



Akind Sustainability Report 2023

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Introduction

Ever since our beginnings in 1998, we have strived to build a culture in which people feel energized, curiosity is encouraged, and we provide support and care for one another. We aim to achieve success in business while also making a positive impact on people, the planet, and society. For brands within Akind, this begins at home: consistently treating people with respect, adhering to ethical standards, and contributing to economic development, all while improving the quality of life of our workforce, their families, and the local community and society at large.



We are Akind

Akind is a family of brands collaborating to unlock the growth potential of individuals and companies. What began more than 25 years ago with staffing and recruitment has evolved into a family of four brands spanning six countries – Denmark, Finland, Germany, Norway, Sweden, and Switzerland – assisting companies in finding or developing the right expertise.

All our companies share a belief in human potential, which is why our mission is simple: We make people grow. The mission is embodied in our core values: “Share Energy”, “Beat Yesterday” and “Show Heart”, which guide us in who we strive to be, both as a business, and as individuals.

As we and our partners grow, so does our ability and responsibility to have a positive impact on people, the planet, and society.

Our journey so far

The world today is vastly different to that of 1998 when Academic Work was founded. Alongside changes within our world of work, we have also witnessed the destructive impact of climate change around the globe. We continually strive to stay at the forefront of labor market developments, learning, improving, and innovating while keeping our responsibilities to the planet at the core of our actions. Today, we operate with a much broader scope and greater capacity as a business and as contributors to society.

Our brands

Academic Work

Staffing and recruitment, specializing in young professionals.

Winona

Recruitment of experienced executive managers and specialists, on a permanent or interim basis.

Crowd Collective

A new breed of IT consultancy focusing on meeting customers’ needs for senior expertise and leadership in today’s world of digital disruption and transformation.

Brights

Your learning partner that prepares people for tomorrow’s labor market and helps businesses integrate learning into their DNA.

Akind in numbers throughout 2023

398 MEUR in revenue

260,968 EUR

Social impact investments

3,3% EBITDA

1,249

Number of internal employees (full-time)

A word from the CEO

A key pillar of our company culture has always been embracing change, because without change growth is impossible. And as always, our central mission has been to make people grow.

Economic sustainability is a hygiene factor when it comes to running a business. In 2023, our team at Akind navigated a year filled with economic challenges such as inflation and changing interest rates. We tackled the year head-on by effectively managing our costs, innovating our processes, and embracing new technology to boost efficiency. Over time, these efforts will give us a competitive advantage and secure profits.

During 2023, we also witnessed critical global events: conflicts erupted in both Europe and the Middle East, resulting in devastating humanitarian crises in those regions. Additionally, it was the warmest year ever measured, causing catastrophic fires, droughts, and irreversible damage to biodiversity. In short, it was a challenging year for both the planet and its people. And if we ever needed a reminder, these events underscore the importance of our responsibility towards both.

That responsibility, in combination with our conviction that sustainability and profit are closely connected, has motivated us to deepen our commitment to sustain-

ability even further and deliver on our ambition to be excellent. The bar for what is considered ambitious sustainability work has continued to rise and we have answered by accelerating in order to stay ahead.

Tangible proof of this acceleration is the reinforcement of our sustainability team with additional resources and expertise. But also our official commitment to becoming a Net-zero business by joining the Science Based Targets initiative (SBTi). This commitment will help establish our climate agenda and ensure that we set externally verified CO2 reduction targets in line with the latest scientific recommendations to reach the goals of the Paris Agreement. Committing to the Science Based Targets initiative is not a symbolic act. It has real-world implications. The SBTi commitment is based on transparency and accountability, and companies simply cannot afford to dishonor their commitment. We are determined to deliver on this promise.

Our ambition to excel in the sustainability area is not only driven by our desire to be a positive force in the



"It has been a challenging year, both for the planet and its people. And if we ever needed a reminder, these events underscore the importance of our responsibility towards both."

Johan Skarborg, CEO of Akind

world, but also the recognition that it is good for business. Our most important stakeholders; clients, internal employees and consultants; have demonstrated their support for sustainability efforts. They actively seek to engage with companies that contribute to sustainable development. It is evident that investments in sustainability yield returns, strengthening our brand reputation both as a service supplier and as an employer.

The past year presented Akind with significant challenges, but also considerable growth and learning. Our experiences have underscored the importance of adaptability, resilience, and a commitment to making

a positive impact. As we look to the future, we are more determined than ever to pursue our mission in a way that is sustainable, responsible, and aligned with our values of supporting both our clients and the broader global community.

Johan Skarborg
CEO of Akind

Our approach to sustainability

The impact of climate change has become impossible to ignore. It's more important than ever that companies take action to protect the environmental, social, and economic welfare of our planet.

Sustainability at Akind is about taking a step forward instead of laying low. We take accountability for the impact we have on the environment – however small. As experts within the fields of upskilling, reskilling, training, and recruitment, we believe our potential for positive impact on people and society is great.

Change starts with people

We are in a unique position to facilitate and accelerate the sustainable transition by providing the skills needed to make it possible. Transition is about change, and change starts with people – and we are in the people business. We know we

have a responsibility to the world in which we operate, and we understand the potential and the opportunities it offers us from a business perspective. Sustainability is a part of who we are and what we do.

When we look towards the future, we see hope. We see resilience. We see a world of possibilities filled with people ready to act, and we want to do our part. Our sustainability strategy is our commitment to taking action to create a brighter future.

OUR SUSTAINABILITY STRATEGY

People

We make people grow

Creating The Best Place to Work for our coworkers.

Being the number one career partner for career shifters and people early in their careers.

Providing opportunities for growth through various community enrichment initiatives such as pro-bono engagements, donations, and volunteer work.

Society

Providing skills for a sustainable society

Preparing people and businesses to meet the challenges of tomorrow through reskilling and upskilling.

Allowing both new and hidden talent to enter the labor market by evaluating candidates on potential over experience.

Training people in the skills required for the transition to a sustainable society.

Planet

A climate positive business

Emission reductions targets in line with the latest science and the Paris Agreement, verified by the Science Based Target initiative.

Making yearly climate investments to offset our known CO₂ emissions.

Continuously make use of new innovations and opportunities to ensure we are doing everything possible to safeguard the planet.

Supporting the 17 goals

Akind fully supports all 17 Sustainable Development Goals (SDGs) set by the United Nations. Even though these goals are all intertwined, we put our emphasis on SDGs 3, 4, 5 and 8, as these relate most to our core business. We also focus on SDG 12 and 13 due to our overall responsibilities towards the ongoing climate crisis. It is within these areas we can have the greatest impact.



3. Good health and wellbeing



4. Quality education



5. Gender equality



8. Decent work and economic growth



12. Responsible consumption and production



13. Climate action

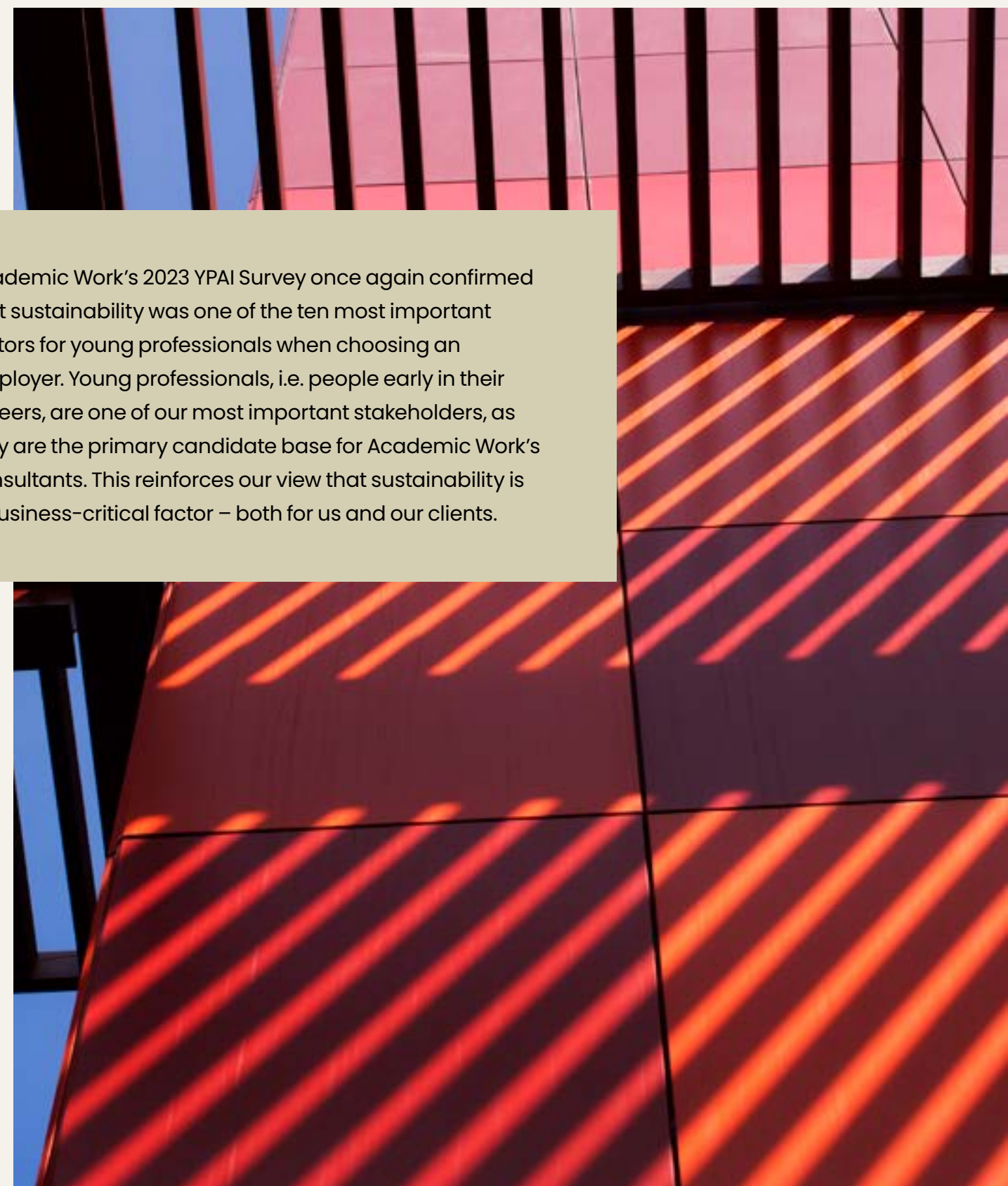


Stakeholder engagement

At Akind we use a combination of surveys, meetings, reports, and evaluations to gain a broader understanding of the experiences and perspectives of our main stakeholders. The input we get from these groups informs our decision-making and ensures that we set the right targets for our work.

STAKEHOLDER	TYPE OF DIALOGUE/CHANNEL
Clients	SKI (Svenskt Kvalitetsindex), client experience survey (CX Survey), monthly NPS survey, and F2F client meetings.
Consultants	Annual satisfaction survey, monthly NPS survey, F2F consultant meetings.
Candidates	YPAI (Young Professional Attraction Index), NPS survey.
Internal employees	Weekly OfficeVibe surveys, monthly 1:1 meetings, annual performance reviews.
Shareholders	Annual general meeting and quarterly shareholder update.
Suppliers	Supplier assessment and evaluation.
NGO	Quarterly financial and narrative reports, yearly budget process, visits on site, and follow-up meetings.

Academic Work’s 2023 YPAI Survey once again confirmed that sustainability was one of the ten most important factors for young professionals when choosing an employer. Young professionals, i.e. people early in their careers, are one of our most important stakeholders, as they are the primary candidate base for Academic Work’s consultants. This reinforces our view that sustainability is a business-critical factor – both for us and our clients.



About this report

Covering the entirety of Akind and intended for all our stakeholders, the purpose of this report is to communicate our sustainability work from a social, environmental, and financial perspective. We also share our view on human rights and how we contribute to the UN Sustainable Development Goals.

The Global Reporting Initiative (GRI) is an independent international organization that has produced a set of standards for sustainability reporting. These standards describe how companies should communicate their impact on sustainability issues to stakeholders and what they deem important. This report is inspired by the GRI Standard but has not been certified by an external body. Our agenda for sustainability is derived from a continuous dialogue with our stakeholders. We have used those discussions to assess topics within the GRI sustainability framework that best apply to Akind.

Starting in 2022 our emissions are calculated according to the Green House Gas Protocol covering emissions from Scope 1, 2 and 3.

This sustainability report constitutes Akind's statutory sustainability report in accordance with the Annual Accounts Act and covers January 1st – December 31st, 2023. The report covers every company within Akind Universe Group and applies especially to Academic Work Sweden AB, Academic Work HR Service AB, Academic Work Consulting AB, and Academic Work Technology AB which all are legally required to produce a sustainability report.

