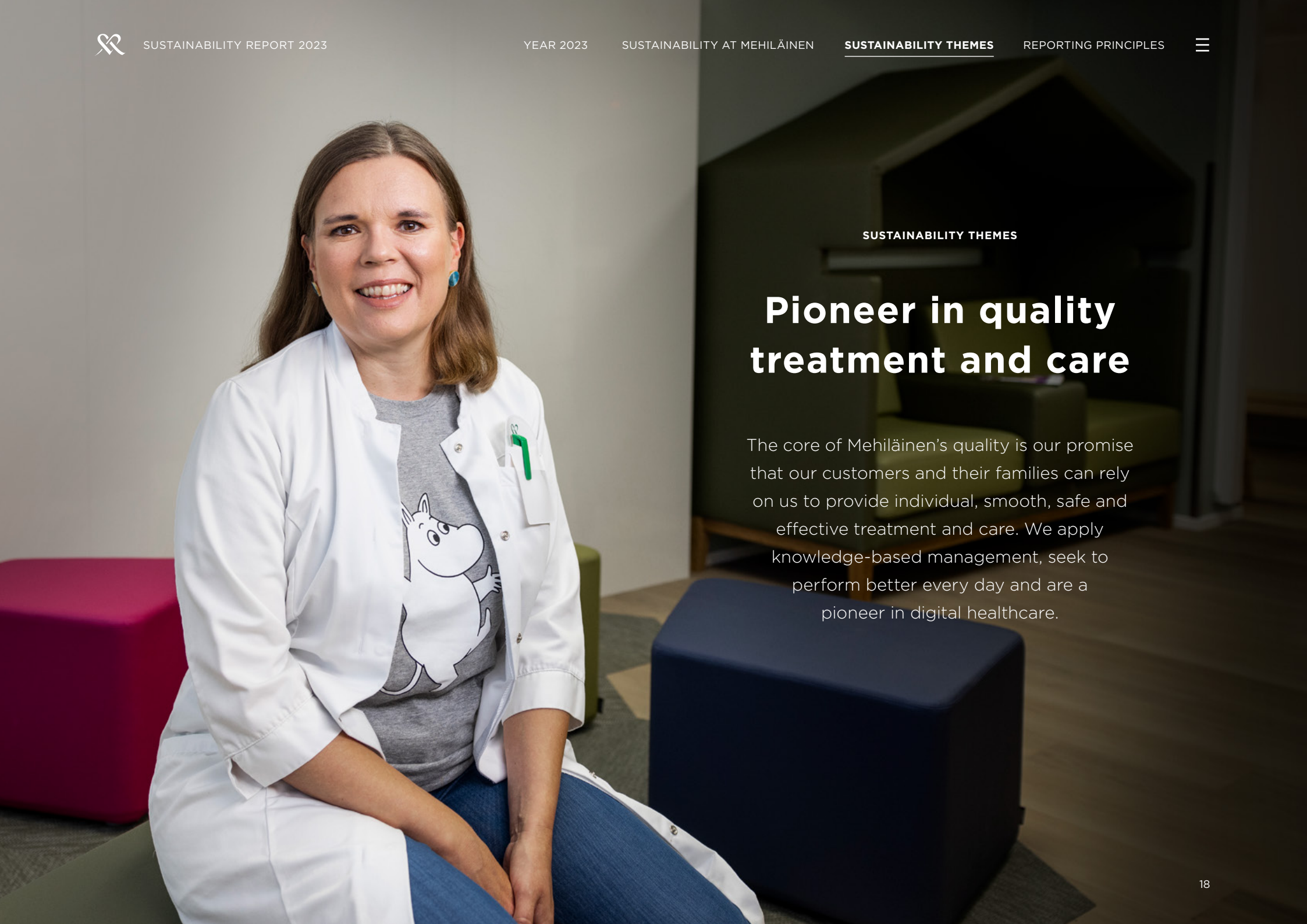
The four principles that guide sustainability at Mehiläinen are good governance, minimising adverse environmental impact, respecting human rights, and ensuring privacy and data protection. In addition, sustainability activities are guided by the following Mehiläinen policies: the Code of Conduct; personnel policy; quality policy; data protection and information security policy; tax policy; procurement policy; anti-fraud policy; sanction policy; communication policy; and the Supplier Code of Conduct. Mehiläinen requires all its employees to comply with its sustainability principles.



03

Sustainability themes

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SUSTAINABILITY THEMES

Pioneer in quality treatment and care

The core of Mehiläinen's quality is our promise that our customers and their families can rely on us to provide individual, smooth, safe and effective treatment and care. We apply knowledge-based management, seek to perform better every day and are a pioneer in digital healthcare.

Mehiläinen’s quality improvement activities and customer encounters are guided by our values “skills and knowledge” and “caring and responsibility”. In this report, the quality metrics currently cover the group’s activities in Finland. Integrating Mehiläinen Group’s activities in other countries into the summarised reporting of medical quality data will be our goal in the next few years.

The Chief Medical Officer is responsible for the operational management of Mehiläinen’s quality improvement activities, while the CEO is responsible for overall management. The quality team led by the Chief Medical Officer maintains a comprehensive set of quality metrics and develops new ways to manage and strengthen quality. The quality team is responsible for ensuring that Mehiläinen’s quality improvement activities are standardised, comprehensive, and as open and transparent as possible. Mehiläinen’s quality improvement activities are guided by the quality policy and the Mehiläinen Code of Conduct. Strengthening quality cooperation with Mehiläinen’s country companies especially in Sweden and Estonia was one of the focus areas of quality activities in 2023.

Open quality data and cooperation to develop quality

Mehiläinen openly publishes a set of quality metrics on its website that allows anyone to follow the quality efforts undertaken at Mehiläinen and their effectiveness. The open set of metrics

includes some 30 selected indicators describing customer experience, availability, care outcomes, safety and employee experience. The group has the ISO 9001 quality certificate, and the external audits it requires are conducted annually in each business area. The quality certificate was renewed in 2022 and remains valid until 2025, after which it will be renewed again.

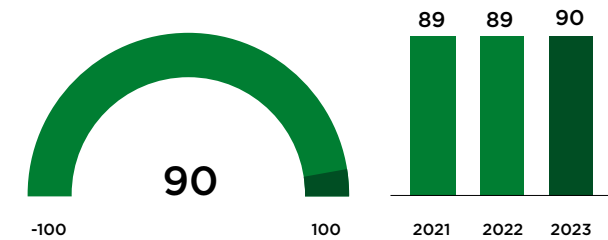
Self-monitoring plays an important role in Mehiläinen’s quality improvement activities. Self-monitoring covers not only services in Finland but also Mehiläinen’s healthcare services in Sweden and Estonia. Self-monitoring is carried out through quarterly surveys and the annual self-monitoring survey conducted at the end of the year. Based on the responses given to the annual self-monitoring survey, the management assesses the quality management system and the fulfilment of self-monitoring. Self-monitoring was diligent and sufficient at Mehiläinen in 2023, as no significant non-conformities were identified in official monitoring during the year.

In the spring of 2023, we deployed Laatuportti, our new non-conformity and feedback system. With the new system, we seek to make users’ lives easier, and above all, obtain more comprehensive information about non-conformities and customer feedback. Non-conformity reports provide us with information about hazards and near-miss incidents related to patient and occupational safety, data protection, information security, and environmental security. The updated new system allows us to learn more from non-conformities and develop the quality and safety of our activities.

We also gave customers and patients better

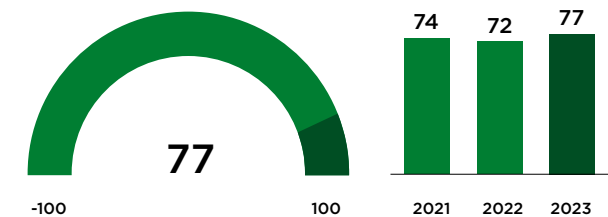
The total score of private healthcare service NPS indice

Scale -100–+100



The total score of public healthcare service NPS indice

Scale -100–+100



opportunities to give feedback and submit non-conformity reports regarding their care. Feedback and non-conformity channels can now be found more easily on the Mehiläinen website. In addition, we launched pilot projects to engage patients in the planning of new treatment paths and facilities.

We prepared a quality roadmap for 2024–2026, which highlights the three leading themes of our quality improvement activities: a safety culture as the foundation of quality and well-being; the environment in everyday choices; and the responsible use of data.

Mehiläinen’s quality improvement is closely linked to Mehiläinen’s research, development and innovation activities, and cooperation with universities and other educational institutions. In 2023, Mehiläinen published 37 research articles. We cooperate with researchers, research organisations and the pharmaceutical industry. Researchers can be private practitioners, physicians and other professionals employed by Mehiläinen, external research institutions or groups, doctoral researchers, or other thesis writers.

Customer satisfaction at a high level again

Mehiläinen measures customer experiences using the internationally recognised Net Promoter Score (NPS). The NPS index may be anything between -100 and +100. The higher the index is, the more customers say they would recommend Mehiläinen. An NPS index of more than 50 is considered very good.

In 2023, Mehiläinen’s professionals again provided excellent treatment and care for customers, and the customer experience remained at

a high level. The total NPS for the year was 90 in private healthcare services and 77 in public healthcare services. In private healthcare services, over 216,000 customers responded to the NPS survey during the year, with a response rate of 29.4 per cent. In public healthcare services, there were over 44,000 respondents, with a response rate of 10.2 per cent.

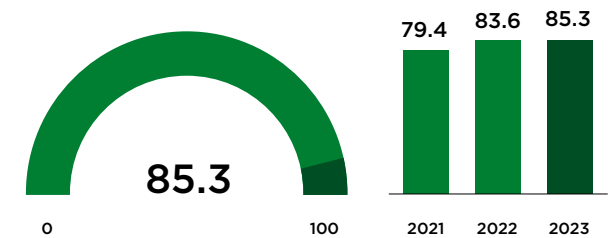
In social care services, customer experience is measured by a quality index developed by Mehiläinen. The quality index consists of five quality areas, each of which has its individual goals and metrics.

Data are gathered through qualitative reports and surveys, resulting in a quality index, which is monitored regularly. The survey is answered by residents, residents’ relatives, and staff members. The quality index is formed at the unit level, and the quality index for each service line consists of the average of the unit-level quality indices. In 2023, the quality index of care services for the elderly was 85.3, 87.7 for mental health rehabilitation services and 82 for services for people with disabilities. In 2023, the response rates for the quality index were as follows: residents 10,000, staff 9,500, and relatives 3,500. As part of its financing agreement, Mehiläinen is committed to improving the quality of care for the elderly, and thus the quality index, every year. Quality improvement efforts in social care services are reported in more detail in this report.

Health Centre Mehiläinen also measures the quality index, which is based on six quality areas approved by the Finnish Medical Association. In 2023, the quality index remained high at 87 (2022: 86). In addition, a self-monitoring survey is carried

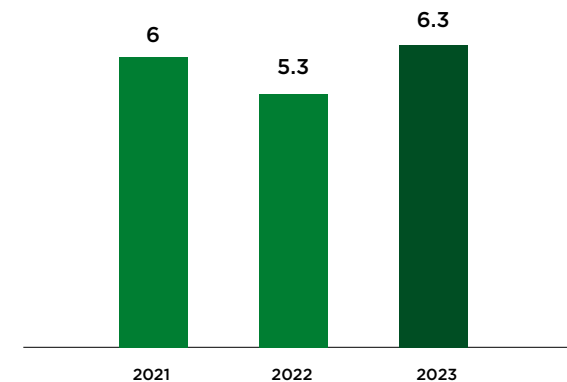
The total score of quality index for care services for the elderly

Scale 0-100



Access to care in Mehiläinen’s public health centres, T3 time

Days



out four times a year. The survey measures such topics as patient safety, information security, operating models and employee orientation.

Digital services helped maintain good access to care

The use of and demand for digital services continued to be very high in 2023. Indeed, the Digital Clinic is Mehiläinen's largest unit. Despite the high demand for services and peak times, a good average level of access to services was maintained throughout the year, with an average response time of two minutes in the Digital Clinic in 2023.