For us, this report is a chance to summarize our annual performance in terms of sustainability and to discover gaps that need our attention.



A word from our Head of Sustainability

As the world is shaken by economic instability and war, the development towards a more sustainable future must continue. We cannot be allowed to pause, waiting for better times. The time to act is now.

I am confident in stating that our heightened investment in sustainability throughout 2023 demonstrates that our sustainability strategy is not just a nice packaging of words, it is genuinely ingrained in every aspect of our business, in good times and in bad. We are sticking to the plan and accelerating to continue our journey towards excellence.

Reflecting on 2023, I feel a sense of pride in our accomplishments. We have conducted our first GHG accounting covering our total emissions, committed to the Science Based Target initiative (SBTi) and established a new Code of Conduct for Business Partners. But looking back, I feel especially proud of the invaluable partnerships and collaborations forged with different NGOs, and all the employees who have been involved in these collaborations.

One noteworthy collaboration is our long-term partnership with Tillväxt Botkyrka in Sweden. This project

has generated 1,000 jobs, while simultaneously increasing integration, in a diverse area with high unemployment rates. Similarly, our cooperation with Gubbe in Finland has provided meaningful employment opportunities to teenagers and young adults while improving the quality of life for elders in the community in need of companionship. Selected employees in Stockholm are being involved as class coaches through My Dream Now. Through this project, students in socio-economically disadvantaged areas can connect with professionals in different industries, with the aim of ensuring equal opportunities for all children and teens.

We know how important civil society is when it comes to supporting the vulnerable, addressing social issues and creating a world where compassion and mutual support thrive. These collaborations and actions are what the "Community engagement" in our sustainability strategy is all about.

Looking into 2024 we have a lot happening and great steps to take. This is the year when we will:

- Submit and hopefully obtain approval for our Science Based Targets. These targets will be supported by a clear environmental strategy, specifying our full commitment to the planet and the roadmap for fulfilling that commitment.
- Initiate our adaption into CSRD compliance by conducting a double materiality analysis, laying the foundation for a sustainability approach based on both risk analysis and impact assessment.
- Make it easier for candidates to find jobs with a positive impact.
- Continue to strengthen civil society through corporations with NGO's and offering our employees the opportunities to engage in different ways.

Again, sustainable development cannot be postponed. The time to act is now. We know our part to play in creating a more sustainable tomorrow and we are eager to play it.



"I feel confident saying that our increasing investment in sustainability during 2023 proves that our sustainability strategy is not just a nice packaging of words, it is genuinely engrained in every aspect of our business, in good times and in bad."

Lina Tunek,
Head of Sustainability Akind
lina.tunek@akindgroup.com



People

It's an amazing feeling to see people wake up, understand their full potential, take charge of their lives, and grow. Unlocking this unlimited growth potential is what drives us. Not only can we make a lasting difference in their lives, but we can also make a difference in the success of their employers, and the wellbeing of entire communities. Every day, we help thousands of ambitious, curious people to learn, develop, and find rewarding career opportunities.



Best place to work

Employee engagement

Engaged coworkers are our most important asset. We believe that engaged coworkers contribute to a positive culture, which facilitates better collaborations and creates a better workplace for everyone. We define “engagement” as the emotional commitment an employee has to the organization and its goals. Having a sense of purpose and a desire to meaningfully contribute to the organization are the keys to achieving high levels of engagement.

Measuring engagement

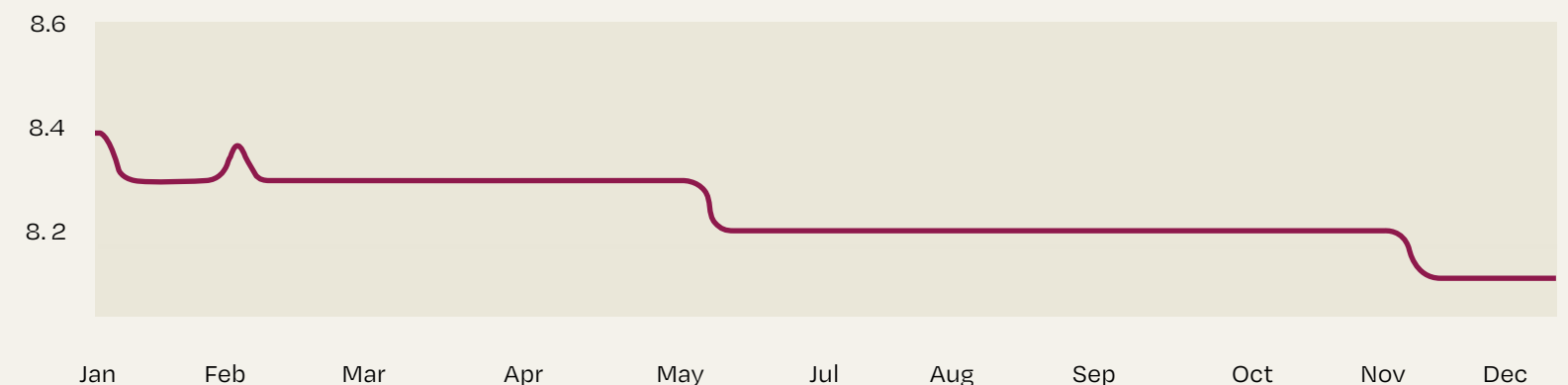
We believe that employee engagement is vital to our success, so we measure it every week. Using an external survey tool, we send our coworkers a weekly pulse survey and gather their honest feedback. The result from the survey allows us to promptly address any issues and measure trends over time. These real-time updates enable an agile approach to employee engagement, ensuring that our actions are relevant and timely.

Our tool generates an overall engagement score, which is a weighted average of 10 key metrics. This allows us to compare every company within Akind, not only with each other but also against external benchmarks, on both the overall score and various sub-metrics. This enables us to identify challenges as well as best practices to share.

Throughout 2023 Akind has maintained a high level of engagement, despite a slight negative trend. Our engagement score dropped -0,3, with a slow decrease from the beginning of the year to the end. We attribute this decline mainly to the challenging market conditions and tougher economic situation that emerged at the end of 2022 and continued to affect our engagement levels during 2023. But as mentioned above, we are still at a great level of engagement. We owe this to our amazing people, who create great engagement every single day.



Employee engagement trend during 2023



The HR ecosystem

In 2022, we integrated a new HR core system, marking a crucial step toward providing our coworkers with the necessary resources for personal growth and achieving the status of The Best Place to Work. In 2023, as part of our commitment to fair and equal pay and equal opportunity, we began building our data infrastructure to enhance our ability to meet diversity and equal opportunity targets, refine our objectives and better track and prioritize our actions.

We have also initiated efforts to enhance our HR ecosystem to create and provide a more streamlined and user-friendly experience for our co-workers and managers, across different HR systems.

In 2023, Akind worked on updating the life cycle management process, transitioning from a time-consuming manual process to a cost-efficient automatic process, which also resulted in a clear and accurate structure in the system. By aligning the system's structure with the reality of our organization, we have successfully included managers on all levels – enabling us to become The Best Place to Work.

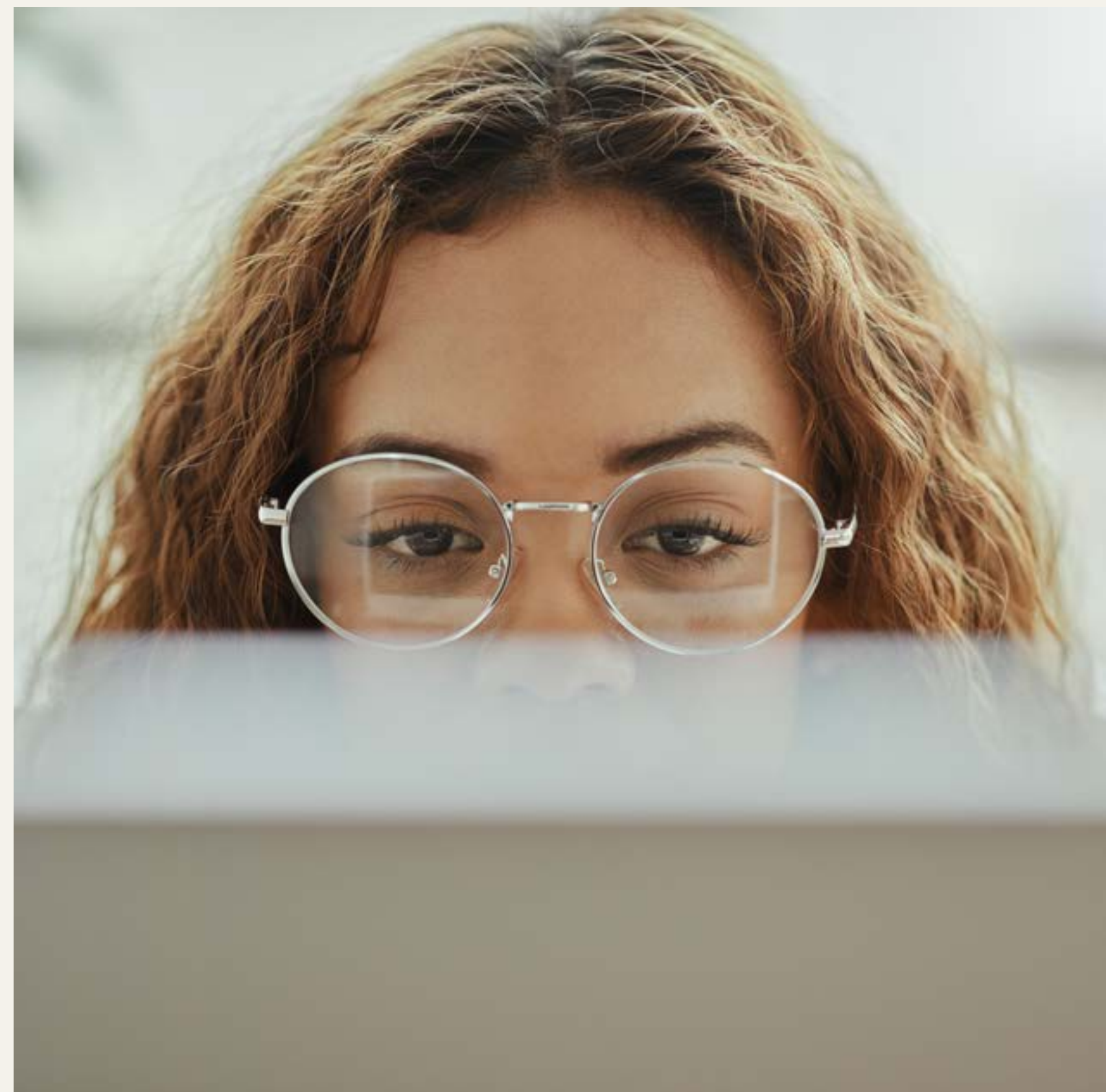
Job architecture

In 2023, we dedicated substantial efforts to the development of our job architecture. This initiative's primary objective is to create a robust framework that serves as the basis for clarity in roles and responsibilities while also ensuring fair, justifiable, and competitive compensation practices.

As our organization continues to grow and evolve, this strategic move enables us to make informed investments, promote internal equity, and enhance overall fairness. Additionally, it establishes a clear logic for compensating and rewarding performance in alignment with market benchmarks.

As of 2023, we can now ensure that all job descriptions are current and aligned with our new job architecture.

As we look ahead to 2024, our primary objective remains refining this foundation. Our goal is to provide managers with the necessary tools and support to ensure fair pay practices and to guide their team members in their professional growth. Our commitment is to sustain a system that values and recognizes performance and empowers our workforce for lasting success.



Careers, growth, and development

At Akind we are dedicated to creating an environment where individuals can grow, develop, and build successful careers. We aspire to foster a culture where our coworkers feel they are offered the opportunity to grow, and that they are supported by their employer. It is of great importance that we preserve and further nurture this culture.

Learning and development

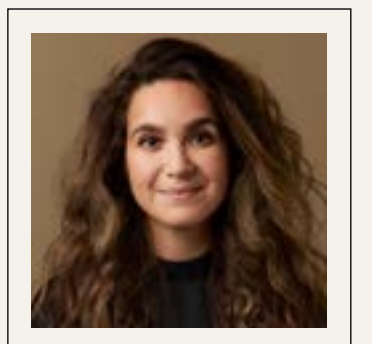
In our commitment to foster coworker development, we provide them with learning and development customized for their roles. This includes a range of options such as digital learning activities, peer-to-peer learning, and on-site training sessions.

Development opportunities are accessible to our coworkers based on their individual preferences and needs, empowering them to drive their growth. By providing our coworkers with tools to support self-development, they can customize their growth to drive towards both their professional and personal goals.