A guarantee for access to non-urgent care entered into force in Finland in 2023, according to which customers must have access to non-urgent primary healthcare in 14 days. In its financing agreement signed in 2021, Mehiläinen already committed to guaranteeing access to care in seven days at its public health centres. Great efforts were therefore made during the year in Mehiläinen's public services to ensure access to care. At the Ruoholahti health centre in Helsinki, for example, access to care remained high throughout the year. Service availability is generally measured with the T3 figure indicating the third available non-urgent appointment. In 2023, the average time for a physician's appointment at Mehiläinen's public health centres was 6.3 days.

At Mehiläinen, quality is managed by data

Effective treatment is the key indicator of smooth and efficient healthcare and is monitored at Mehi-

läinen in a variety of ways: for example, we monitor the control of various diseases, and the quality and outcomes of orthopaedic surgeries. In the spring of 2023, we conducted an extensive analysis of phenomena revealed by data about Mehiläinen's healthcare services to support knowledge management. The data-driven analysis of trends helps us develop our services to respond to our customers' needs.

The Patient Enablement Instrument (PEI) investigates patients' experiences of coping with their symptoms or illness after an appointment. The results obtained from PEI are divided between units in conjunction with NPS scores.

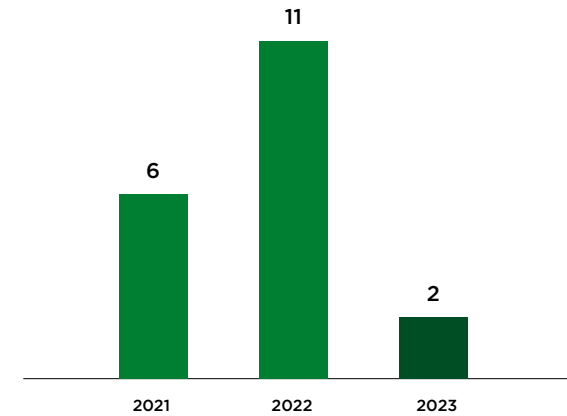
Mehiläinen is continuously developing ways of measuring the quality and effectiveness of treatment and care driven by data. The use of data has played an important role in Mehiläinen's operating model for public healthcare services, for example. In 2023, the operating model produced significant findings at Harjun terveystieteiden yksikössä, among other units. One of the figures revealed by the data was the percentage of chronic obstructive pulmonary disease patients who required hospital care during the year.

In private healthcare services, Mehiläinen's quality metrics regularly monitor the balance of treatment for cardiovascular diseases. We compare our results with the target levels of the recommendations of the Current Care Guidelines, the attainment of which requires ceaseless work.

The effectiveness of the treatment of cardiovascular diseases is measured through LDL cholesterol levels as the average of a three-year monitoring period. According to the Current Care

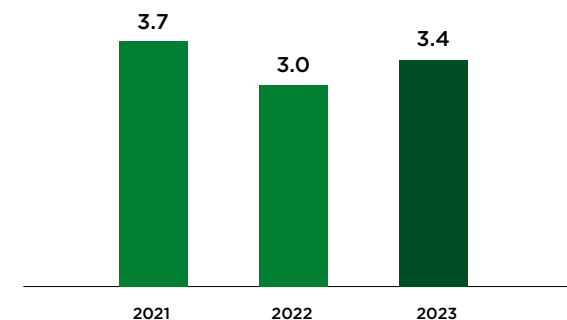
Average response time of Digital Clinic

Min



Percentage of appointments at Mehiläinen at which CNS drugs were prescribed

%



Guidelines, the target level for LDL cholesterol is < 1.8 mmol/l, while the average level of Mehiläinen's patients in 2023 was 2.12 mmol/l (2022: 2.15).

In dental health, we measure the effectiveness of treatment through the permanence of dental fillings, i.e. the percentage of fillings that have stayed in the mouth for more than two years without requiring repair. A high figure indicates successful and durable fillings, whereas a low figure indicates weaker performance. In 2023, the percentage at Mehiläinen was 98.09.

Customer and patient safety is the basis of all treatment and care at Mehiläinen

Customer and patient safety is a critical aspect of quality treatment, and we monitor and develop this area continuously. The national Client and Patient Safety Strategy and the measures it defines to develop and ensure customer and patient safety also guide the development of customer and patient safety at Mehiläinen. We have deployed the checklist* and never event* indicators defined in national cooperation with the Finnish Centre for Client and Patient Safety. On one hand, the goal is to prevent non-conformities, and on the other, to immediately convey information about any serious non-conformities to the medical management. Laatuportti, our new non-conformity system, supports the real-time monitoring of never event indicators. We are also developing the inclusion of customers and patients by engaging them in the planning of activities and facilities.

Patient safety is monitored in Mehiläinen's quality metrics with several indicators. A key monitored indicator is the amount of central nervous system (CNS) agents such as sleeping pills and opioids prescribed by physicians operating at Mehiläinen in proportion to appointments at Mehiläinen. In 2023, the prescription rate of opioids varied on both sides of 1.6 per cent. In contrast, sleeping pills and tranquillisers were prescribed during less than 1 per cent of all appointments. We ensure the responsible use of antibiotics by monitoring the rate of antibiotics prescribed at physician appointments for unspecified acute upper respiratory infections (visit diagnosis J06.9). An appointment is not counted if the secondary diagnosis specifies any other respiratory disease, or if a diagnosis of asthma or chronic obstructive pulmonary disease has previously been recorded for the patient at Mehiläinen. In 2023, the proportion of such appointments was roughly 3.6 per cent, indicating the responsible prescription of antibiotics. In addition, we monitor the fulfilment of the Smart to Avoid Recommendations by measuring the proportion of cough medicines prescribed to children aged 0–2 years relative to the number of appointments. In 2023, the ratio was less than 0.22 per cent (2022: 0.3).

In Finland, patients can submit notices of injuries to the Patient Insurance Centre if there is a suspicion of a patient injury. The Patient Insurance Centre processes such notices centrally and compiles regular statistics on notices of patient injuries in Finland. At Mehiläinen, we monitor patient injuries in both private and public services. In 2023, patient injuries acknowledged as such occurred at 0.0032 per cent of physicians'

The national Client and Patient Safety Strategy and the measures it defines to develop and ensure customer and patient safety also guide the development of activities at Mehiläinen. We have deployed the checklist and never event indicators defined in national cooperation.

appointments at Mehiläinen's public health centres and dental care units, and at 0.0010 per cent of all appointments at private medical clinics and hospitals. The figures do not reflect the year of occurrence of the patient injury but the year of resolution, as decisions are issued with a delay.

Safety is ensured multi-professionally at Mehiläinen's hospitals at different stages of the treatment process. Safe surgery activities are based on the diligent selection of patients and the assessment of patient-specific risks. For example, we monitor how comprehensively information about a patient's smoking has been entered in patient records. We use a surgical checklist in operating theatres, and all our surgery professionals must be committed to using it. Post-surgery metrics include the prevalence of surgical wound infections. The hygiene coordinator

*Read more about checklist indicators on the website of the [Finnish Centre for Client and Patient Safety](#) (in Finnish).

**Read more about never event indicators on the website of the [Finnish Centre for Client and Patient Safety](#) (in Finnish).

monitors infections and reports them to the hospital steering group, which regularly discusses quality data related to safety.

In social care services, we monitor safety as an area of the quality index. The safety index (0-100) consists of safety assessments by residents, their loved ones, employees and service clients. The safety index is assessed monthly. In 2023, the average monthly index was 94.3 in services for the elderly, and correspondingly, 93.0 in mental health rehabilitation services and 87.3 in services for people with disabilities.

Quality improvement activities in social care services continued ambitiously

Quality improvement activities in social care services are led in accordance with Mehiläinen Group's quality policy, with the Quality Manager of social care services responsible for ensuring and developing the quality of social care with the business line management and the Group Chief Medical Officer.

An upper level ERP system was built for Mehiläinen's social care services in 2021-2022, which covers all service lines (services for the elderly, services for people with disabilities, child welfare services, and mental health rehabilitation).

A quality manual was prepared for each service line, which acts as a guide for quality improvement activities carried out by employees and a tool for orientation and practical measures. These measures were the basis of developing quality improvement activities in social care services in 2023.

Self-monitoring as the focus area of the year

In 2023, the self-monitoring programme was a significant development area in quality improvement activities in social care services. It has helped develop self-monitoring plans, their use and monitoring, and related communication. The self-monitoring programme also describes the key indicators that are used to monitor and measure activities. During the year, the quality of documentation increased in units, which also improved the achievement of goals.

Self-monitoring plans are statutory unit-specific plans that serve to monitor and manage quality. At Mehiläinen, self-monitoring plans were updated in 2023 throughout the organisation and published on the website of each unit. The publicity of the plans increases openness towards residents, their loved ones and stakeholders. There was a specific focus on units in which self-monitoring has not been measured and self-monitoring surveys have been responded to less comprehensively.

Self-monitoring surveys are conducted weekly in Mainiokodit homes and monthly in other service lines. The management assesses the fulfilment of self-monitoring in each service line on a quarterly basis, in conjunction with which information about findings and development measures is provided publicly online. Focus on self-monitoring responds to the requirements of the amended healthcare and social welfare legislation, as the role of self-monitoring will be emphasised in both public and private healthcare and social welfare services.

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Development of expertise in the right of self-determination continued

The team for the right of self-determination in Mehiläinen's social care services continued its activities and their development during the year. The team's activities were originally built from the perspective of services provided for people with disabilities, but they have been expanded so that all units of Mehiläinen's social care services, regardless of the business line, can consult the team in questions related to the right of self-determination.

Onnikodit, a provider of residential care services for people with disabilities, has appointed an employee who is in charge of the right of self-determination in each unit. These employees are responsible for developing practices related

to the right of self-determination in their respective units and regarding each customer, and providing the professionals working in their unit with continuous training regarding this theme. Activities related to the right of self-determination have also been developed to increase their transparency.

Investments in working communities and training

The “towards vital working communities” process was a major project in social care services throughout the year. The goal of this 18-month process is to support the development and improvement of working communities, as well as self- and community-based guidance, and thereby increase quality and customer satisfaction. Units focused on this process throughout the year. As a result, each working community defined their ethical principles (virtues) and the virtues of customer activities. The process will also continue in 2024.

In terms of training, the digital orientation process was implemented throughout the organisation of social care services during the year. The data obtained from the digital orientation process serve to monitor how orientation is completed at an individual and unit level.

The line-specific academies continued to run throughout the year in social care services. The goal of academy coaching is to develop supervisors' management competence, strengthen the company's internal networks, and identify individuals with a development potential.

The content of coaching consists of the areas of legislation, personnel administration, and Mehiläinen's systems and processes.

The functional capacity of residents is measured in the units using various indicators. The most common of these is the Residential Assessment Instrument (RAI), which is widely used in the industry. Dedicated RAI trainers have been trained in each business line that provides services for adults in accordance with the policy of the Finnish Institute for Health and Welfare. The RAI trainers are in charge of maintaining and increasing the skills of RAI supervisors in their respective business lines. RAI supervisors were trained during the tour held in Mainiokodit homes, and various sizes of training events were also held otherwise during the year. Each Mainiokodit and Onnikodit unit has a dedicated RAI supervisor who has completed basic training provided by internal trainers.

Data and quality metrics as management tools in social care services

In Mehiläinen's social care services, quality promises steer operations in five different areas: individual care; guidance and support; tasty and healthy food; safety; a comfortable personal home; and a sense of community and inclusion. The fulfilment of these promises is measured regularly through quality surveys targeted at residents, their loved ones, employees and service clients. The results of the survey form a quality index for each unit and service line, indicating the perceived fulfilment of the quality promises.

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The quality indices showed positive development in all lines, and the systematic long-term measurement and analysis of quality can be seen clearly: the quality index and other quality metrics have stabilised their role as effective quality management tools in business lines and units alike.

A digital task management system was also piloted and developed during the year. Its goal is to improve the quality of work by increasing the number of mobile entries, make working smoother, and improve safety and data protection in daily activities in units. The system also helps increase the reliability of activities, as information can be recorded more easily. The goal is to deploy the system in stages in all units.



SUSTAINABILITY THEMES

Driving social responsibility through innovation

Our growth is stable, we create new jobs and export Finnish healthcare expertise to the international market. Mehiläinen invests in the development of healthcare and social care service innovation and new operating models in all the countries in which it operates. We develop digital healthcare and social care services, leading the way in the industry.

Mehiläinen's values of "growth and development" and "partnership and entrepreneurship" form the basis of all our activities. The overall responsibility for Mehiläinen's business operations and the implementation of the group's strategy lies with the CEO. The directors of the business areas, business lines and support functions are responsible for their respective operations. The CFO leads the tax policy and responsible financial management. Mehiläinen's business activities and their development are guided by the quality, tax, personnel, environment, human rights and financing policies. The innovation and assessment of new services are supported by Mehiläinen's customer and physician panels, various surveys and other feedback channels. As a rule, management at Mehiläinen is based on data.

Mehiläinen's mission is to improve health and well-being to benefit both our customers and society as a whole. By serving our customers as effectively as possible, we seek profitable growth, which in turn also creates value for our owners. Mehiläinen's owners include several major Finnish and international institutional investors.

Mehiläinen's revenue in 2023 was EUR 1,850.2 million, and underlying operating profit before depreciation and amortisation of intangible assets arising from business combinations, impairments and items affecting comparability (underlying EBITA) was EUR 215.7 million. Employee benefit expenses paid by Mehiläinen amounted to EUR

875 million, fees paid to private practitioners in Finland totalled EUR 287 million, and other operating expenses were EUR 175 million. Interest on loans and other financial expenses totalled EUR 107 million, and corporate income tax for the year amounted to EUR 22.6 million. Mehiläinen's net profit in 2023 was EUR 40.1 million (2022: -9.4). The company's investments, including business combinations, in 2023 amounted to EUR 88.1 million. The company did not pay out dividends to its shareholders.

Mehiläinen is one of the most significant employers in Finland. We also provide jobs in Estonia, Sweden and Germany. We employ more than 37,000 healthcare and social care professionals (2022: 33,000). In 2023, we created more than 3,400 new jobs and recruited more than 3,900 new professionals.

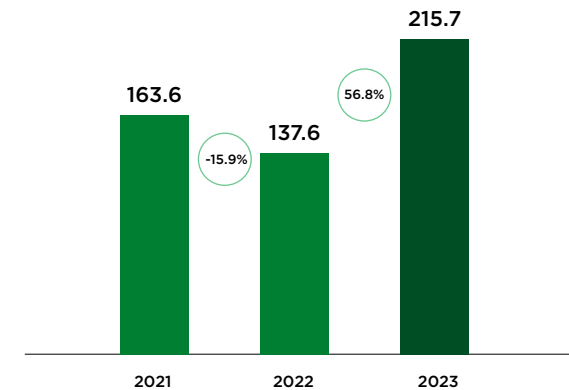
Mehiläinen aims to be a pioneer and trendsetter in its industry, thereby encouraging all providers of public and private healthcare and social care services to develop a customer-driven approach and improve the effectiveness and cost-effectiveness of care. Fair and open competition among service providers benefits all of Finnish society.

Digital services were developed systematically during the year

Mehiläinen's aim is to make the export of healthcare services, particularly in digital services, its future growth engine and a new export product for Finland. In 2023, several of Finland's wellbeing services counties selected BeeHealthy, Mehiläinen's subsidiary, through

Operating profit (EBITA)*

EUR million

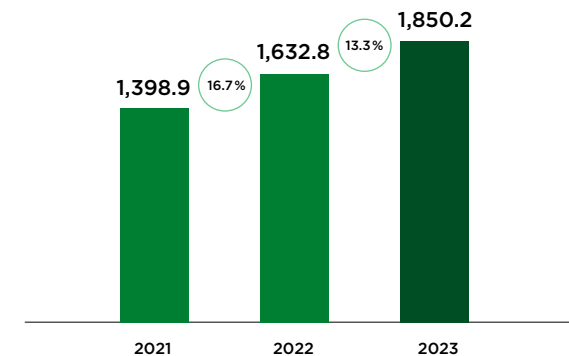


● Change %

*Underlying operating profit before depreciation, amortisation and impairment arising from business transactions and items affecting comparability.

Revenue

EUR million



● Change %

competitive bidding to develop a commercial digital service platform as their digital platform of the future.

In 2023, Mehiläinen shaped the industry again by developing and launching new digital healthcare services in Finland and its other operating countries. For example, Mehiläinen launched its Mehidoc medical platform, a comprehensive tool for healthcare professionals, with a user interface to electronic health record system, for which it received the electronic health record system status of category A from the National Supervisory Authority for Welfare and Health (Valvira). In addition, digital services played a significant role by maintaining the geographical availability and accessibility of care.

The COVID-19 pandemic was over in 2023, which was also reflected in demand for digital services. During the first part of the year, demand focused more significantly on in-person services, largely due to the care backlog accumulated during the pandemic. However, basic demand for digital services grew steadily. In 2023, Mehiläinen provided more than a million physician and nurse appointments through its digital platform, of which more than 100,000 appointments were provided for public healthcare customers. By the end of the year, the OmaMehiläinen service had almost 1.8 million registered users.*

Stable demand for digital healthcare services in Finland created the opportunity to focus on proactive development. However, BeeHealthy's success with Finland's wellbeing services counties, in particular, presents the need to recruit more professionals for next year. At the

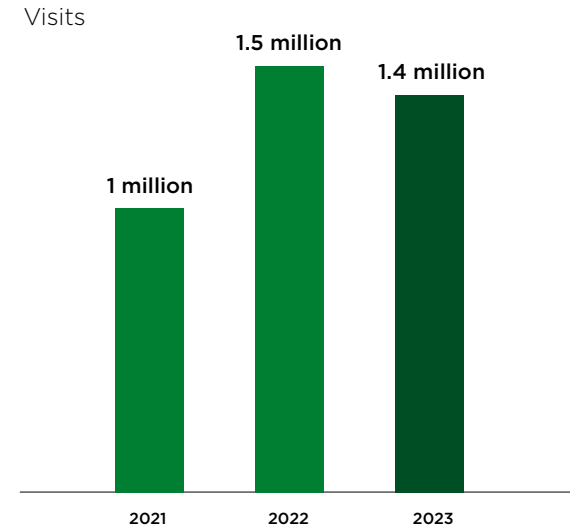
end of 2023, Mehiläinen had 14 platform service agreements and activities in Finland, Sweden, Estonia and Germany.

In 2023, Mehiläinen also completed its first Medical Device Regulation (MDR) registration for its proprietary medical equipment. Mehiläinen's Aino is an operating model for proactive care: software which enables the nursing staff to contact patients who have given their consent to this, and whose health algorithm shows a downward trend, indicating a poor care balance. The first version of Aino analyses long-term blood sugar levels, cholesterol and blood pressure from the laboratory results of patients who have given their consent to this. Patients may be requested to come to receive treatment at a health centre if Aino shows indications of a downward trend in a patient's laboratory values. This means that the first version of Aino can help prevent any severe escalation of type 2 diabetes, including heart attacks and strokes. In the spring of 2024, Aino will be launched at Harjun terveystieteiden keskus, a joint venture of Mehiläinen and the wellbeing services county of Päijät-Häme.

Digital services in Sweden, Estonia and Germany

The development and expansion of Mehiläinen's digital services continued in Mehiläinen's other operating countries, in which we operate under the name Meliva. In Sweden, the company mainly provides publicly funded services based on the freedom of choice at 17 health centres focusing on primary healthcare for more than 140,000 listed customers. During the year,

Total number of appointments at the Digital Clinic*



Meliva continued to expand the use of its own digital service app, which had 20,000 registered customers by the end of 2023.

Mehiläinen's Estonian companies Qualitas and Unimed, leaders in occupational healthcare and dental care services, operates now together under the brand name Meliva. They also provide other specialised healthcare services. A separate Digital Clinic and mobile app are used in Estonia. By the end of the year, the Estonian Digital Clinic app had roughly 65,000 registered users.

In Germany, Mehiläinen is developing a modern and digital service network for outpatient care. During 2023, the Meliva app and the Digital

*The calculation method has changed from previous years.

Clinic were launched for customers, enabling an effective way to increase access to care.

Private healthcare services focused on the service range

Each year, Mehiläinen’s private healthcare services take care of a large group of customers and help relieve public healthcare congestion by providing accessible services. In 2023, the availability of services and access to care played a more significant role than previously in Finland. Mehiläinen’s private services focused on improving the availability of services by recruiting new physicians and providing customers with a significant number of new appointments. As the number of available appointments increased, demand for and the supply of physician’s appointments were more balanced than in previous years.

At hospitals, availability improved, and the operations provided by Mehiläinen expanded to joint replacement surgery. The specialist fields in which Mehiläinen’s hospitals provide operations expanded significantly. Mehiläinen launched the “Hoitoon Viroon” (Care in Estonia) service. It helps those who wish to seek treatment in Estonia based on the right to cross-border healthcare.

The comprehensive treatment chain for customers was strengthened with therapy services (psychotherapy and physiotherapy) by guiding professionals to identify the need for therapy services when providing care. This offered multi-professional support for customers’ work ability and functional capacity. In addition,



customers’ overall health was addressed by activating customers in dental care services.

In 2023, the Digital Clinic Occupational Health Centre services expanded to cover all Mehiläinen’s occupational healthcare customers. The multi-professional occupational healthcare team of the Digital Clinic Occupational Health Centre serves our customers, enabling not only a single straightforward service channel but also shorter treatment paths and early intervention at the correct time, and improving the availability of occupational healthcare specialists nationally. During 2023, more than 38% of occupational

healthcare customer visits started at the Digital Clinic Occupational Health Centre, and it has become Mehiläinen’s largest occupational health centre. Services independent of the time and place and correctly timed care help achieve savings in expenses arising from travel, working hours and sick leave.

Mehiläinen provides a broad range of rehabilitation and therapy services

Mehiläinen provides speech, occupational and physiotherapy services, as well as rehabilitation and assessments by psychologists, neuro-

psychologists and psychotherapists. Mehiläinen wants to lead the way in the provision of effective therapy services, and we provide services in dozens of locations across Finland and remotely.

The well-being of children and young people is a significant challenge, and the need for services is increasing. Neuropsychiatric and vocational rehabilitation services for young people play an important role through Oma Väylä rehabilitation and NUOTTI coaching funded by the Social Insurance Institution of Finland (Kela). Mehiläinen, with its public sector customers, has also piloted the “Kuule mua” (Hear me out) service, which makes low-threshold help available to young people.

Mehiläinen provided partnerships, quality and smooth services for the new wellbeing services counties

In 2023, Mehiläinen played an important role in supporting the provision of public healthcare services. The company responded to the launch of the new wellbeing services counties through its new customer relationship model, which supports cooperation between Mehiläinen and the wellbeing services counties. The cooperation is extensive with the majority of the counties and covers several services.

The availability and quality of care and guaranteed access to care were at an excellent level in the Länsi-Pohja and Siikalatva areas, at Harjun terveys and the Terveyskeskus Mehiläinen units. Harjun terveys expanded, also providing outpatient care services in primary healthcare and dental care services in Hartola from this year

onwards. At Mehiläinen, the continuity of care was the theme of 2023, and operating methods were updated in all primary healthcare services to improve the continuity of care and respond to the stricter statutory requirements for guaranteed access to care that entered into force this year. For example, at Harjun terveys, the continuity of care provided by general practitioners improved by 14% from the previous year as measured by the international Continuity of Care Index (COCI).

Mehiläinen’s pop-up model for dental check-ups for schoolchildren to relieve congestion in dental care was deployed as a purchased service in Rovaniemi at the end of last year. During the year, the model was also implemented throughout the Länsi-Pohja region. Mehiläinen provides the service as part of its service range, and it was also launched in Hyvinkää and Nurmijärvi in the wellbeing services county of Central Uusimaa.

The “Valmis potilas” (Patient all set) model for dental care was deployed as a service model in Kokkola at the end of the previous year and was also continued in Vaasa during the year. In Tornio in the Länsi-Pohja region, delays in care were successfully eradicated using various multi-room models before the new regulations on guaranteed access to care entered into force, and best practices were implemented in activities.

In the challenging operating environment, Mehiläinen was able to provide high-quality public healthcare services smoothly without any significant congestion.