“We nurture a culture where growth isn't just encouraged; it's supported. We provide learning opportunities and empower our employees to shape their own success journey!”

Samira Saghai,
Head of People Development,
Academic Work Group



Wellness and wellbeing

Within Akind, we encourage our coworkers to embrace a healthy lifestyle. We take a holistic approach to occupational health management that incorporates physical, emotional, and mental wellbeing. We believe this is an essential part of creating The Best Place to Work.

To support physical health choices such as exercise and nutrition, we integrate wellness into HR, organizational development, and our corporate culture.

Research shows that daily activities that elevate your heart rate, even in short bursts, benefit both the heart and the brain. It reduces our stress levels while increasing our ability to concentrate and improving our memory. Therefore, we encourage our coworkers to stay physically active and have worked to create a workplace that fosters a healthy lifestyle.

Work flexibility

Since 2021, we have actively explored and implemented new strategies to meet the changing demands and opportunities in the market. We recognize that work flexibility is a crucial component of these efforts and, as such, has been a focal point. After consulting with our coworkers, we have established a hybrid work model that combines remote work and in-office collaboration. We aim to provide our coworkers with the tools to balance their professional ambitions with their

personal lives and create work flexibility that caters to their needs as well as business needs. We believe work flexibility should be built on trust, forming a solid foundation for engagement and performance. It is part of our culture to allow each coworker to influence their workday and adapt to changing circumstances.

We recognize that work relationships are a key aspect of our corporate culture, and we firmly believe that these bonds are primarily built through spending time together. Our offices will continue to serve as an essential space for us to meet, build relationships, and live our values. We also believe that innovative ideas are best generated, and many aspects of work are most efficiently completed, when we can meet in person. As a result, our offices will remain our primary workplace.

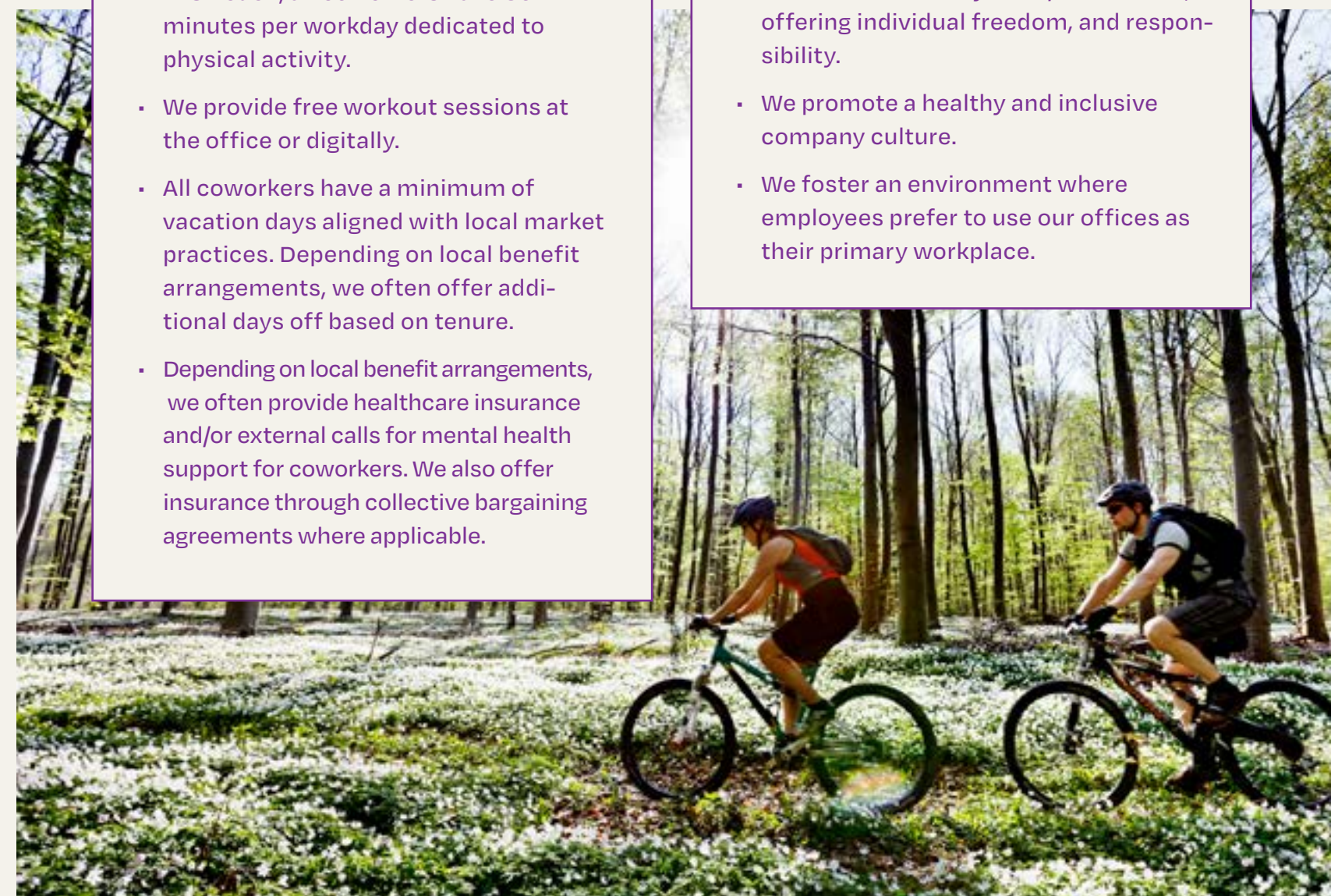
We maintain a humble approach in our ongoing evaluation and adjustment of our work flexibility, always prioritizing the well-being of our coworkers as well as the overall business, as we navigate this exciting yet challenging landscape.

Our approach to wellness in our daily routine:

- We schedule walk-and-talk meetings when the agenda allows it.
- We promote work flexibility that supports an active lifestyle.
- We offer wellness contributions based on local arrangements.
- In Sweden, all coworkers have 30 minutes per workday dedicated to physical activity.
- We provide free workout sessions at the office or digitally.
- All coworkers have a minimum of vacation days aligned with local market practices. Depending on local benefit arrangements, we often offer additional days off based on tenure.
- Depending on local benefit arrangements, we often provide healthcare insurance and/or external calls for mental health support for coworkers. We also offer insurance through collective bargaining agreements where applicable.

Our goals for flexible working:

- We aim to be an attractive and relevant employer, now and in the future.
- We seek to deliver excellent experiences for our clients, consultants, and candidates.
- We strive to drive performance and engagement.
- We ensure a healthy work/life balance, offering individual freedom, and responsibility.
- We promote a healthy and inclusive company culture.
- We foster an environment where employees prefer to use our offices as their primary workplace.



Diversity and equal opportunities

Diversity enriches our companies and provides new ways for our business and employees to grow. We firmly believe diversity creates a healthier work environment that welcomes different perspectives and nurtures new ideas.

We assess diversity and equal opportunity by studying gender-based data, particularly in managerial roles, and considering ethnic backgrounds. At Akind, we are committed to a gender equality goal, striving for a 40% to 60% gender split between those who identify as men and those who identify as women, across all levels within our organization. We also prioritize ethnic diversity to mirror the communities where we operate.

Gender equality

We measure gender distribution in managerial positions to gauge whether employees who identify as women and those who identify as men are being offered equal opportunities. This year, we are

delighted to observe a significant increase in female leaders, which reflects the success of our initiatives such as revamped recruiting methods, manager awareness training, and a clear focus on gender distribution in our succession system. We are transforming from last year's achievement of meeting the 40/60 target in four out of six categories to now meeting two. This is due to an increase of women in "Branch Managers" and "All managers", resulting in >60% women in these categories. This better reflects our overall gender composition, where 63% of all employees are women. While higher management levels remain stable, there is commendable progress in our Managing Director group.



Generally, we foresee that progress in mid-level categories lays a solid foundation for future female succession into senior management roles.

More specifically, we celebrate the increase in female Managing Directors – a significant milestone, with women leading our two largest companies, Academic Work Sweden and Academic Work Finland, making the first female MD in Academic Work Sweden’s history.

The positive trend persists

However, we can see challenges arising as we observe a tipping point in the proportion of female Branch Manager, affecting the overall composition of managers. Addressing this involves reinforcing managers from different parts of the organization, particularly at more junior leadership positions, and recognizing its potential long-term impact on the figures. The positive trend from previous years persists, reaffirming our commitment to fostering equality. Despite challenges, the 2023 results underscore our dedication to building an inclusive and gender-balanced workplace.



EDI statement

Akind builds upon great people. We unite through our core values, and we share a strong cultural alignment. At the same time, each of us has our unique way of expressing ourselves in our daily work.

We believe in the power of diverse perspectives and are committed to creating and sustaining an inclusive and equitable working environment. Diverse perspectives enrich us with new ways of understanding and engaging with the world. They help us identify and manage new business opportunities, and they make the journey we are on so much more enjoyable!

Ethnic diversity

To gain a deeper understanding of ethnic diversity within Akind, we request statistics from the Swedish Central Bureau of Statistics (SCB) regarding the foreign backgrounds of our Swedish employees. This data collection occurs every other year and encompasses both our internal employees across all Akind companies and our consultants. SCB defines a person with a foreign background as someone who was either born outside of Sweden or has two parents born outside of Sweden.

Share of employees with foreign background	2022
Swedish population	26,9%
Internal employees Akind Sweden	15,1%
Consultants Academic Work Sweden	38,4%

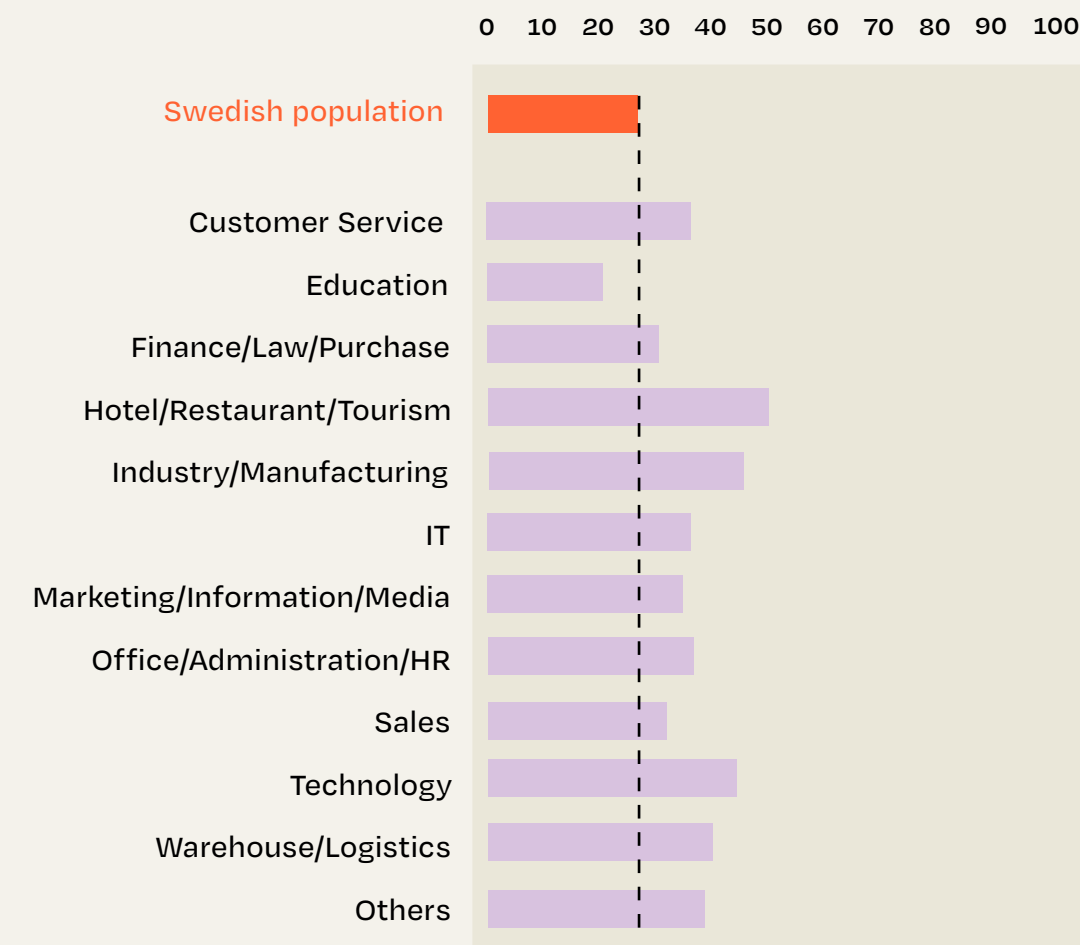
This data collection is conducted biennially.