Mehiläinen continued international recruitment to tackle the shortage of professionals

The skilled workforce shortage was one of the most significant challenges in the industry during the year and will continue to be so in future. Mehiläinen has responded to this shortage in several ways, one of which

is international recruitment. The goal of Healthcare Staffing Solutions (HSS), Mehiläinen's subsidiary, is to help solve the growing need for personnel in the healthcare and social welfare sector. Through the high-quality and transparent international training and recruitment process of HSS, we are playing our part in finding solutions for the labour shortage.

Care assistants brought to Finland by HSS now work in Mehiläinen's units and in the service of external customers. International recruitment by Mehiläinen benefits the Finnish healthcare sector in general and helps respond to the challenges related to the availability of workforce.

Compared to recruitment in our countries of operation, international recruitment requires a different kind of attention to issues such as human rights. At HSS, the principle is that we recruit students ourselves and do not use subcontractors in recruitment. This allows us to make sure that we know the persons who are recruited, ensure that the recruitment criteria are met and prevent the risk of human trafficking. HSS does not require students to have a previous degree in the field, as we provide them with care assistant training from scratch. We thus prevent the flow of professionals outside the country of departure and the recruitment of trained professionals for less qualified work in the target country. Training is always free of charge for students.

Tax policy and tax footprint

Mehiläinen's tax citizenship is guided by the company's tax policy, which is based on the company's strategy and values. Mehiläinen's aim is to be a good taxpayer and a pioneer in the industry as a promoter of an open tax policy. The tax policy is also available on Mehiläinen's website.

Mehiläinen cooperates closely with the authorities through enhanced customer cooperation with the tax authority, for example. This is an operating model recommended by the OECD for cooperation between large companies and the tax authority. The cooperation model requires an open tax structure towards the Tax Administration.

The primary principles of Mehiläinen's tax policy

Mehiläinen is committed to paying taxes and tax-like charges based on current legislation and to publish its tax information in accordance with legislation and the company's own transparency goals. Mehiläinen requires all employees who work in its business operations, particularly with tax issues, to comply with the tax policy. The company also requires compliance with the tax policy from external advisors when Mehiläinen's tax-related reporting and other tasks have been outsourced. Mehiläinen does not, through its own operations, support tax planning by its entrepreneur

Mehiläinen's aim is to be a good taxpayer and a pioneer in the industry as a promoter of an open tax policy. The tax policy is also available on Mehiläinen's website.

physicians or other partners, which deviates from industry practices and commonly accepted operating models. Mehiläinen's tax policy is guided by the following principles:

- The company pays its taxes in the country in which it conducts business.
- There are always business justifications for tax-related matters.
- The company's taxation is transparent, and the company regularly publishes up-to-date information about its taxes.
- Taxation does not drive the company's activities or the establishment of locations outside the countries in which it engages in business.

The company's financial administration is responsible for updating the tax policy. The tax policy is reviewed annually, and any changes to it need to be approved by the Board of Directors. Group's tax position is monitored regularly, and the CFO reports it to the Audit Committee.

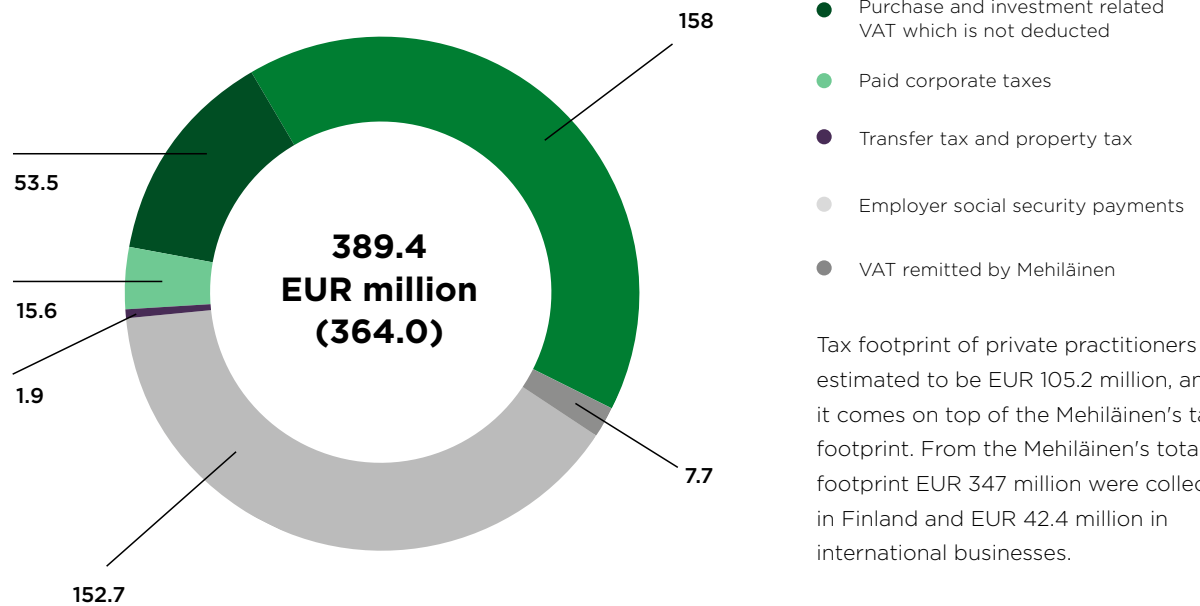
Process descriptions have been drawn up of Mehiläinen’s main tax processes, describing the tasks that seek to ensure the accuracy of tax reporting and the appropriateness of internal practices. Tax process-related controls are assessed regularly. If there are changes in business activities that affect taxation, they must be reported to the accountant of the relevant company. In significant issues, the impact of the changes on tax reporting will be evaluated with the Group Financial Manager or CFO. External tax consultants may be used as required.

Finnish Healthcare Services Sarl, the group’s parent company, reports actual country-by-country information to the tax authority of its domicile (Luxembourg) within 12 months of the end of the financial period. Mehiläinen Group’s information, itemised by country, is provided for this report annually. The Mehiläinen companies in Finland submit a notification of the reporting obligation regarding country-by-country information to the Finnish Tax Administration once a year.

Mehiläinen’s tax footprint

The tax footprint indicates the impact of Mehiläinen on surrounding society as a payer of taxes and tax-like charges. Mehiläinen’s tax footprint report is published annually. The tax footprint addresses the impact of all the countries in which Mehiläinen operates. Regular tax reporting supports the transparency of taxation.

Tax footprint
EUR million



Tax footprint of private practitioners is estimated to be EUR 105.2 million, and it comes on top of the Mehiläinen's tax footprint. From the Mehiläinen's total tax footprint EUR 347 million were collected in Finland and EUR 42.4 million in international businesses.

Mehiläinen’s full tax footprint in 2023 was EUR 389.4 million (2022: 364.0), consisting of EUR 15.6 million in corporate taxes paid by the company (2022: 17.9), as well as non-deductible VAT of EUR 53.5 million paid on purchases and investments (2022: 54.3), EUR 7.7 million in VAT (2022: 6.5), EUR 152.7 million in employer contributions (2022: 138.6), EUR 158.0 million in taxes withheld from

salaries (2022: 144.2), EUR 0.7 million in transfer taxes (2022: 1.6) and EUR 1.2 million in real estate taxes (2022: 1.1) paid by the company. In addition to the tax footprint, the private practitioners working at Mehiläinen pay taxes on the remuneration they receive from Mehiläinen, estimated at EUR 105.2 million (2022: 89.5).

Mehiläinen, tax footprint

	2023					2022				
	Finland	Sweden	Estonia	Germany	Group, total	Finland	Sweden	Estonia	Germany	Group, total
Taxes payable, EUR million										
Corporate tax (cash-based)	15.3	0.1		0.1	15.6	16.6	1.0		0.3	17.9
Employer social security payments	135.8	7.7	7.5	1.7	152.7	124.5	6.2	6.6	1.2	138.6
Property tax	1.2	0.0	0.0		1.2	1.1	0.0	0.0		1.1
Transfer tax	0.7				0.7	1.6				1.6
Taxes payable total, EUR million	153.0	7.8	7.5	1.8	170.2	143.9	7.2	6.6	1.5	159.2
Taxes collected, EUR million										
VAT remitted by Mehiläinen	5.9	1.6	0.1	0.0	7.7	5.1	1.2	0.1	0.0	6.5
Withholding taxes	143.4	7.2	4.7	2.7	158.0	132.4	6.1	3.9	1.7	144.2
Taxes collected total, EUR million	149.3	8.8	4.9	2.7	165.7	137.6	7.4	3.9	1.7	150.6
Taxes payable and collected total, EUR million	302.3	16.6	12.4	4.6	335.9	281.4	14.6	10.5	3.2	309.8
Other										
Purchase-related VAT not deducted by Mehiläinen	44.7	4.2	3.3	1.4	53.5	47.0	3.7	2.5	1.2	54.3
Tax footprint total, EUR million	347.0	20.7	15.7	6.0	389.4	328.4	18.2	13.0	4.4	364.0
Private practitioners' tax footprint	105.2				105.2	89.5				89.5
Taxes total including private practitioners, EUR million	452.2	20.7	15.7	6.0	494.6	417.9	18.2	13.0	4.4	453.6

The table presents the most significant taxes and tax-like charges that the company is obligated to pay or withhold in accordance with local law. The combined tax footprint of other countries is EUR 00.0 (00.0) million.



SUSTAINABILITY THEMES

Attractive and meaningful workplace

Mehiläinen's employees and private practitioners – people – are key to the company's success. The shortage of personnel affecting the industry as a whole and the continuous increase in demand for services call for constant investments in the employee experience and the entire management's commitment to the themes of social responsibility. We listen actively to our personnel and develop our working communities and the employee experience proactively through knowledge and skills. We foster equality and non-discrimination in our working community. Here at Mehiläinen, we are on a lifelong mission.



Mehiläinen's goal is to be the most attractive workplace in its sector. In 2023, we continued our productive activities started in previous years and strengthened the employee experience of our personnel and our company's employer brand.

Mehiläinen's HR administration is led by the HR Director in accordance with the strategic guidelines and decisions of the company's management team. HR administration comprises the HR management team and four teams that work in close cooperation with the business area management and supervisors, as well as support functions to ensure high-quality services and excellent employee experiences. HR activities are guided by Mehiläinen's personnel policy, Code of Conduct and sustainability policy.

This report mainly discusses personnel-related matters within the framework of Finnish regulation. In each country in which we operate, our activities are in compliance with local regulations, supported by our group.

Since 2019, Mehiläinen has systematically developed personnel reporting and analytics. Knowledge-based management, modelling good leadership, basing personnel decisions on information and a data-driven response to deviations are common practices at Mehiläinen.

In addition to reporting and analytics, we increase our understanding of our personnel through an experience-based set of metrics. Mehiläinen's personnel pulse survey is conducted every month, and the specialist pulse survey every quarter, to maintain an updated overview. In

addition, we conducted several surveys in 2023 to develop ourselves as an employer and a working community even further.

Mehiläinen is one of Finland's largest employers

In 2023, Mehiläinen employed 37,256 professionals and private practitioners, of whom 29,037 professionals and 6,303 private practitioners worked in Finland. The number of personnel at Mehiläinen increased by roughly 2,900 employment relationships and some 870 employment relationships converted into full-time relationships in Finland during the year.

The largest personnel groups at Mehiläinen are practical care and nursing staff (73 per cent), physicians and dentists (20 per cent), and supervisors and support services (7 per cent). Fixed-term employees account for 5 per cent of our personnel. In addition, Mehiläinen employs a large number of employees with a partial ability to work, including employees with limited mobility. By being a significant employer for employees with a partial ability to work, Mehiläinen strengthens non-discrimination and the opportunities of inclusion among healthcare professionals. In 2023, more than 530 professionals of over 70 years of age worked at Mehiläinen.

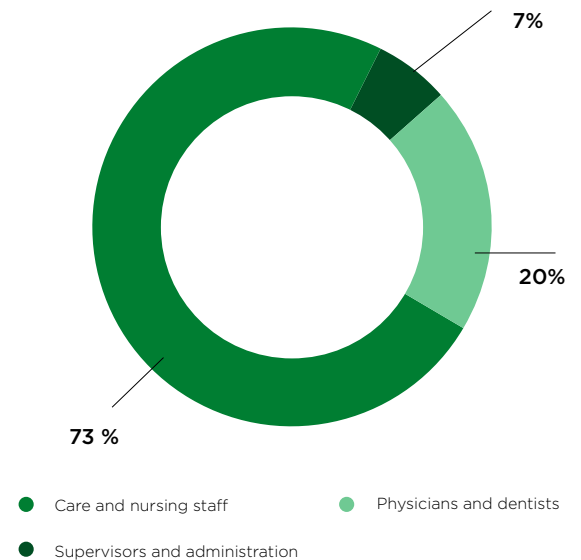
Meliva employed over 700 professionals in Sweden, 300 in Germany and 650 in Estonia in 2023.

Our hired employees in Finland are covered by statutory pension security, accident insurance and parental leave benefits. We comply with

Mehiläinen's non-discrimination and equality plan guides our activities at a group level.

During the year, we conducted Mehiläinen's equality survey for the third time, and it was responded to by 2,838 Mehiläinen employees in Finland.

Personnel groups, %



Gender distribution in various employment relationships at the end of 2023

	Female	Male	Other	Not disclosed	Total
Number of employees (headcount)	25,424	4,908	-	353	30,685
Number of permanent employees (hc)	24,034	4,647	-	351	29,032
Number of temporary employees (hc)	1,371	280	-	2	1,653
Number of non-guaranteed hours employees (hc)	11,894	2,323	-	329	14,546
Number of full-time employees (hc)	9,080	1,740	-	16	10,836
Number of part-time employees (hc)	4,377	918	-	8	5,303

Regional distribution of various employment relationships at the end of 2023

	Finland	Sweden	Germany	Estonia	Total
Number of employees (headcount)	29,037	718	281	649	30,685
Number of permanent employees (hc)	27,617	553	256	606	29,032
Number of temporary employees (hc)	1,420	165	25	43	1,653
Number of non-guaranteed hours employees (hc)	14,517	1	-	28	14,546
Number of full-time employees (hc)	9,976	410	166	284	10,836
Number of part-time employees (hc)	4,544	307	115	337	5,303

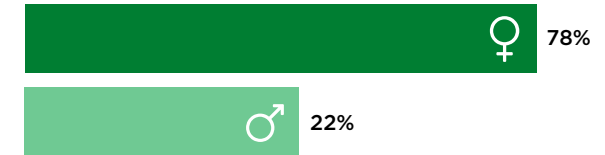
universally applicable collective agreements and are organised through an employers' union. Our hired professionals are covered by statutory occupational accident, commuting accident and occupational disease insurance. We provide our hired employees with occupational healthcare services and statutory pension benefits. In other countries, our personnel are employed in accordance with local legislation, and the mandatory legislation of each country applies to them regarding employment terms, pensions and wages. In Sweden, Meliva is an organized

employer. Companies in primary healthcare and occupational health services that join Meliva are continuously being included in the scope of the general collective agreement.

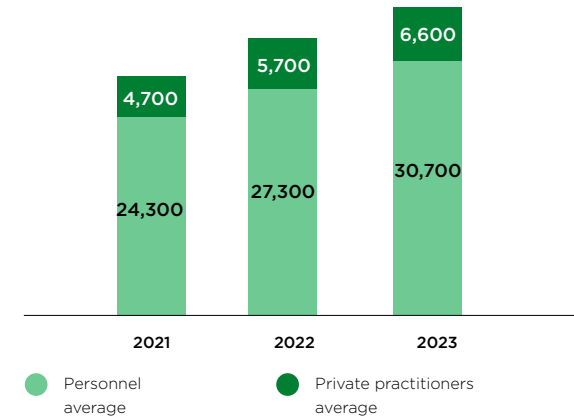
Excellent results in the personnel survey and employer brand

Mehiläinen's 2023 personnel survey produced excellent results. The personnel survey had a record number of respondents, more than 9,240 Mehiläinen employees, and the response rate was 58 per cent. In addition, employees from our

Personnel by sex, %



Number of personnel



companies in Estonia and Germany responded to the survey. Employees were able to respond in Finnish, Swedish, English, German, Estonian and Russian.

The total personnel survey index remained very high, at 4.0/5.0. Of all indices, commitment to the organisation showed the most significant growth, at 4.1/5.0, and the employee engagement index remained at 4.2/5.0. The eNPS given by the personnel reached a new record, at 31. As development areas, we identified cooperation between different teams and departments, and

the consideration of well-being at work. Trust in Mehiläinen supervisors' activities was a visible part of the survey.

Mehiläinen's goal is to be the most attractive workplace in its sector. The long-term work done for this goal materialised through several recognitions in 2023. In the results of the student survey conducted by Universum Communications, the world's leading company specialising in studying and developing the employer brand, Finnish healthcare students selected Mehiläinen as the most ideal workplace for the second year in succession. Mehiläinen also came third in Universum's survey for professionals. In addition, Mehiläinen came first in the Magnet Award's "Creating an Employer Brand" category.

In 2023, Mehiläinen carried out the "Lähihoitajilla on elämä tehtävänä" (Practical nurses are on a lifelong mission) campaign in cooperation with various businesses, which won first place in Rekrygaala's "Recruitment Campaign of the Year" category. The concept of a lifelong mission is built around the Mehiläinen personnel's experiences and stories.

A workplace with less discrimination and more equality

Mehiläinen's non-discrimination and equality plan guides our activities at a group level. During the year, we conducted Mehiläinen's equality survey for the third time, and it was responded to by 2,838 Mehiläinen employees in Finland (2022: 2,056).

The survey showed that the Mehiläinen personnel's experiences of non-discrimination and

inclusion remained at a high level during the year. According to the survey, the most significant development area at Mehiläinen remains the experience of exclusion in the working community.

In the autumn of 2023, Mehiläinen appointed a leading non-discrimination specialist for the group, whose responsibility is to support the group's work with non-discrimination themes.

For example, our group uses gender-neutral professional titles, and we provide our professionals with non-discrimination and equality training from the perspectives of the working community and customer activities. Mehiläinen, with Seta - LGBTI Rights in Finland, has also provided its personnel with training on how to meet trans-gender people with respect in customer work. In addition, it held coaching sessions to prepare working communities to accept foreign employees. In 2023, Mehiläinen was also an official partner of Helsinki Pride.

Mehiläinen's social care services have worked hard to develop diversity in the working community and integrate professionals arriving from other countries. The roughly 400 care assistants recruited with Healthcare Staffing Solutions (HSS), Mehiläinen's subsidiary, work at Onnikodit and Ykkökodit in addition to Mainiokodit homes. Everyone recruited from abroad, the units that receive them and the units in which they work are provided with coaching and training to welcome new Mehiläinen employees. In addition, each care assistant has the opportunity to study to become a practical nurse through apprenticeship training. By the end of 2023, 80 people have graduated as practical nurses, and one person has started nurse studies.

Caring leadership plays an important role in maintaining employee well-being. In the 2023 personnel survey, the group's well-being index improved from the previous year.

Good leadership is reflected in employee well-being

Caring leadership plays an important role in maintaining employee well-being. In the 2023 personnel survey, the group's well-being index improved from the previous year. We have developed our supervisors' skills in identifying and supporting employees with a work ability risk, and in using the methods of work ability risk cost management. Mehiläinen has identified supervisory work based on early caring and close cooperation with occupational healthcare to be key in preventing the amount of sick leave and reducing its duration. The personnel's ability to work is also assessed proactively using analytics.

One of Mehiläinen's goals is to offer a meaningful workplace for its personnel. According to the personnel survey, this goal was also achieved well. Employees consider their work meaningful, and Mehiläinen's professionals feel they can have an impact on their work and the service experience of customers.

Each year, we reward a large number of professionals for excellent performance. In 2023, a total of 260 professionals and 100 teams across Mehiläinen were again awarded as star performers.

Mehiläinen’s sustainability programme aims to reduce the personnel turnover. Turnover is considered to be a good indicator of job satisfaction, occupational well-being and the commitment of professionals to the organisation. In 2023, the overall personnel turnover slightly decreased, reaching 15 per cent. While the turnover is still higher than Mehiläinen’s target level, it is significantly better than the general level in the sector (roughly 20 per cent). In Mehiläinen’s largest personnel groups, the turnover was 18 per cent among practical nurses, 15 per cent among nurses and 13 per cent among physicians.

In 2023, the amount of sick leave decreased among the personnel. The deviations in sick leave resulting from the coronavirus pandemic have decreased. In addition, the trend can be explained especially by the decrease in the amount and duration of extended sick leave. This positive trend has been achieved in close cooperation between supervisors, the personnel administration and occupational healthcare.

Measures aiming to recover the work ability of employees with a work ability risk are planned individually, and return to work is supported significantly using models of lighter and replacement work and the means of workplace rehabilitation, and by increasing

customised solutions that support the ability to work. The percentage of short sick leave has also been reduced by providing encouragement for self-reported sick leave with supervisors’ permission. In the self-reporting model, employees and their supervisors discuss the ability to work and any limitations in it, and the opportunity to carry out lighter or replacement work as an alternative for sick leave. All businesses have shown significant development in expanding the use of the model, and nearly half of all short sick leave is agreed in the workplace.

Diverse career paths and continuous learning

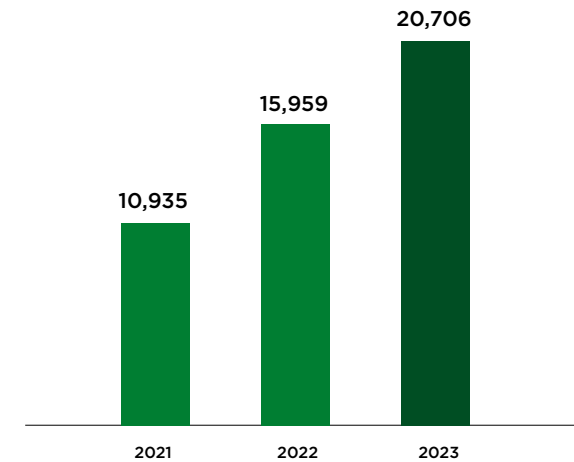
Mehiläinen provides its employees with a broad range of career development opportunities and an opportunity for continuous learning. In addition, employees holds a performance review with their supervisor. In the 2023 personnel survey, 66 per cent of the respondents reported participating in a review in the past year, showing an increase from the previous year (2022: roughly 59 per cent).

In 2023, Mehiläinen arranged a total of 20,700 days of training, which amounts to an average of 10 hours per employee, an increase of 30 per cent from the previous year.

As the spearhead of training provided for the personnel, we continued the Mehiläinen Executive Education coaching programme aimed at Mehiläinen’s supervisors and designed in cooperation with Aalto EE. Some 100 Mehiläinen supervisors participated in the programme in 2023. The international

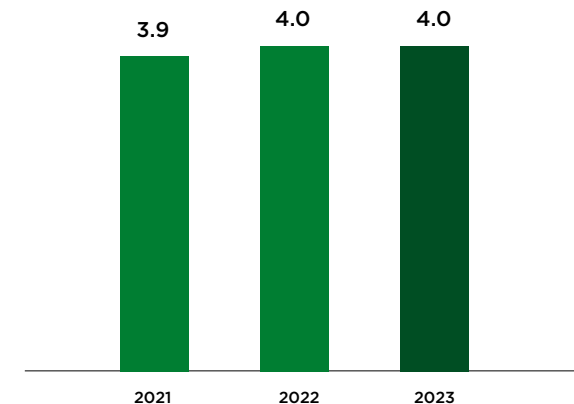
Training days

Amount



Total index for personnel survey

Scale 1-5



MEE programme had participants from Finland, Estonia, Germany and Sweden. In addition, supervisors were provided with LAT (a vocational degree for near supervisors) and JYET (a vocational degree for leadership and business management) training, with dozens of supervisors from different business areas participating. In Mehiläinen's social care services, training was also arranged for supervisors at the service area level as part of quality management activities.

The development of management receives positive feedback from employees and personnel representatives. In addition, the positive trend in the personnel survey, which continued for the fourth year in succession, and the increasing employer brand show that investments in management pay off.