SCB statistics show that we have met our goal of mirroring Swedish society when hiring consultants, with 38,4% of our consultants having a foreign background compared to 26,9% of the Swedish population.

In Sweden, 15,1% of our internal employees come from a foreign background according to the 2022 statistics, indicating that there is room for improvement. An important action taken to address this in 2023 was the implementation of Evidence-Based Recruitment, which has been proven to be the best recruitment method for fair and equal evaluation of candidates. We will continue to work on this in 2024 and will also conduct a new statistical analysis with SCB, with the goal of increasing the number of internal staff with a foreign background to better reflect Swedish society.



Share of consultants with foreign background (per job category)



Digital sustainability training ✦

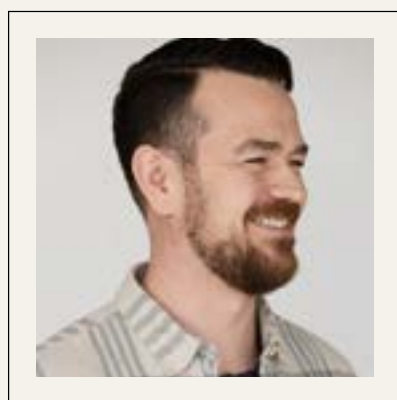
During 2023, Academic Work Sweden, in collaboration with Brights, created a digital sustainability training where Diversity and inclusion is one of three main topics. This training is mandatory for all Academic Work Sweden internal employees and strongly encouraged for all Swedish consultants.

Equality at Crowd Collective

Crowd Collective has established an equality plan and an equality strategy to ensure the development of both numerical and experiential equality.

Operating across our four Crowd Collective offices, a dedicated group of employees function at both local and group levels, working towards achieving our equality goals. To support our offices, we have implemented an annual Equity, Diversity, and Inclusion (EDI) wheel to provide additional support.

Furthermore, all employees receive training in Equality, Diversity, and Inclusion, and this training has been further improved in 2023. This collective approach ensures that we are well-equipped with the knowledge and skills needed to contribute to a diverse and inclusive work environment.



Jonatan Lidström,
CEO Crowd Collective

“Our goal is for Crowd Collective to mirror our society, becoming a company where all aspects of diversity enrich our business and way of working. One specific goal is to achieve a 50/50 gender distribution within the company. This is a very ambitious goal in the IT industry, but with our EDI plan and strategy I am confident that we will continue to progress in the right direction.”





Academic Work Finland address EDI through collaboration with deidei

Recognizing the vital role of Equity, Diversity and Inclusion (EDI) in our people-focused industry, Academic Work Finland has committed to addressing these crucial topics.

To advance EDI efforts within Academic Work Finland, they have partnered with deidei – an impact-driven Nordic EDI Agency. Collaborative efforts include Leadership Onboarding and an

organization-wide EDI survey, aiming for measurable results. Management Onboarding increases understanding and aligns leaders with the benefits of a robust EDI strategy.

The EDI Survey, conducted in Spring 2023, provided valuable insights, guiding our ongoing EDI journey.

The next step to follow in 2024 involves tailored training based on survey findings, with the plan to train all internal employees.

“The project continues, and we can already see the positive response from our co-workers indicating the importance of initiating discussions and actions around EDI.”

Laura Christie,
Managing Director Academic Work, Finland



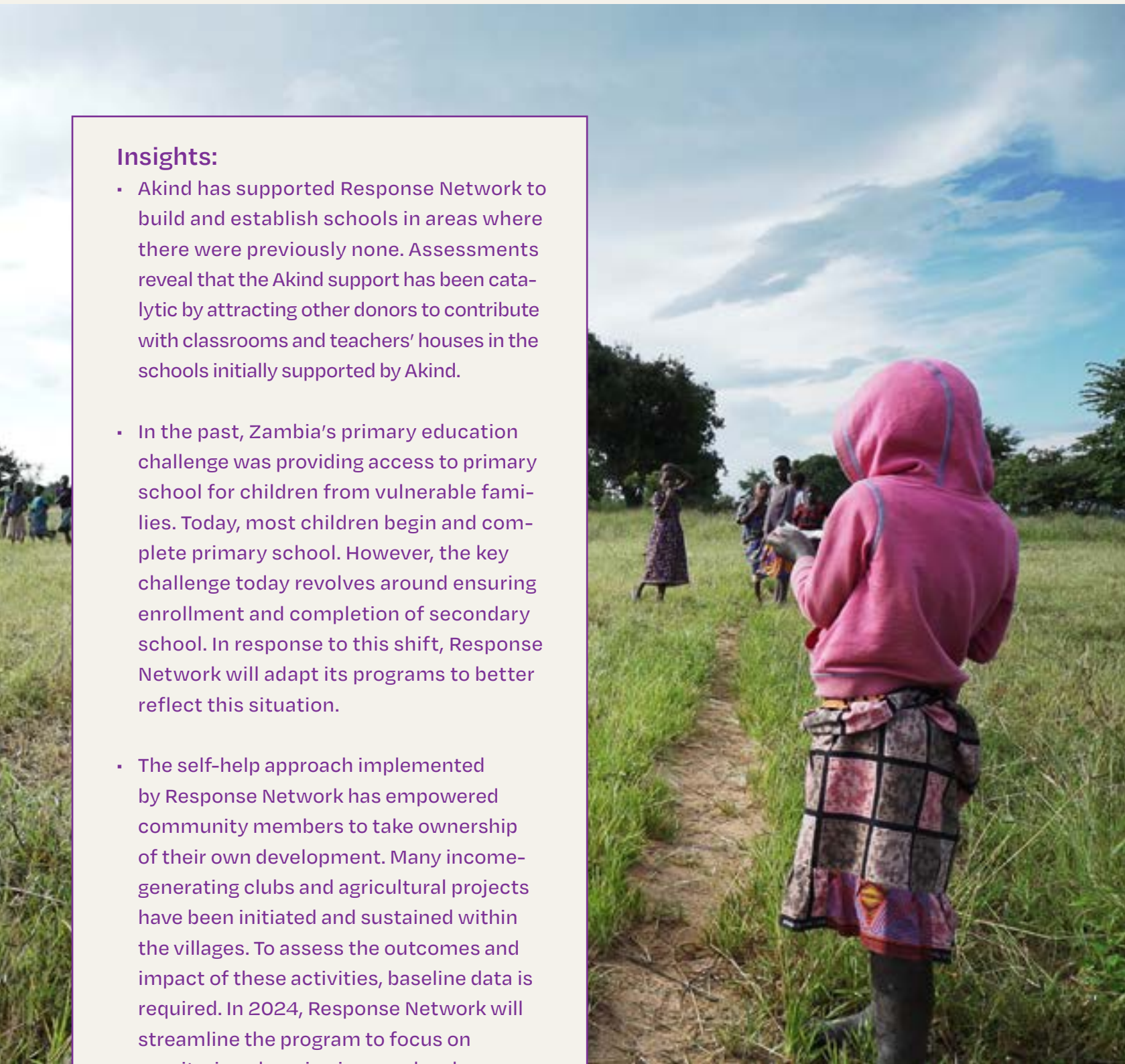
Community engagement

We believe in the inherent potential for brilliance in every individual. Given the opportunity, most people are eager to grow, regardless of where they are in the world. In addition to creating The Best Place to Work for our coworkers and being the number one career partner for our consultants, we aim to provide support to communities both near and far.

We focus our initiatives around three areas of impact: **1) Education, 2) Employment, and 3) Equality, Diversity, and Inclusion (EDI)**. These initiatives can range from one-time engagements to ongoing projects, and may involve employees at a team, office, country, company, or even Akind-wide level. We firmly believe that every effort matters, and while no one can do everything, everyone can contribute something.

In 2023 we are proud to have collaborated with several different organizations. Even though the initiatives vary in scale, they share a common purpose: building a more sustainable world where people and societies are given the chance to grow.





Insights:

- Akind has supported Response Network to build and establish schools in areas where there were previously none. Assessments reveal that the Akind support has been catalytic by attracting other donors to contribute with classrooms and teachers' houses in the schools initially supported by Akind.
- In the past, Zambia's primary education challenge was providing access to primary school for children from vulnerable families. Today, most children begin and complete primary school. However, the key challenge today revolves around ensuring enrollment and completion of secondary school. In response to this shift, Response Network will adapt its programs to better reflect this situation.
- The self-help approach implemented by Response Network has empowered community members to take ownership of their own development. Many income-generating clubs and agricultural projects have been initiated and sustained within the villages. To assess the outcomes and impact of these activities, baseline data is required. In 2024, Response Network will streamline the program to focus on monitoring changing income levels.

The 1% Movement

Each year, 1% of Akind's net profit is invested in projects or NGOs dedicated to creating a more sustainable world. These funds provide a foundation for outreach and support that stems from the entire Akind family. It is our way of ensuring that we continuously make investments for the good of people and society, unrelated to building our business. We call this the 1% Movement.

Almost 20 years of improving education in Zambia

We firmly believe that education is the foundation upon which prosperous societies are built. It enhances people's lives, promotes well-being, and fosters stable communities. Education unlocks new avenues to livelihoods and economic self-sufficiency. Unfortunately, access to education remains an inaccessible human right for millions of children around the world. Through the 1% Movement, Akind has supported Response Network, an NGO operating in Southern Zambia, working to provide children and young people with access to education and training. The ultimate objective is to safeguard human rights and uplift the living conditions for vulnerable people.

Over the years Response Network has demonstrated the effectiveness of their self-help programs and educational sponsorships in supporting people and whole communities to take sustainable steps forward. Our partnership with them has equipped people with the tools they need to grow on their own terms and decide their own destinies. This is why Akind has remained steadfast supporters of Response Network since 2004.

Focus 2023 - measuring outcome and impact

Measuring the impact of social development projects requires well-defined processes and methodologies. In the fall of 2022, we initiated a collaboration with Social Initiative, a non-profit organization with 20 years of experience in evaluating and measuring the impact of social entrepreneurs worldwide. Our objective was to understand the efficiency and impact of the projects we support at Response Network, with the aim to further enhance their impact in the future. This collaboration continued throughout 2023 and it has given both us and Response Network valuable insights and clarity in the gathered impact of our contribution.



"There really are no shortcuts when it comes to achieving sustainable change. In my experience, it is the combination of community-driven work and long-lasting support through partnerships that actually makes it happen."



Pernilla Bard,
Founder of Social Initiative

Outcome Community School Project (2004-2023):

In rural areas, distance is often a barrier to children attending school. This project supports villages with motivation, knowledge, and expensive building materials so that they can build their own schools.

- 57 community schools have been initiated and built with Akind support, resulting in the construction of 101 classrooms and 29 teachers' houses.
- All schools are operating and have teachers, with 75% of them being government-paid teachers.

- In July-August 2023, 18,300 children (51% girls) were enrolled in the 57 schools.
- The goal of this project is to hand over the schools from Response Network to become a part of the government school system. To date, 19 out of the 57 schools have been successfully handed over.
- In the 2022 exams, 94% of children in the 57 community schools who passed grade 7 proceeded to secondary school.

Kubala Girls Sponsorship Program (2010-2023):

Sponsorship for children to attend grades 1-12. Targeted at children who cannot afford access to basic education. Girls who otherwise would risk facing early marriage, motherhood and no education at all.

- A total of 2,583 unique girls have been provided scholarships to attend primary and secondary school. 38% dropped out, most of them after failing the grade 9 exam.





5 years as a pro-bono partner to Tillväxt Botkyrka

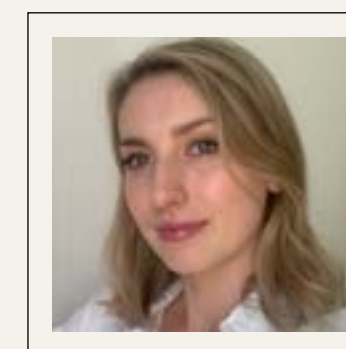
Botkyrka is a suburb located just outside Stockholm, with a diverse population and high unemployment rates. In 2018, Tillväxt Botkyrka was started as a municipality-funded initiative to create jobs and decrease unemployment. Their ambitious goal was to create 1,000 new jobs within 5 years for the local Botkyrka population, through collaborative efforts with local businesses and support from pro-bono partners.

In the spring of 2023, Tillväxt Botkyrka celebrated its 5th anniversary, and marked 5 years of collaboration with Academic Work Sweden.

Since the beginning, Academic Work has been a pro-bono partner to Tillväxt Botkyrka, providing essential support to both the organization and local Botkyrka entrepreneurs through business support, workshops and process templates. These efforts have aided small local businesses in their growth, generating demand for new work positions as well as capabilities to recruit locally.

We are proud to announce that Tillväxt Botkyrka successfully achieved its ambitious goal of creating 1,000 new jobs just before its 5th anniversary and we are happy to have been part of their inspiring journey.

“We want to be a positive force, and to contribute to a dynamic, sustainable and fair labour market. To provide Tillväxt Botkyrka with our expertise within personnel, recruitment and labour market was a no-brainer for us!”



Josefine Mannerfeldt,
Sustainability Specialist,
Academic Work

Helping to establish Tillväxt Nyköping

As the Tillväxt concept has had such success in Botkyrka, it inspired other municipalities to launch their own initiatives together with the Tillväxt-team, including Tillväxt Nyköping in the early fall of 2023.

Given the rewarding collaboration with Tillväxt Botkyrka, Academic Work Sweden eagerly accepted the opportunity to support in the start-up of Tillväxt Nyköping. This resulted in the decision to help recruit four business developers and recruiters for the Nyköping team – all on a pro-bono basis.

Two recruiters from the Stockholm offices got to work, and they quickly filled all four positions.

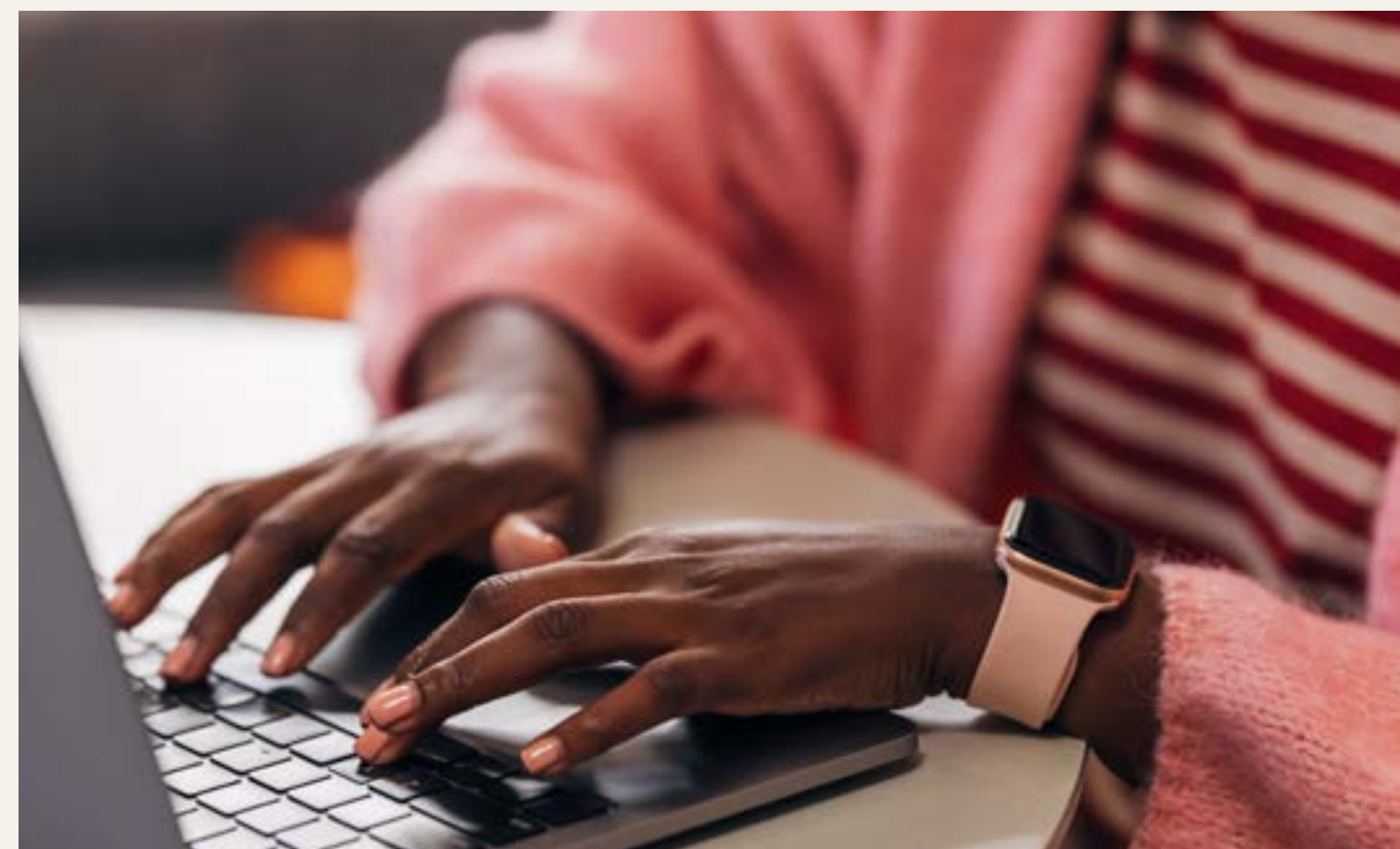
Society

We want to contribute to a better world where people experience a sense of purpose, have equal opportunities, and live in a sustainable society where they can prosper. By providing the skills necessary for a sustainable society, and teaching people the importance of lifelong learning, we aim to contribute to this transformative process. We want to provide people with the means to strengthen their communities, enhance fairness, and promote sustainability within their society. We want to inspire others to do the same!



Contributing to a sustainable, dynamic labor market

Our mission statement is “We make people grow”, and creating jobs, developing people, and building careers is our core business. We believe that ambition and potential are often preferable to experience when predicting performance. This approach enables new talent to enter the labor market, but also creates and advances careers. We know that these assets can take Akind far as a company, while strengthening both our consultants and clients.



Supporting young professionals and job creation

We firmly believe that hiring and developing young professionals is an essential part of fostering a sustainable workforce. In our view, young professionals encompass students, recent graduates, or individuals early in their careers with a few years of experience in their respective fields. Bringing them on board brings fresh perspectives and innovative ideas to companies. Moreover, their ambition, eagerness to learn, and adaptability can quickly compensate for any lack of experience. Their presence also plays a critical role in maintaining knowledge continuity. Having diverse levels of seniority helps organizations avoid retirement waves and secures continuity.

We know that ambition and potential are often preferable to experience when predicting performance. This statement is based on over 100 years of research and data validation and is the foundation of our Evidence-Based Recruitment method. This approach not only facilitates the entry of new talent into the labor market but also nurtures growth and advances careers. We recognize that these assets can propel Akind as a company while enhancing the knowledge-sharing and development of both our consultants and clients.

We help our clients understand the benefits of hiring young professionals and provide support to ensure they are successfully integrated into the business.

In our day-to-day work, we utilize our knowledge and experience to serve as a bridge between our clients and candidates. We dedicate time to understanding the labor market and our client's needs. Our commitment extends beyond simply achieving a successful hiring process; we prepare our clients and consultants for each job assignment and maintain continuous follow-ups on their collaboration. Feedback plays a vital role in our product development, and it steers us in the right direction.

In 2023 we have helped

7,619

people find new jobs.

Since the start in 1998, we have helped

178,537

people find new jobs.

Measurements – Clients

One of our strategic goals is to have the most satisfied and loyal clients, aiming to be every client's first choice. We believe that maintaining continuous communication with our clients is key to achieving this goal. We regularly ask for their feedback through an NPS (Net Promoter Score) survey, an internationally recognized metric used to assess customer loyalty. The NPS survey evaluates client satisfaction with a simple question: "How likely are you to recommend the companies within Akind to a friend or colleague?". Our primary purpose with this survey is to understand where our clients position us and to identify areas where we can enhance client relationships. Furthermore, in our ongoing effort to improve client collaboration, we also administer brief touch-point surveys allowing clients to rate our performance in specific process steps.

Client and consultant loyalty

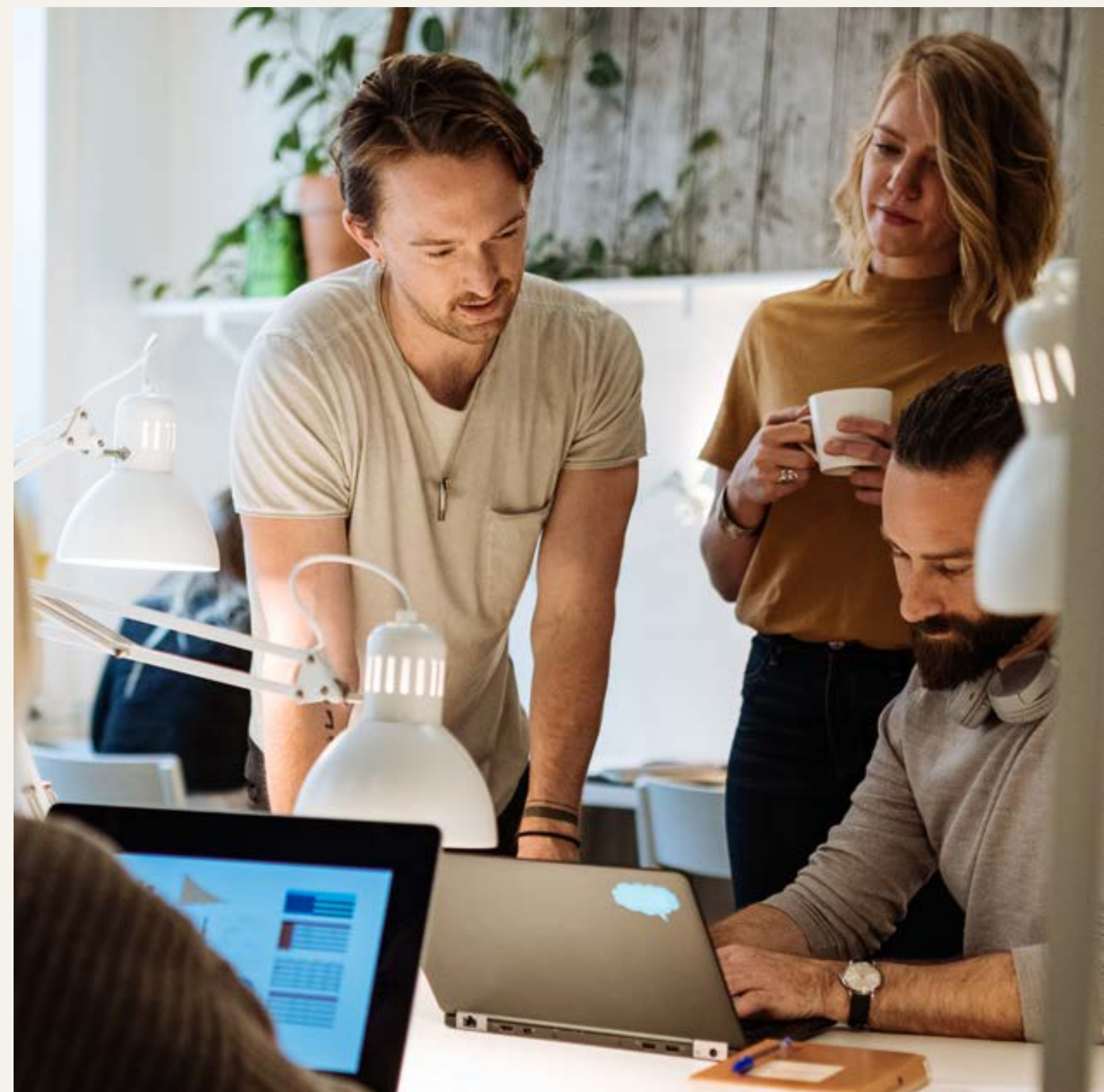
Year	2023	2022	2021	2020	2019
NPS result client loyalty					
Academic Work	49	46	76	72	71
Crowd Collective	39	46	-	58	58
NPS result consultant loyalty					
Academic Work	48	52	55	47	51

Creating jobs and building careers

Year	2023	2022	2021	2020	2019
Number of people we helped to find new jobs through Academic Work	7,619	12,315	9,214	7,408	10,335
Number of people reskilled or upskilled through Brights	1,455	1,275	871	507	616

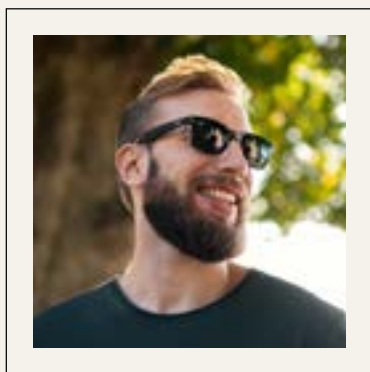
Measurements – Consultants

Our most vital and valuable resource for our business is our consultants. We continuously strive to gain a deeper understanding of our consultants and candidates, aiming to earn their trust by delivering a reliable, professional, and seamless hiring process. Our NPS (Net Promoter Score) survey is our tool to measure engagement among our consultants. Ultimately, we want our consultants to feel engaged and trust us enough to recommend us to others.