The Workday system was used in personnel training and development. It provides employees and supervisors with an excellent platform for competence and leadership development, performance management and day-to-day work.

Language training for international professionals

In 2023, Mehiläinen's subsidiary Healthcare Staffing Solutions (HSS) brought new care assistants, mainly of a Filipino background, to Finland. In the HSS training model, care assistants can study further to qualify as a practical nurse through apprenticeship training. During the year, some 80 care professionals arrived in Finland graduated from this study line.

In the HSS training model, students study Finnish language and culture and the theoretical

studies of a practical nurse degree programme required for care assistant training in their country of departure. Training is free of charge for students.

Studies take place in Superkoulu, a digital learning and recruitment platform developed by HSS. Once the participants have arrived in Finland, they will complete their training as care assistants through competence demonstrations in cooperation with Sataedu, for example, and can then work in that role. Further studies to qualify as a practical nurse are enabled through apprenticeship training.

Finnish studies are a key part of training. Language studies are offered in accordance with the Finnish education system and intensely for the first year. HSS is responsible for language studies using its digital learning platform. During training, students complete the language proficiency tests required for working as a healthcare and social service professional in accordance with the Common European Framework of Reference for Languages (CEFR). The language test must be passed to be accepted to the working community.

High-quality occupational healthcare services supporting well-being at work

Occupational healthcare services for employees are arranged following good occupational healthcare practices and data protection. The occupational healthcare contract is extensive and includes, in addition to statutory activities, medical care, specialist consultations, digital services and a comprehensive mental health service package.

Occupational healthcare services are available to all Mehiläinen employees. As Mehiläinen's private practitioners are not in an employment relationship, they are not within the scope of occupational healthcare, and they arrange their own occupational healthcare as self-employed individuals.

The group's occupational health action plan describes the objectives, operating model and content of occupational healthcare activities. Local occupational health teams convene the supervisors and update the unit-specific action plans annually. Cooperation between the company and occupational healthcare services is supported by the ERP system for the management of work ability, including its digital solutions. Occupational healthcare services financed by the employer are complemented by employee benefits, including physical exercise and discounts on the company's healthcare services, which support occupational well-being.

Effective management of work ability in 2023

The management of work ability aims to ensure the safety of work environments and smooth day-to-day operations, promote employees' occupational well-being, and manage disability risks and risk costs. Measurable, centrally managed and regularly monitored goals have been set for the management of work ability.

Occupational health and safety cooperation is integrated into business and management. Occupational health and safety issues that concern everyone are handled through representative coo-

operation in the occupational well-being groups of the business areas and include the statutory activities of occupational health and safety committees. Regional activities are coordinated by the occupational health and safety managers appointed by business areas who are engaged in close cooperation with local supervisors and personnel representatives. Local occupational health and safety issues are handled in workplaces in cooperation with supervisors and personnel. In addition, full-time chief occupational health and safety representatives elected by the personnel pair with occupational health and safety managers in all business areas. To ensure the competence level of the occupational health and safety personnel, the occupational health and safety representatives have a separate training programme.

Premature retirement is prevented by supporting the return of employees with a partial work ability to work through adjusted tasks, by means of work trials and partial sickness allowance, and by providing employees with part-time work solutions, retraining or the opportunity to work in other tasks. Mehiläinen's work ability coordinator works to support the return of employees with an earnings-related pension risk to work and to organise relocations.

Work ability risks and risk costs were managed successfully, as in the previous year. Early identification and follow-up of persons at risk of losing their work ability was intense, and persons at risk of premature retirement were given appropriate support in a timely manner. Partial disability pension arrangements were carried out

successfully, and more employees than before were relocated. The trend in the earnings-related contribution category continued to be positive, and the costs of premature retirement can be regarded as well under control. Despite the increase in the number of personnel, disability risk costs decreased significantly.

The management of personnel risks emphasises interaction between supervisors, occupational health and safety personnel, and HR management in cooperation with occupational healthcare, pension companies and accident insurance companies. An occupational well-being programme is drawn up for each business area, including the occupational health and safety action plan referred to in the Occupational Safety and Health Act. The programme sets out goals and practices for the management of personnel risks, occupational health and safety activities, and activities that maintain employees' work ability, and provides a framework for their implementation.

Occupational accidents remained at the same level

In 2023, the number of occupational accidents and that of incapacity cases resulting from accidents remained at the same level. The incidence of accidents in Finland was 4.4 per 100 employees.

The good results stem from close cooperation and development between supervisors, HR management and occupational healthcare. Those suffering an accident are provided with individual support, and their care path is built in

accordance with the relevant case management model. As a result of the model, those suffering an accident will be referred to intensified support, care and rehabilitation. The model helps employees return more quickly to work.

The identification of the hazards and adverse effects of work, as well as risk assessments, are carried out in the workplace with the personnel representatives on an annual basis. Risk assessments are used to determine the working conditions, stress factors and possible hazards or risk factors in each location. The assessments comprise self-monitoring, which aims to identify and prevent accidents and hazardous situations and support well-being at work. Other sources of information such as the results of the personnel survey and workplace surveys are also used in the assessment of occupational safety risks. All near misses and occupational safety hazards must be recorded in the ERP system. Occupational accidents and commuting accidents are reported and investigated in accordance with the group's guidelines. The significance of any irregularities is assessed, and corrective measures in the workplace are agreed under the lead of the supervisor.

Regional and unit-specific occupational health and safety representatives play an active role in local occupational health and safety cooperation. Occupational health and safety activities in the business areas are coordinated by the business lines' own occupational health and safety managers.



SUSTAINABILITY THEMES

Sustainable development at Mehiläinen

It is important for Mehiläinen to operate sustainably, openly and efficiently throughout the value chain. We know our responsibility as part of society and want to act accordingly. Our goal is that an ethical mode of operation drives all our activities, and customers and professionals view us as the most responsible company in the industry.

Several policies spanning the organisation and our Code of Conduct guide the sustainability, efficiency and openness of Mehiläinen Group's activities. Mehiläinen's financing and antifraud policies were updated in 2021. In addition, the sanction policy was drawn up in 2022 due to Russia's invasion of Ukraine. In 2023, guidance for Mehiläinen's sustainability was intensified when the environmental and human rights policies that guide activities across the group were approved for the group. Sustainable development at Mehiläinen is also guided by the quality and procurement policies.

The overall responsibility for the sustainability of Mehiläinen Group's operations lies with the CEO. The group's Quality Manager is responsible for the environmental system, the Procurement Director for procurement management, the IT Director for information security, and the Data Protection Officer for data protection.

Mehiläinen's environmental activities and system

Environmental considerations are part of Mehiläinen's operating and quality system. In our operations, we seek to identify and prevent any adverse effects on the environment. We expect everyone working at Mehiläinen to commit to environmental sustainability in their work. Currently, the environmental activities described in this report mainly apply to Mehiläinen's activities in Finland. However, the policies and guidelines that guide environmental activities apply to the

group as a whole. Country companies operate in accordance with local law, and the group's environmental activities will also be expanded to other operating countries in the next few years.

According to our environmental goals in 2023, we develop our operations to decrease the amount of waste disposed of and paper used, consume less energy, and reduce the environmental impact of travel. We take the environmental effects of business into account, implement a sustainable procurement policy, and establish work processes and methods in a way that reduces environmental loads. Our proprietary digital solutions also contribute to reducing our environmental impact.

Mehiläinen's environmental activities meet the requirements set by legislation and the authorities. In addition, Mehiläinen's environmental and energy-efficiency activities meet the requirements of the ISO 14001 and ETJ+ standards. In accordance with these standards, Mehiläinen's activities undergo an external audit each year. The certificates were renewed in 2022 and remain valid until 2025.

Each Mehiläinen unit has a separate environmental programme, and the environmental goals recorded in it are monitored and updated regularly. In 2023, the monitoring of unit-specific environmental plans was developed further. For example, social care service units are now supported by waste management reporting, through which units have been able to monitor waste volumes per waste fraction. In the autumn of 2023, social care services also arranged a monitoring week for food waste, and measures

At the end of 2023, Mehiläinen submitted its commitment to the Science Based Targets initiative. Committing to the initiative means that Mehiläinen will set its new carbon footprint goals so that they are in accordance with the Paris Agreement's goal of limiting the global temperature rise to 1.5 degrees.

were taken to reduce it based on the results. In addition, each unit has their own rescue and contingency plans that are followed in irregular situations. These plans also discuss disruptions related to the environment and provide operating instructions.

At the end of 2022, Mehiläinen appointed an environmental steering group which coordinates the group's environmental activities. It prepares environmental goals and targets, the measures required to achieve them, and the indicators and monitoring methods used. In 2023, the steering group prepared Mehiläinen's first environmental policy.

In the autumn of 2023, Mehiläinen became a member company of the Climate Leadership Coalition (CLC). It is Europe's largest non-profit climate business network, whose goal is to achieve a significant positive climate impact

together through business solutions. As a healthcare company, Mehiläinen wants to increase awareness of the health impact of climate change, biodiversity and other environmental factors, and promote adaptation to climate change.

Mehiläinen aims to leave a smaller carbon footprint

Mehiläinen’s aim is to reduce its carbon footprint relative to revenue for direct emissions by a minimum of 3 per cent compared to the previous year, at least until 2025. Mehiläinen is also committed to this reduction target as part of its financing agreement. In addition to direct emissions (Scope 1 and Scope 2), Mehiläinen’s carbon footprint calculation covers the group’s indirect emissions (Scope 3). Mehiläinen’s carbon footprint is calculated by an external expert company. Currently, the carbon footprint covers Mehiläinen’s activities in Finland (94 per cent of revenue). In 2024, the calculation will be developed, and the aim is to also include other operating countries.

In 2023, Mehiläinen’s carbon footprint relative to revenue decreased by 12 per cent compared to 2022 (2022: 10 per cent). The group’s direct and indirect holdings remained unchanged despite the expansion of its operations.

At the end of 2023, Mehiläinen submitted its commitment to the Science Based Targets initiative. Committing to the initiative means that Mehiläinen will set its new carbon footprint goals so that they are in accordance with the

Paris Agreement’s goal of limiting the global temperature rise to 1.5 degrees.

Energy efficiency and zero-emission district heating

In Mehiläinen Group, the most significant energy consumption is generated in the leased premises for social care services and child welfare services, accounting for roughly 80 per cent of the group’s total energy consumption.

Mehiläinen continued its energy saving measures in 2023 by carrying out LED projects and adjusting the settings of geothermal heat systems.

Solar panel systems were installed in 8 properties in cooperation with tenants during 2023.

The electricity consumed by Mehiläinen is acquired through the guarantee of origin system and is produced from 100 per cent renewable sources. In terms of heating, Mehiläinen is committed to constantly seeking zero-emission options. The district heat purchased by Mehiläinen is carbon-dioxide-free heat produced using renewable energy sources and certified by guarantees of origin.

In all new building projects in Mehiläinen’s social care services, geothermal heat has been chosen as the primary heating system. Currently, geothermal heat is used in 34 Mehiläinen properties. In information management, we use environmentally efficient and therefore eco-friendly data centres.

The measures described here apply to Mehiläinen’s units in Finland.

Mehiläinen’s carbon footprint

tonnes (tCO ₂)	2021	2022	2023
Scope 1	2,281	2,522	2,534
Scope 2	1,449	0	0
Scope 3	77,088	82,200	82,018

CO₂ emissions total

45.7

tCO₂e/MEUR

Total emissions in relation to turnover decreased 12 percent from 2022 (2022: 10%).

Electricity and heat consumption

Mehiläinen - Finland (total) MWh

	2021	2022	2023
Electricity consumption	37,421	39,760	39,171
Heating energy	23,727	28,907	29,082



Distribution of municipal waste 2023 (tn)

Mixed waste	42%	754.6
Biowaste	13%	236.3
Waste paper	9%	155.6
Carton	8%	150.7
Energy	8%	145.8
Cardboard	5%	93.8
Confidential documents	5%	93.0
Other	9%	168.3
Total		1,797.9

Waste management at Mehiläinen

Mehiläinen is constantly striving to improve its operations by reducing the amount of waste generated and paper used. At the group level, we support individual responsibility by providing information, training, and tools to promote environmental initiatives. In 2023, access to the waste reporting system was provided for social service units, allowing them to monitor their waste quantities. All units have a unit-level waste management plan as part of the environmental plan.