Evidence-Based Recruitment

The continued use of traditional recruitment processes, where candidates are screened solely based on their CV and cover letter before being invited to unstructured interviews, is strongly influenced by unconscious biases. This leads companies to overlook hidden talents and contributes to a more unequal society. To address this, we have chosen to implement the approach of Evidence-Based Recruitment throughout the organization.



Tim Knutsson,
Head of Recruitment,
Academic Work

“Evidence-Based Recruitment represents the future of hiring, offering our clients a more effective hiring process, that enhances the chances of identifying high-performing candidates. Moreover, it contributes to social equity by providing opportunities to individuals who might otherwise be overlooked, promoting a fair and inclusive job market. This approach ensures a more efficient and equitable recruitment process, benefiting clients, candidates, and society as a whole.”

How it works

Evidence-Based Recruitment (EBR) in short, is data-driven hiring founded on scientific evidence. This recruitment philosophy is based on six core principles:

Decide what outcome to predict

First, we must decide what to predict. Are we looking for a high performing Software developer, or perhaps a future leader?

Use valid requirements

Based on what we want to predict, what evidence can we rely on either from our own data or the scientific community, to make sure we exclusively consider requirements relevant for the outcome we wish to see?

Apply reliable methods

We only use methods and questions during our recruitment process that have been proven to assess the requirements we actually want to assess.

Be consistent

By using standardized scripts, templates, questions, and grading models, we make sure all candidates are treated the same.

Use mechanical assessments

By weighing all assessed requirements according to the latest scientific findings, we reduce subjectivity and unconscious bias in decision making, improving the quality of our decisions by up to 50%.

Validate our result

Once a candidate is in place, we track their performance to validate our recruitment process, making necessary adjustments in upcoming recruitments to ensure continuous improvement when needed.

The benefits of EBR

A fair and transparent recruitment process

Evidence-Based Recruitment creates a fair and transparent process for our candidates. We utilize consistent questions and grading models, minimizing bias and individual recruiter variability. Our assessments rely on empirical research, enabling us to compare decisions with objective data and provide constructive and respectful feedback to candidates.

Selection based on potential

Since 2015 we have chosen candidates for our reskilling or upskilling programs based on potential. We have

learned that factors like age and gender don't determine performance, and having the right education or prior experience doesn't always make someone the ideal candidate. What matters most is their cognitive ability, personality, and drive.

These insights have become integral to our core business, enabling us to identify the best candidates from a larger, more diverse pool, by only assessing relevant requirements, standardizing processes, and reducing the impact of unconscious bias.



Lifelong learning is the key to a sustainable society

Skills are becoming outdated faster today than ever before. People not only need tools to develop their skills in current positions, but also to transition from disappearing jobs to thriving in new ones. Businesses must prioritize continuous learning to maintain a sustainable competitive edge.

With Brights, we help companies navigate this rapid change, transforming their existing employees into the workforce they need tomorrow. Brights began as a way to rapidly develop skills in emerging technologies and high-demand fields. Since 2015, we have assisted over 1,000 companies in acquiring vital skills through our programs.

Our tailored learning solutions deliver proven results. We have successfully upskilled over 5,000 individuals across 300+ reskilling and upskilling projects, with an impressive 89% of reskilled individuals still thriving in their new roles two years after our training.

Providing skills for a sustainable society

A lack of skills is one of the largest obstacles to sustainable transition. We know that there is a lack of competencies within specific fields required for innovation or the scaling up of new technology. However, it is equally crucial that everyone adopts a sustainability perspective and integrate it into every part of businesses. Furthermore, there must be well-defined processes for how sustainability strategies can impact the entire business, ensuring that they don't get stuck in the boardroom.

Influencing individuals and companies

As a service company, our core business' negative impact on the environment is limited. We do not manufacture products, nor do we own factories. However, we are present in many industries and businesses through our consultants. This unique position places us in a position of influence over individuals and companies across dozens of industries across all our markets. With that in mind, we have made the strategic decision to think bigger than our core business and take a proactive role in guiding other businesses and industries towards a more sustainable future. We decided to be an accelerator in this sustainable transition by providing the necessary

skills for a sustainable society. Because any transition involves change, change starts with people, and we are in the people business.

Sustainability training for our entire workforce

As a first step in our commitment to provide skills for a sustainable society, we launched a sustainability training program in February 2023. This program, developed in collaboration with Brights, aims to upskill both our staff and consultants. All coworkers within Academic Work Sweden – whether internal employees or consultants, whether full-time or part-time – will participate in training as a part of their onboarding process. This initiative is leading to thousands of people



Sustainability training

We call the training Hållbarhetsacceleratoren (The Sustainability Accelerator), a 90-minute digital training program that teaches the participant about:

Sustainability and Sustainable Development in practice

The Three Dimensions of Sustainability; environmental, social, and economic

The connection between Sustainability and Profitability

and most importantly: **How they can use this knowledge in their everyday lives**

expanding their knowledge about sustainability each year. We expected to reach around 5,000 people with this training during 2023, and as we are closing this year, we are pleased to see that 5,450 employees and consultants have enrolled!

After completing the training, participants have learned to see things from a sustainability perspective and are encouraged to use this knowledge in their future work. With this approach, we aim to accelerate the sustainable development of our organization, as well as that of our partners and clients.

Empowering positive change

By offering basic sustainability training to all our consultants and internal staff, we aim to accelerate the transition to a sustainable society while reinforcing our employer brand and our offering to clients. Going into 2024, we aspire to expand the training in our other Academic Work markets, further increasing the number of people with sustainability knowledge, and empowering them to drive positive change within their organization.



Mattias Goldmann,
Sustainability Expert and Trainer,
Hållbarhetsacceleratorn.

"Academic Work and Brights impress me with their forward-thinking investment in sustainability. They have, in my opinion, better than most identified competence across all dimensions of sustainability as an important competitive advantage for the future!"



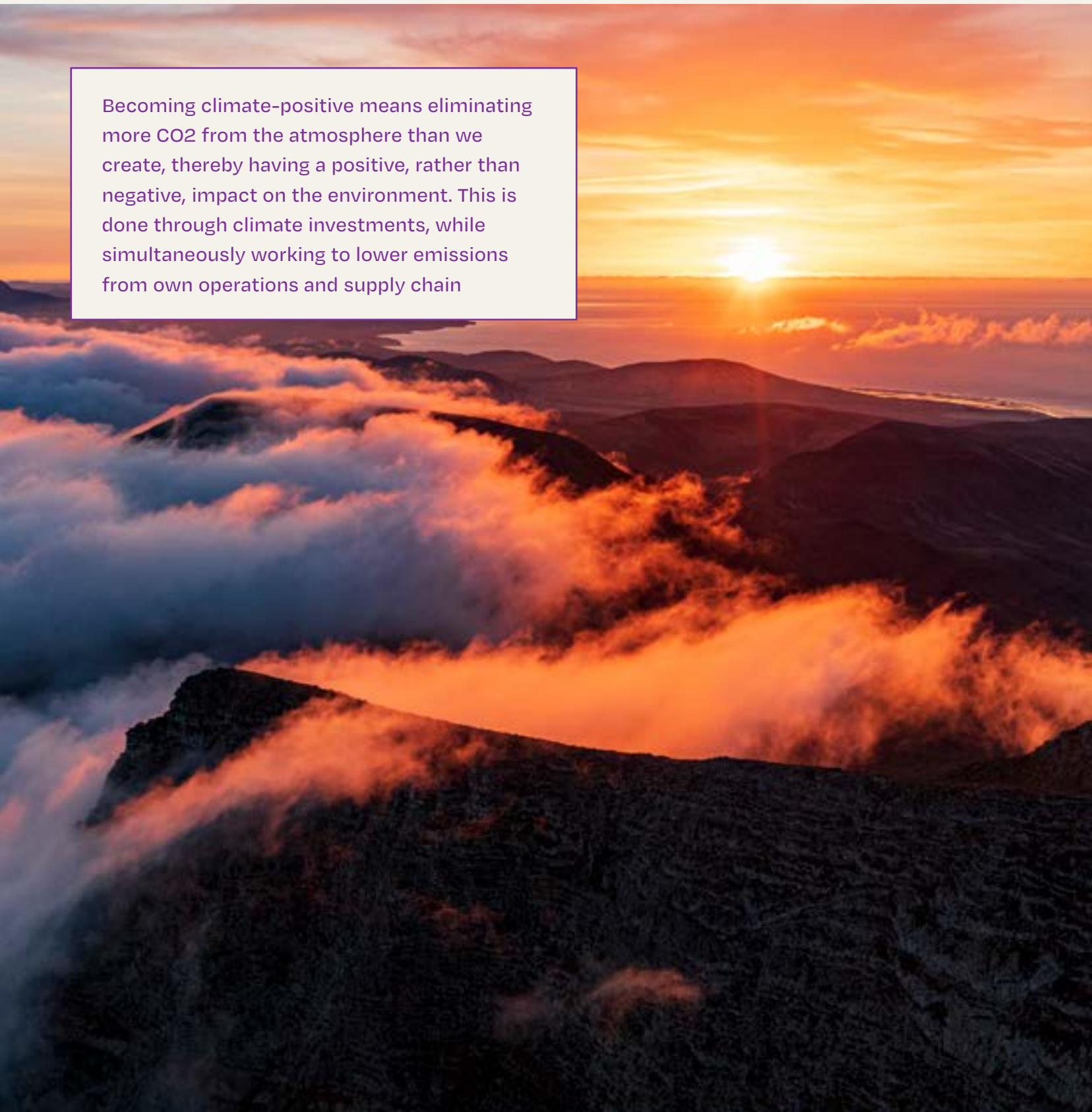
"I am proud of the fact that, through our training program, and thanks to all our fantastic consultants, we are actively spreading knowledge about sustainability that holds the power to make a difference both at home and in the workplace!"

Liza Råstedt,
Head of Operations, Academic Work Sweden

Planet

The planet is our home, and it is our collective responsibility to safeguard it for future generations. Climate change is no longer a distant threat but a harsh reality, and we need to act now to curb its most disastrous effects. Governments, companies, organizations, and every one of us. Akind is committed to this cause, fueled by a sense of urgency and a bold ambition to create a world where people and planet coexist sustainably.





Becoming climate-positive means eliminating more CO2 from the atmosphere than we create, thereby having a positive, rather than negative, impact on the environment. This is done through climate investments, while simultaneously working to lower emissions from own operations and supply chain

Our goal: a climate positive business

We want to actively contribute to an environmentally sustainable future. That is why our goal is to *become a climate-positive business.*

Ambitions Climate Action

To lay the foundation for our journey towards climate positivity, we initiated the Ambitious Climate Action project in December 2022, consisting of three phases:

- 1 GHG Accounting:** This entails calculating our complete carbon footprint using the GHG Protocol methodology, covering scopes 1, 2 and 3 emissions. It serves as a prerequisite for establishing science-based targets and plays a crucial role in understanding our total emissions, making sure we can develop a strategy for their reduction.
- 2 Setting Science-Based Targets:** Establishing CO2 reduction targets in alignment with the latest scientific findings and the Paris Agreement, verified and approved by the Science Based Target Initiative.
- 3 Creating a Climate Strategy:** Build a roadmap featuring key activities to drive ambitious climate action, complete with a clear plan for the actions needed to achieve our Science Based Targets.

This project is our most strategically important project in achieving our goal of becoming a climate-positive business, and we have support from external experts throughout the whole project.

Joining Science-Based Target initiative

By joining the Science-Based Targets initiative (SBTi), we have committed to setting company-wide emission reduction targets in line with the latest climate science, as presented in the Paris Agreement. The commitment has already been made in the name of Akind Venture AB and is published on the SBTi website. The next step is to formulate near-term targets (5-10 years ahead) as well as net-zero targets and to get them validated by SBTi, which will be a significant focus in 2024.

Furthermore, setting science-based emissions targets makes business sense. It future-proofs growth and cuts costs. It provides regulatory resilience, boosts investor confidence, spurs

innovation, and enhances overall competitiveness on a planet that has no time to waste.

Annual climate investments

To become climate-positive, we also need to offset our carbon footprint by investing in climate-positive projects. Carbon offsetting allows us to take direct responsibility for emissions that are difficult to mitigate while we work to reduce our climate impact.

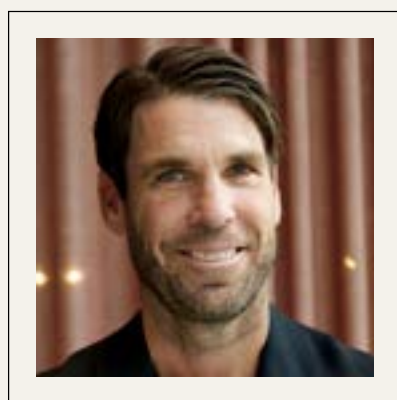
We make our climate investments on an annual basis. These investments are intended to offset our total carbon footprint, including scopes 1, 2 and 3 emissions, from the previous year. We allocate the investment across projects that focus on the reduction, prevention, and removal of carbon emissions in the atmosphere. Each project, in addition to its climate benefit, contributes to social and economic

sustainability. The projects are well-established within local stakeholders and project participants. It is important for us that our journey towards becoming climate-positive does not affect our other SDGs negatively, and that we aim for a holistic approach in every decision.