In 2023, the coverage of items included in waste reporting increased, and reported waste quantities are not comparable to previous years. Reporting does not include items within municipal waste management. Mehiläinen’s recycling rate was 47 per cent, and the recovery rate was 100 per cent. Hazardous waste amounted to 3.1 tons in 2023.

Responsible and sustainable procurement

At Mehiläinen, procurement is a centrally managed activity to meet the needs of all

At the group level, we support individual responsibility by providing information, training, and tools to promote environmental initiatives. In 2023, access to the waste reporting system was provided for social service units, allowing them to monitor their waste quantities.

businesses, considering the quality and sustainability perspectives related to products and services. Procurement is developed in close cooperation with the businesses to ensure that the purchased products and services optimally support Mehiläinen's broad range of activities. The procurement policy is based on Mehiläinen's strategy and values: we implement a sustainable and open procurement policy. Mehiläinen's Board of Directors approved Mehiläinen's new procurement policy in December 2023. The updated procurement policy includes clarifications for responsible supplier selection, contract management, and supplier evaluations. The goal is to select suppliers and products that enable Mehiläinen to operate sustainably and reduce its carbon footprint.

Mehiläinen has grown more international, as a result of which it also advanced the procurement activities of its international companies in 2023 so that they complied with the same procurement and sustainability policies and principles of supplier selection in all countries. The supplier affirmation was added to supplier agreements in 2022 to ensure that suppliers were not subject to sanctions or export restrictions. Currently, sanction checks are already conducted during the invitation to tender stage.

The goal of procurement activities is a unified supplier and product portfolio, sustainable partners, high-quality products and services at competitive rates, and a smooth procurement process. The procurement team actively monitors the activities of suppliers and any changes in markets, and organises tendering for products

and services regularly. Supplier assessment, approval and monitoring are constantly being developed to ensure high-quality products and services and to improve the security of supply, including in exceptional circumstances. Mehiläinen's suppliers and supply chains play an important role in fulfilling Mehiläinen's sustainable business requirements. The management of Mehiläinen's procurement categories and risks was developed further in 2023.

Responsible and sustainable procurement requires not only good partners but also an active approach from Mehiläinen's employees. Awareness of responsible procurement, the significance of choices, and the impact of the order size and waste on the environment was increased through orientation and newsletters.

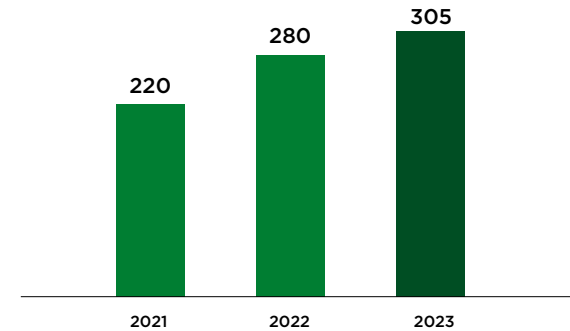
Suppliers commit to the sustainable Supplier Code of Conduct

Suppliers are required to commit to the Supplier Code of Conduct, which defines sustainability requirements for Mehiläinen's suppliers. Mehiläinen's Board of Directors approved the new Supplier Code of Conduct in November 2023. Suppliers must be financially sound and observe the law, good governance and honest business practices. The updated Supplier Code of Conduct includes additions to social responsibility and the assessment of suppliers' environmental impact.

Centralized procurement suppliers must commit to the responsibility requirements to be accepted as Mehiläinen partners. Suppliers must ensure that the requirements of the Supplier Code of Conduct are also followed in the

Number of suppliers committed to the supplier code of conduct

Amount



subcontracting chain of their products or services. Compliance with the requirements is assessed through surveys, meetings and by including them in supplier contracts.

Mehiläinen's Supplier Code of Conduct has been signed by 305 suppliers (2022: 280). In 2023, 84 per cent (2022: 84 per cent) of the centralised procurement volume suppliers were committed to Mehiläinen's sustainability requirements. Suppliers will be required to commit to the new sustainability requirements and the updated Supplier Code of Conduct from the beginning of 2024.

Discussing sustainability considerations is an important aspect of supplier collaboration. In 2023, suppliers' awareness of Mehiläinen's sustainability and environmental goals was increased, and prices for carbon-neutral options were requested in tendering. Logistics and goods deliveries are also optimised with suppliers to reduce the environmental impact.

Mehiläinen carries out regular supplier assessments to evaluate collaboration and suppliers' performance and sustainability, and suppliers in business-critical categories are also audited. In 2023, 124 suppliers were assessed, with a response rate of 96 per cent. The assessment was implemented as an electronic self-assessment, and responses were reviewed and scored. At the beginning of 2023, Mehiläinen's procurement unit also sent a climate survey to its suppliers to identify factors related to suppliers' environmental sustainability, climate goals, and the carbon footprint of products and services.

In 2023, Mehiläinen audited suppliers whose activities or products involved manufacturing country or category risks. Supplier risk assessments were also conducted to determine the probability and impact of the realisation of these risks.

EcoVadis, an international company providing sustainability assessments, annually evaluates sustainability in Mehiläinen's procurement chain. Each year, Mehiläinen's procurement activities have been given scores that are among the highest in its industry, and Mehiläinen was also recognised for the active development of responsible procurement in 2023.

Significant investments in cybersecurity

Data security, the safety of patient data and confidentiality form the critical basis of Mehiläinen's operations. Russia's invasion of Ukraine changed the state of security in Europe, significantly increasing the level of data security threats. As a result, Mehiläinen has considerably increased its investments in cybersecurity in all operating countries throughout the group.

In 2023, significant projects were started to improve data security and develop the administrative frame of reference. A project was started in digital services to achieve the ISO 27001 certification, and as a result, create a data security management system based on the recognised and widely used certification. The zero trust project was also started in 2023. It will result in an architecture that makes it significantly more difficult for potential attackers to access systems and to maintain Mehiläinen professionals' abilities to work with data.

The level of data security protocols concerning data connections, encryption, user identification, applications and expertise at Mehiläinen are as high as possible. We apply various measures that guarantee the company's high level of data security. Connections to Mehiläinen's systems are tested regularly by an external data security company. All software available in the market has vulnerabilities that are fixed when they are detected. Mehiläinen applies a broad range of measures that aim to ensure that the latest versions of software where any possible vulnerabilities have been

Data protection and data security are part of Mehiläinen's ISO 9001 certified quality management system. We store our patient data in a category A electronic health record system approved by the authorities.

fixed are used. The use of systems and networks is monitored, and an alarm is triggered if any abnormal behaviour or traffic is detected.

In 2023, we improved our capabilities through recruitment, training, new partnerships, strategies and reporting. We engaged in new data security partnerships with Elisa and Palo Alto Networks, through which Mehiläinen is now provided with modern data security monitoring and capabilities to respond to active threats. In addition, we recruited new international-level data security specialists to grow Mehiläinen's

information security team. The bug bounty programme adopted in 2022 has resulted in good findings that have helped us tackle any vulnerabilities. As a result of the programme, we developed our data security and increased its testing.

We continued our internal training reform, through which we will develop data security training at Mehiläinen as a whole and our personnel's ability to identify phishing attempts, react to them and report them. We also launched various projects to improve our ability to recover from crises and safeguard the continuity of business and patient care.

We are actively monitoring any legal amendments and address them in our activities. In 2023, we reported 81 data breaches to the data protection authority as required by the EU General Data Protection Regulation (GDPR). In 2023, significant improvements were made at Mehiläinen in handling data security breaches. Resources were allocated to enhance the detection, investigation, and reporting of data security breaches, resulting in a positive increase in reporting coverage.

Data protection and data security are part of Mehiläinen's ISO 9001 certified quality management system. We store our patient data in a category A electronic health record system approved by the authorities. Mehiläinen's information systems and services for private services are managed and provided through high-level data security ISO 27001 certified data centres. In public sector services, we follow each client's policy. Particular attention is also paid to

data security and data protection in the context of business transactions.

We comply with the GDPR, current legislation and the guidelines regarding the processing of personal data issued by the authorities. Data security risk management is part of Mehiläinen's overall risk management efforts. We monitor the risks related to our activities regularly and develop our activities on an ongoing basis.

Reporting irregularities at Mehiläinen

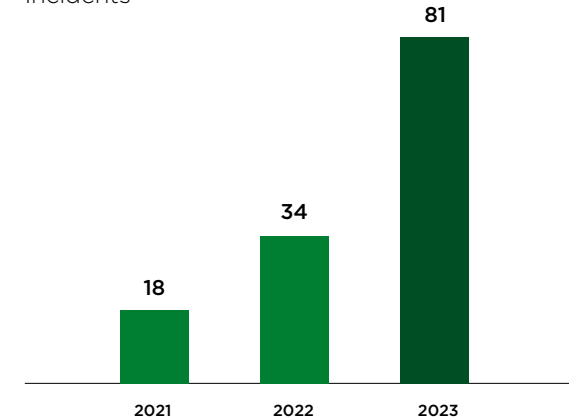
Everyone who works at Mehiläinen commits to complying with the company's Code of Conduct. The Code of Conduct is implemented in the day-to-day activities of each Mehiläinen unit. As a rule, any irregularities are primarily resolved within the working community and line organisation.

The primary channel for reporting non-compliant activities is through the immediate supervisor, the internal feedback channel or the hazardous situation notification channel if necessary. If the matter cannot be handled within the organisation or through the supervisor, or if called for by the severity of the issue, employees can file a notification via a separate anonymous whistleblowing channel.

Employees are encouraged to file a notification if they suspect serious non-compliance with the Code of Conduct or another irregularity or unethical conduct at Mehiläinen. The notification can concern financial irregularities, abuse, conflicts of interest, bribery, negligence, or

Data security breaches reported to the data protection authority

Incidents



another action or behaviour that is non-compliant with the Code of Conduct or illegal. All contacts via the whistleblowing channel are handled confidentially in the risk management team. In 2023, a total of two notifications was received through the whistleblowing channel.



04

Reporting principles

- 48** General reporting principles
- 49** GRI index
- 55** Assurance report

REPORTING PRINCIPLES

General reporting principles

This report covers our activities in the 2023 calendar year. Reporting covers all the business areas in Mehiläinen Group and all countries of operation, unless otherwise specified.

The report provides information on the most material topics of responsibility. Ethical guidelines and the Code of Conduct apply to Mehiläinen's own activities as well as the private practitioners operating at Mehiläinen.

The report seeks to provide a balanced and comprehensive description of Mehiläinen's sustainability. It takes into consideration our stakeholders' views and the social impact of Mehiläinen's operations. The materiality analysis was conducted in 2022 with the most important stakeholders and

acts as the basis for this report. Most of the indicators describing the materiality of our activities are GRI indicators, but they also include Mehiläinen's own indicators to reflect the special characteristics of the social and healthcare sector in order to ensure good customer experience and quality of services.

The reporting period is 1.1.2023-31.12.2023. All key indicators are provided for a period of at least three years. The key financial liability indicators are based on the annual report and financial statements of the Board of Directors, which has been verified by Ernst & Young Oy. Mehiläinen's management team and the Board of Directors have approved the sustainability report. Our sustainability report has been externally verified.





REPORTING PRINCIPLES

GRI index

GRI Standard	Content	Location	Comments
GRI 2: General disclosures (2021)			
Organizational profile			
2-1	Organizational details	Front page; Mehiläinen in brief p. 7; Back page	
2-2	Entities included in the organization's sustainability reporting	General reporting principles p. 48	
2-3	Reporting period, frequency and contact point	Contact information p. 56; General reporting principles p. 48	Reporting period is 1.1.-31.12.2023 Sustainability reporting has been conducted annually since 2020.
2-4	Restatements of information	GRI index	No restatements.
2-5	External assurance	Assurance report p. 54-55	
Activities and workers			
2-6	Activities, value chain and other business relationships	CEO's Summary p. 4-5; Mehiläinen in brief p. 7; Mehiläinen's strategy and business pp. 9-10; Driving social responsibility through innovation p. 25-32	
2-7	Employees	Attractive and meaningful workplace p. 34-35	
2-8	Workers who are not employees	GRI index	Reported partially. Mehiläinen's goal is that all its core operations and key support services are provided by its own personnel. As a rule, external employees will only be used if Mehiläinen's employees are unavailable, there is a temporary need and/or the skills required are short-term or so specific that it would be unnecessary to develop them internally. Data about these personnel volumes are unavailable. The most common groups of other employees include certain expert tasks for which Mehiläinen does not have permanent employees: certain IT, HT technology or digital services, cleaning, security and other property services, support services, operations for which it is difficult to obtain Mehiläinen's own employees, private practitioners in various tasks (physicians forming the majority), senior physicians who are partly private practitioners and partly employees, certain individuals with a physician's background and also another position.