Awareness, behavior, and decisions

We have the capacity to embed sustainability as a key issue among our coworkers, consultants, and the clients we support. By raising awareness and educating our stakeholders, guiding behavior through training, policymaking, nudging, challenging, and reshaping behavioral norms, we can have a positive impact on people, society, and the planet.

We want all our coworkers to be a part of our sustainability journey and get involved in local initiatives.



Johan Skarborg,
founder and CEO, Akind Group

“Committing to the Science-Based Targets initiative is not a symbolic act. It has real-world implications. The SBTi commitment is based on transparency and accountability, and companies simply cannot afford to dishonor their commitment. We are determined to deliver on this promise.”

Climate investments 2023

Reduction: Siaya Cookstoves in Kenya: Efficient stoves are installed, which reduce the demand for firewood and improve air quality within homes. The project is certified by the Gold Standard.

Prevention: REDD+ Project Yaeda-Eyasi Landscape in Tanzania: A forest conservation project certified by Plan Vivo.

Removal: Trees for Global Benefits in Uganda: A project focused on reforesting land through the agroforestry model, certified by Plan Vivo.

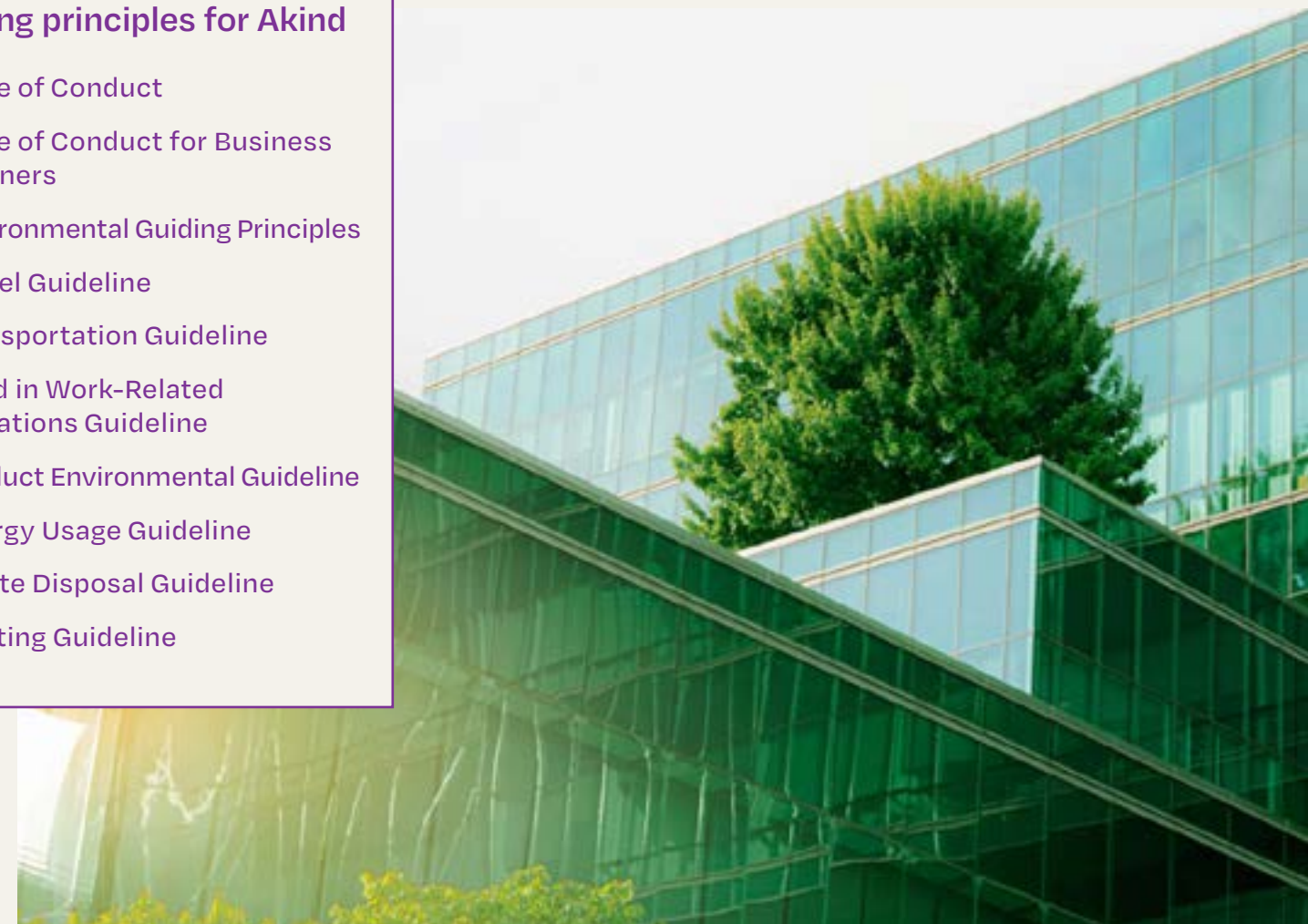


Managing our sustainability work

To effectively manage our environmental efforts, we need guiding principles and management systems that ensure our performance and guide us in the right direction. We manage our sustainability work according to the Quality Management System (ISO 9001: 2015) and the Environmental Management System (ISO 14001:2015). In 2024, we will establish targets through the Science-Based Target initiative (SBTi), which will further help to steer us in this work. Our guiding principles are integrated into the organization to provide our employees with confidence in their daily decisions.

Guiding principles for Akind

- Code of Conduct
- Code of Conduct for Business Partners
- Environmental Guiding Principles
- Travel Guideline
- Transportation Guideline
- Food in Work-Related Situations Guideline
- Product Environmental Guideline
- Energy Usage Guideline
- Waste Disposal Guideline
- Printing Guideline



Clear environmental goals

A vital step toward becoming a climate-positive business is to establish clear and ambitious targets – targets that build trust among our stakeholders and benefit both our planet and our business. Historically, setting emission reduction targets at the group level has been challenging. However, this began to change in 2023 when we conducted our first emission accounting according to the Greenhouse Gas (GHG) protocol. This enabled us to commit to the Science Based Target initiative (SBTi) and start formulating goals that align with the latest climate science and the Paris Agreement.

To ensure that we meet our targets, we are developing a comprehensive climate strategy. This strategy will consist of clear and measurable steps we can take toward our goals. The climate strategy will serve as our roadmap for efficient climate action, ensuring that we are a part of the solution rather than being part of the problem.

Collecting more sustainability data

Performing emission accounting according to the GHG protocol has given us a lot of insights. It showed us that we have done a good job in collecting data on emissions from our own operations, including travel,

transportation, energy, and consumption. However, it also highlighted the substantial impact our supply chain has on the overall emissions related to our business activities. In response, we have initiated a close collaboration between the Sustainability and Procurement teams.

Our objectives are to refine supplier data, establish a process for involving suppliers in climate action, and implement a new Code of Conduct for Business Partners during 2024.

Continuous improvements

Getting a complete dataset for our environmental footprint is no small task and the work itself won't reduce our emissions. Therefore, in parallel with expanding our data, we focus on immediate activities that will reduce our negative impact on the environment today. We comply with all current environmental laws and standards, but our goal is to exceed them. Academic Work Sweden is certified according to ISO 14001, and we apply these principles to every brand within Akind to improve our sustainability work across the board.

Our emissions

As we have become aware in 2023, a large part of our emissions originate from our purchases and supply chain. Working to refine emission data, and understanding how we should work to reduce these emissions, will be a big focus going forward. Simultaneously, we will continue with efforts to reduce emissions in significant areas within our own operations, such as travel, transportation, and energy consumption.

Travel and transportation

To manage our impact from travel and transportation, we have a set of guiding principles. All Akind coworkers are required to follow these guiding principles when making decisions regarding work-related travel and transportation.

Since 2018, we have used a travel agency for all our company travel to gain a better understanding of our travel habits, enabling us to identify and take action where we can reduce our negative impact on the planet. Furthermore, through this agency, we can use features to enforce our travel guiding principles.

To minimize emissions caused by company cars, two parallel actions were taken. The first was to offer and encourage alternative ways to travel, such as bicycles

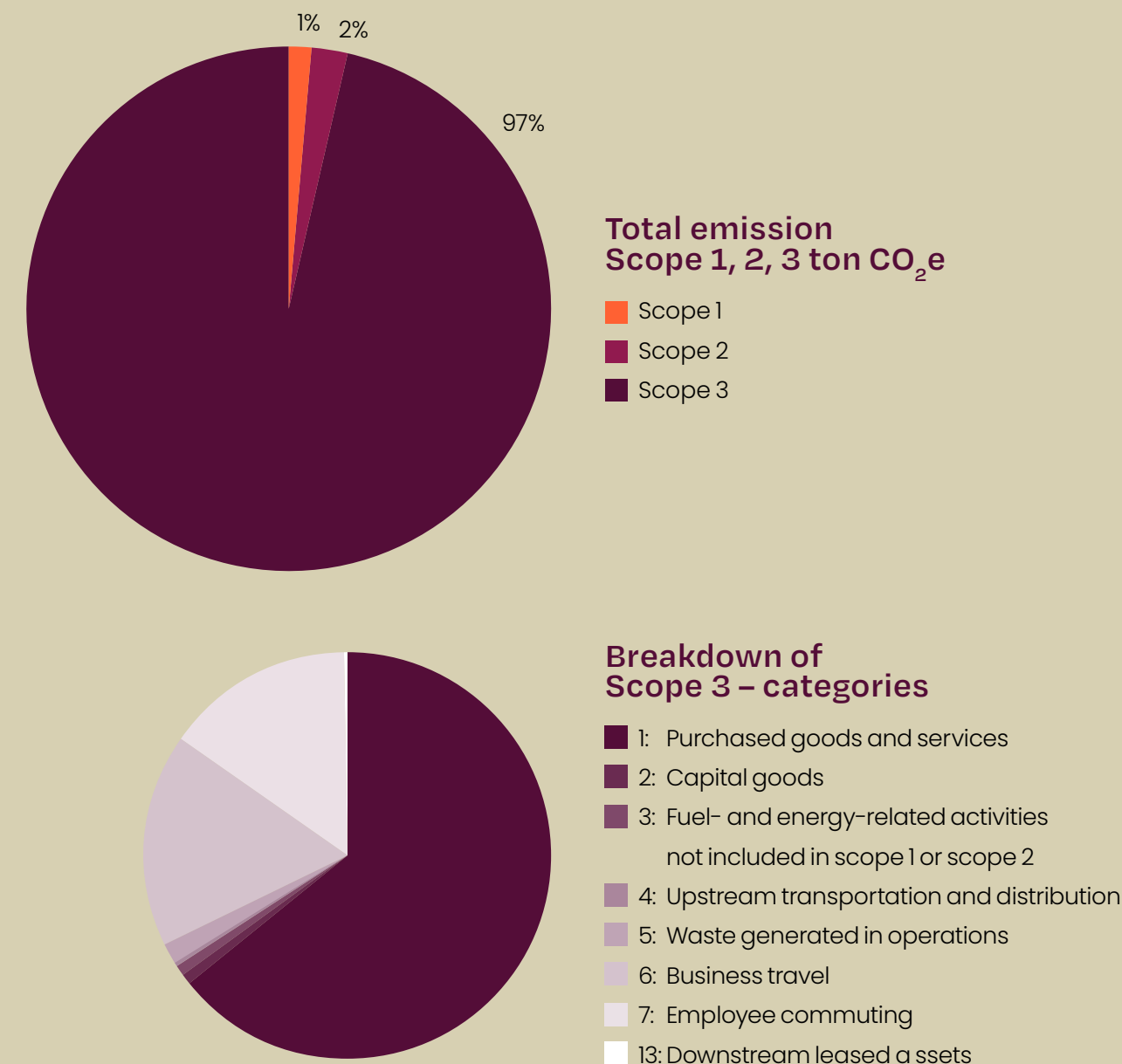
and public transportation cards. However, using cars for transport is a necessity for many of our coworkers, and therefore, our second action was to electrify our car fleet.

Energy consumption and energy source

We are committed to reducing the energy required to operate our business by implementing energy-efficient technology and routines. When we relocate or open new offices, we prioritize energy-efficient buildings.

Our goal is to only use energy from renewable sources in all Akind offices. However, in certain office buildings, the energy supplier is determined by the property owner. In such cases, we strongly encourage the owner to explore renewable energy alternatives.