GRI Standard	Content	Location	Comments
Governance			
2-9	Governance structure and composition	Mehiläinen's year p. 47–48; Report of the Board of Directors and financial statements 2023 p. 10; https://www.mehilainen.fi/en/company-information/mehilainen-management	
2-10	Nomination and selection of the highest governance body	Report of the Board of Directors and financial statements 2023 p. 10	Reported partially.
2-11	Chair of the highest governance body	Report of the Board of Directors and financial statements 2023 p. 10	
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability management p. 16	
2-13	Delegation of responsibility for managing impacts	Sustainability management p. 16	
2-14	Role of the highest governance body in sustainability reporting	Sustainability management p. 16; General reporting principles p. 48	
2-15	Conflicts of interest	Report of the Board of Directors and financial statements 2023 p. 75; Mehiläinen's Code of Conduct	
2-16	Communication of critical concerns	Report of the Board of Directors and financial statements 2023 p. 15–16	
2-17	Collective knowledge of the highest governance body	Sustainability management p. 16	
2-18	Evaluation of the performance of the highest governance body	GRI index	The Board evaluates its performance regularly. When concerns on sustainability matters arise, these are brought to the agenda of audit committee. The audit committee evaluates its performance in a separate process.
2-19	Remuneration policies	Report of the Board of Directors and financial statements 2022 p. 75; GRI index	Reported partially. The Mehiläinen remuneration principles is approved by the Board of Directors. The Annual General Meeting resolves on the remuneration of the Board of Directors. Remuneration is paid only to external Board Members. The Board of Directors resolves on the remuneration of the CEO based on the Remuneration Committee proposal. The remuneration consists of the monthly salary including fringe benefits and a performance bonus incentive. Performance bonus targets are set to support the execution of Group's strategy and financial performance. Remuneration of the management team and key personnel consists of a basic salary and an annual performance bonus, the amount of which varies based on the person's position and responsibility. The group's performance bonuses are confirmed by the group's Board of Directors. Deviations from the remuneration principles is approved by the Board of Directors.
2-20	Process to determine remuneration	GRI index	Reported partially.
2-21	Annual total compensation ratio	GRI index	2023: 17:1



GRI Standard	Content	Location	Comments
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	CEO's Summary p. 4-5; The targets of Mehiläinen's sustainability programme p. 13-14	
2-23	Policy commitments	Sustainability management p. 16; Pioneer in quality treatment and care p. 19; Innovator and agile developer, and bearer of social responsibility p. 26; Attractive and meaningful workplace p. 34; Sustainable development at Mehiläinen p. 41; Report of the board of directors and financial statements 2023 p. 12-15	
2-24	Embedding policy commitments	Sustainability management p. 16; Pioneer in quality treatment and care p. 19; Innovator and agile developer, and bearer of social responsibility p. 26; Attractive and meaningful workplace p. 34; Sustainable development at Mehiläinen p. 41; Report of the board of directors and financial statements 2023 p. 12-15	
2-25	Processes to remediate negative impacts	Pioneer in quality treatment and care pp. 18-24; Report of the board of directors and financial statements 2023 p. 13-15	
2-26	Mechanisms for seeking advice and raising concerns	Sustainable development at Mehiläinen p. 46	
2-27	Compliance with laws and regulations	GRI index	No violations in 2023.
2-28	Membership associations	Mehiläinen's stakeholders from the perspective of sustainability p. 15	
Stakeholder engagement			
2-29	Approach to stakeholder engagement	Mehiläinen's stakeholders from the perspective of sustainability p. 15	
2-30	Collective bargaining agreements	Attractive and meaningful workplace p. 34-35; GRI index	We apply relevant general collective agreements to all employment relationships in accordance with the collective agreement to be complied with in the sector of the group company in question and within the scope of application of the collective agreement in question. An exception is, for example, the employment relationships of managers, who are not covered by general collective agreements.
GRI 3: Material Topics (2021)			
3-1	Process to determine material topics	Mehiläinen's materiality analysis p. 12	
3-2	List of material topics	Mehiläinen's materiality analysis p. 12	
3-3	Management of material topics	Sustainability management p. 16; Pioneer in quality treatment and care pp. 18-24; Innovator and agile developer, and bearer of social responsibility pp. 25-32; Attractive and meaningful workplace p. 33-39; Sustainable development at Mehiläinen p. 40-46	
Economic standards			
GRI 201: Economic performance (2016)			
201-1	Direct economic value generated and distributed	Mehiläinen's strategy and business p. 9; Innovator and agile developer, and bearer of social responsibility p. 25-32; Report of the board of directors and financial statements 2023 p. 31-36	



GRI Standard	Content	Location	Comments
GRI 203: Indirect economic impacts (2016)			
203-2	Significant indirect economic impacts	Innovator and agile developer, and bearer of social responsibility p. 25-32; Mehiläinen's year 2023 p. 21-42	
GRI 205: Anti-corruption (2016)			
205-3	Confirmed incidents of corruption and actions taken	GRI index	No incidents of corruption in 2023.
GRI 207: Tax (2019)			
207-1	Approach to tax	Innovator and agile developer, and bearer of social responsibility p. 30-32	
207-2	Tax governance, control, and risk management	Innovator and agile developer, and bearer of social responsibility p. 30-32	
207-3	Stakeholder engagement and management of concerns related to tax	Mehiläinen's stakeholders from the perspective of sustainability p. 15; Innovator and agile developer, and bearer of social responsibility p. 30-32	
207-4	Country-by-country reporting	Innovator and agile developer, and bearer of social responsibility p. 30-32	
Environmental standards			
GRI 305: Emissions (2016)			
305-1	Direct (Scope 1) GHG emissions	Sustainable development at Mehiläinen p. 42	Reported partially. Emissions reporting covers the Mehiläinen Group's operations in Finland (94% of turnover). Biogenic emissions for scope 1 were 100,6 tCO ₂ e in 2023. For scope 1 emissions, Mehiläinen's emissions accounting covers all GHG Protocol areas except for own energy production and fugitive emissions, which are not relevant to Mehiläinen's business.
305-2	Energy indirect (Scope 2) GHG emissions	Sustainable development at Mehiläinen p. 42	Reported partially. Emissions reporting covers the Mehiläinen Group's operations in Finland (94% of turnover). Mehiläinen uses a market-based calculation method. Location-based scope 2 emissions in 2023 were 6.901 tCO ₂ e. For scope 2 emissions, Mehiläinen's emissions accounting covers all GHG Protocol areas except for own purchased steam and cooling, which are not material to Mehiläinen's business.
305-3	Other indirect (Scope 3) GHG emissions	Sustainable development at Mehiläinen p. 42	Reported partially. Emissions reporting covers the Mehiläinen Group's operations in Finland (94% of turnover). Total biogenic emissions were 20,529 tCO ₂ e in 2023. Mehiläinen's scope 3 emissions accounting covers all GHG Protocol areas except for emissions from product handling and emissions from franchise and investment activities, which are not material to Mehiläinen's business.

GRI Standard	Content	Location	Comments
305-4	GHG emissions intensity	Sustainable development at Mehiläinen p. 43	Reported partially. The emissions intensity is calculated from Mehiläinen's emissions (Scope 1, 2 and 3) with the same limitations as described above (305-1, 305-2 and 305-3)
GRI 306: Waste (2020)			
306-3	Waste generated	Sustainable development at Mehiläinen p. 43	
GRI 308: Supplier environmental assessment			
308-1	New suppliers that were screened using environmental criteria	Sustainable development at Mehiläinen p. 44-45	
Social standards			
GRI 401: Employment (2016)			
401-1	New employee hires and employee turnover	Attractive and meaningful workplace p. 34 and 37	Reported partially.
GRI 403: Occupational health and safety (2018)			
403-1	Occupational health and safety management system	Attractive and meaningful workplace p. 34-35	
403-2	Hazard identification, risk assessment, and incident investigation	Attractive and meaningful workplace p. 38-39	
403-3	Occupational health services	Attractive and meaningful workplace p. 38	
403-4	Worker participation, consultation, and communication on occupational health and safety	Attractive and meaningful workplace p. 38-39	
403-5	Worker training on occupational health and safety	Attractive and meaningful workplace p. 38-39	
403-6	Promotion of worker health	Attractive and meaningful workplace p. 36-37	
403-9	Work-related injuries	Attractive and meaningful workplace p. 39	
GRI 404: Training and education (2016)			
404-1	Average hours of training per year per employee	Attractive and meaningful workplace p. 37-38	Reported partially.
404-2	Programs for upgrading employee skills and transition assistance programs	Attractive and meaningful workplace p. 37-38	
404-3	Percentage of employees receiving regular performance and career development reviews	Attractive and meaningful workplace p. 37-38	
GRI 414: Supplier social assessment (2016)			
414-1	New suppliers that were screened using social criteria	Sustainable development at Mehiläinen p. 44-45	



GRI Standard	Content	Location	Comments
Mehiläinen's own indicators			
Own indicator	NPS (Net Promoter Score) in private and public healthcare services	Pioneer in quality treatment and care p. 19; The targets of Mehiläinen's sustainability programme p. 13	
Own indicator	Quality index of care services for the elderly	Pioneer in quality treatment and care p. 20; The targets of Mehiläinen's sustainability programme p. 13	
Own indicator	Access to care in Mehiläinen's public healthcare centres	Pioneer in quality treatment and care p. 20; The targets of Mehiläinen's sustainability programme p. 13	

Independent practitioner’s assurance report

To the Management of Mehiläinen Konserni Oy

Scope

We have been engaged by Mehiläinen Konserni Oy (hereafter “Mehiläinen”) to perform a ‘limited assurance engagement,’ as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on Mehiläinen’s Sustainability Report 2023 (the “Subject Matter”) for the period 1.1.–31.12.2023.

Criteria applied by Mehiläinen

In preparing the Subject Matter, Mehiläinen applied the Global Reporting Initiative (GRI) sustainability reporting standards and Mehiläinen’s own internal reporting principles (the “Criteria”). As a result, the Subject Matter information may not be suitable for another purpose.

Mehiläinen’s responsibilities

Mehiläinen’s management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal

controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (‘ISAE 3000’), and the terms of reference for this engagement as agreed with Mehiläinen on 30.10.2023. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected

depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical

requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Sustainability Report 2023 and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- a. Development of our knowledge and understanding of Mehiläinen’s material sustainability reporting topics, organization and activities,

- b. Interview with senior management to understand Mehiläinen’s sustainability management,
- c. Interviews with personnel responsible for gathering and consolidation of the Subject Matter to understand the systems, processes and controls related to gathering and consolidating the information,
- d. Assessing sustainability data from internal and external sources and checking the data to reporting information on a sample basis to check the accuracy of the data,
- e. Performing recalculation of reported information and evaluating the correctness of underlying data and narrative disclosures.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Annual and Sustainability Report 2023 in Mehiläinen’s sustainability report for the period 1.1.–31.12.2023, in order for it to be in accordance with the Criteria.

Helsinki, 16.2.2024

Ernst & Young Oy
Authorized Public Accountant Firm

Mikko Ryttilahti
Authorized Public Accountant

Nathalie Clément
Leader of Sustainability Services

Contact information

We hope that this report succeeded in shedding light on our activities to develop sustainability at Mehiläinen. If you have any questions or feedback regarding sustainability at Mehiläinen, please contact Marina Lampinen, our director of Public Affairs and Corporate Responsibility.



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