Akind Group total emissions 2023: 8,696 CO₂e



Responsible consumption

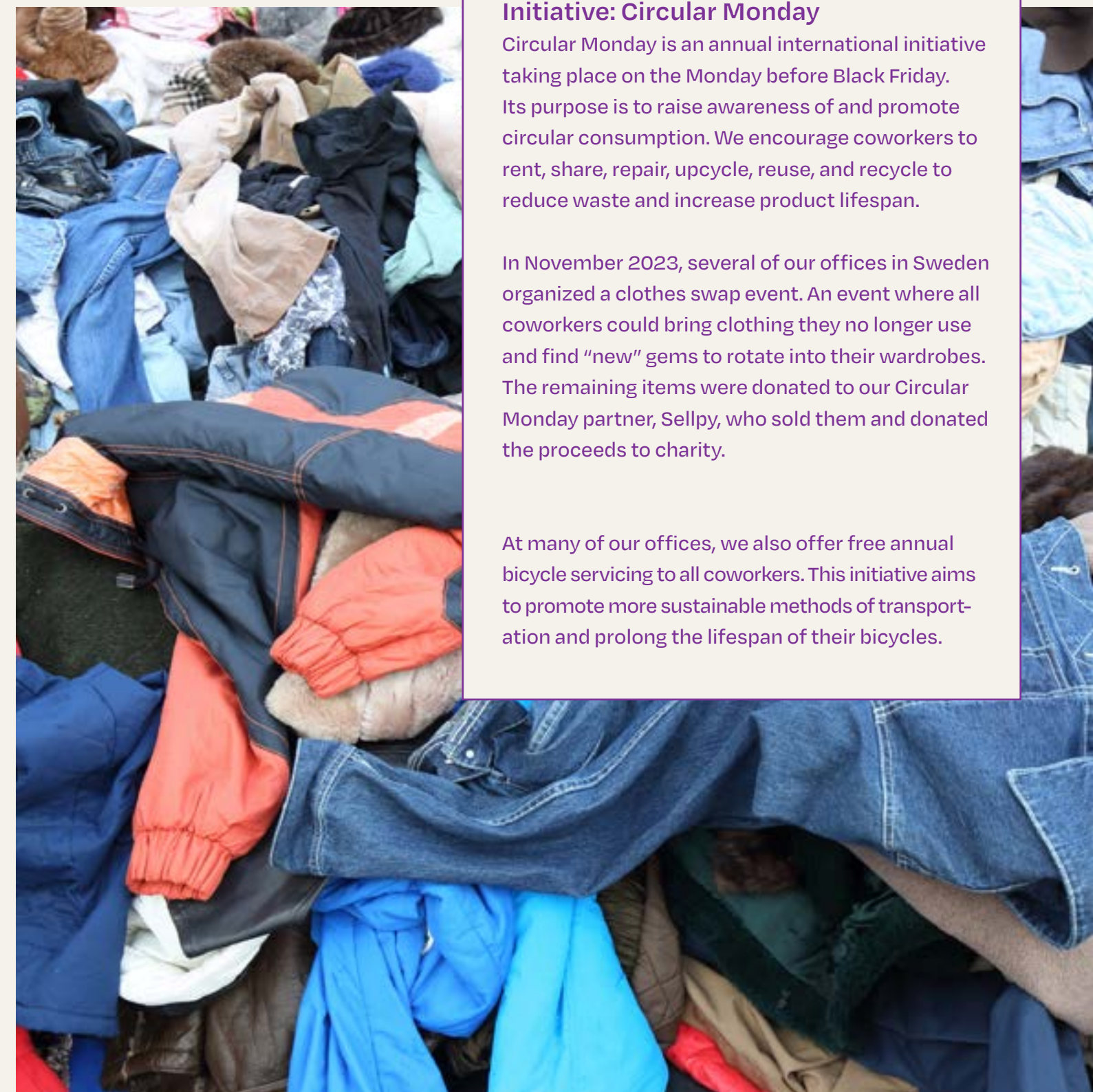
Respecting and caring for planetary resources is an integral part of our sustainability efforts, which will be present in every aspect of our organization’s daily choices, whether big or small. We also aim for a circular perspective in our consumption, which includes reducing our consumption, finding the most environmentally friendly options, recycling whenever possible, and minimizing waste.

Responsible consumption of food

Changing our dietary habits, improving food production methods, and reducing food waste are some of the most crucial steps society can take to slow down global warming and establish an environmentally sustainable way of life. We ensure that we serve sustainable and healthy food at our business-related functions and minimize our food waste. To educate all employees on this subject, we have our “Food in Work- Related Situations Guideline”.

Waste management

Within our “Waste Disposal Guideline”, we focus on managing the waste generated by our own operations. Aligning with the waste hierarchy, our primary focus at Akind is to prevent waste generation, following the priority set forth by both local and European waste legislation. We have already established routines for minimizing waste, and for the waste we do create, we have clear routines and designated recycling stations.



Initiative: Circular Monday

Circular Monday is an annual international initiative taking place on the Monday before Black Friday. Its purpose is to raise awareness of and promote circular consumption. We encourage coworkers to rent, share, repair, upcycle, reuse, and recycle to reduce waste and increase product lifespan.

In November 2023, several of our offices in Sweden organized a clothes swap event. An event where all coworkers could bring clothing they no longer use and find “new” gems to rotate into their wardrobes. The remaining items were donated to our Circular Monday partner, Sellpy, who sold them and donated the proceeds to charity.

At many of our offices, we also offer free annual bicycle servicing to all coworkers. This initiative aims to promote more sustainable methods of transportation and prolong the lifespan of their bicycles.

Sustainable sourcing

To manage our purchases more sustainably, we consider both who we buy from and what we buy. Our goal is to buy all our products and services exclusively from suppliers who meet our sustainability criteria.

All new suppliers are evaluated based on their environmental impact and management practices, and we require all suppliers to comply with our Code of Conduct for Business Partners. Based on this assessment, suppliers are categorized as either “approved”, “in need of improvement from a sustainability perspective”, or “not approved”.

To achieve our overall goal of sustainable sourcing, we strive to increase the share of our total expenditure directed towards sustainable suppliers.

Within our Product Environmental Guideline, we give our coworkers the necessary tools and information to purchase products aligned with Akind's environmental principles.



Sustainable business

Akind's core purpose is to unlock the growth potential of people and companies. Maintaining our status as a financially healthy company allows us to build a great place to work, make investments that help us remain our client's first choice and ensure our relevance in the future. Strong finances offer our coworkers stability and growth, enabling us to create more jobs and help more people develop their careers. We can also provide the best service to our clients, helping them prosper through innovation and increased potential. As Akind grows, our contribution to individuals, society, and the planet grows with us. However, even as we focus on growth, we never compromise on our ethics.



Sustainable growth

Embracing new approaches to business in pursuit of sustainable growth is a fundamental objective for any organization that aims to thrive in the long term. At Akind, we adopt a long-term perspective in everything we do. We are actively working towards a culture that seamlessly incorporates sustainable growth into every part of our business.

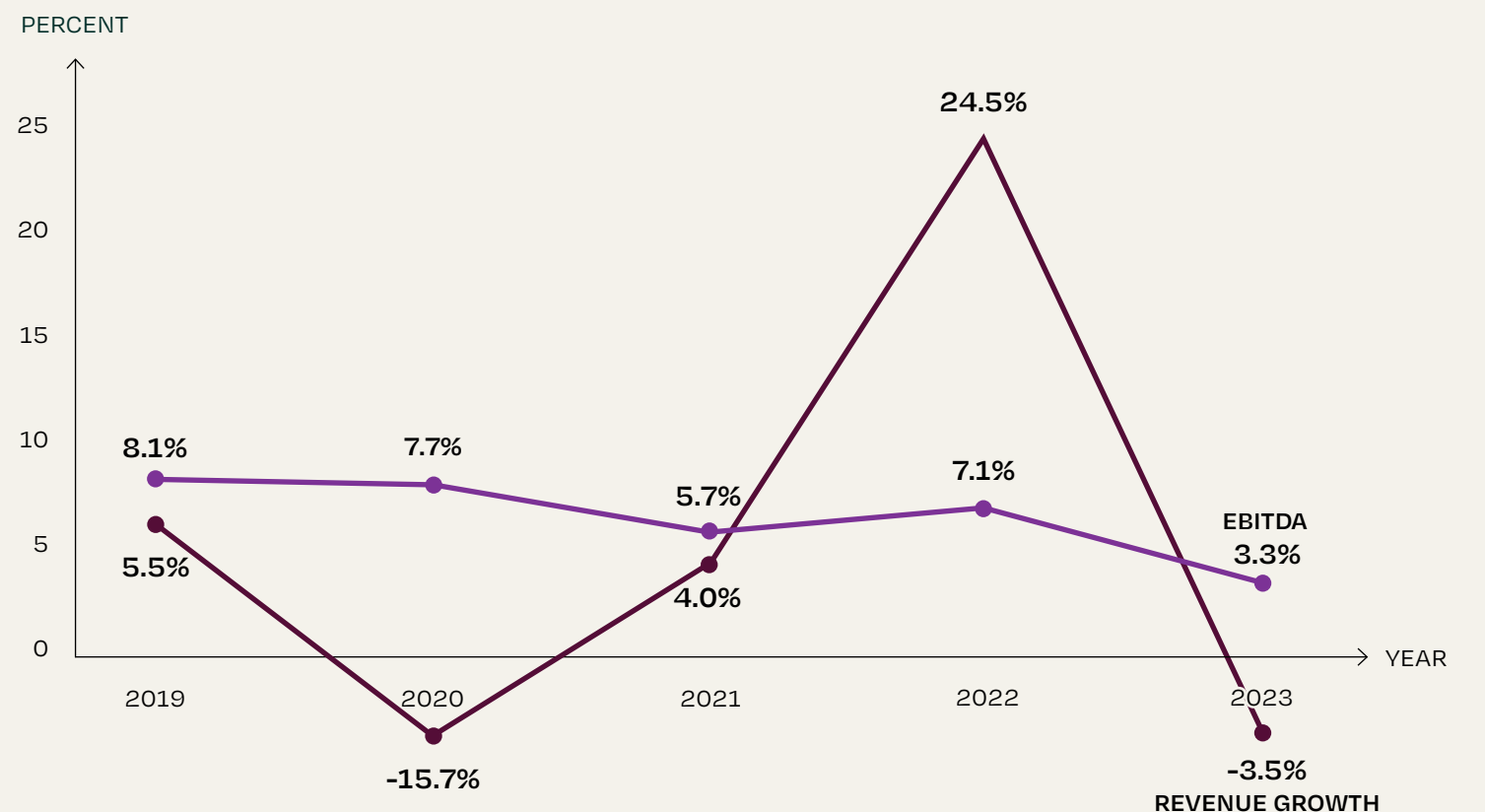
Throughout 2023, we have enhanced our ability to identify and invest in strategically vital areas, including core competencies and expertise.

This will build a strong foundation for growth in the coming years. We have also strengthened our capability to support all companies within Akind. By investing in technology, digitalization, and process design, we are ensuring that we can facilitate sustainable growth within all our businesses, considering cost-effectiveness, quality, customer experience, and job satisfaction.

Improved matching

In 2023, our proprietary sales support system was successfully rolled out across the entire organization. Additionally, the implementation of our new system support for candidate and consultant matching and management will further enhance our ability to grow. Financially, the previous year showed a growth rate of more than 3%, which is a strong development in a volatile market with uncertain macroeconomic conditions. In addition to catering to this growth, we have also been doing a thorough job of managing our overall cost level, to ensure not just operational but also financial growth in a sustainable way.

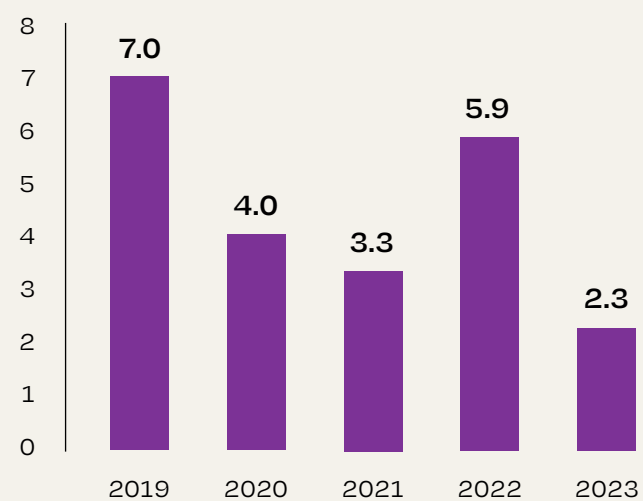
Revenue growth and EBITDA, 2019-2023



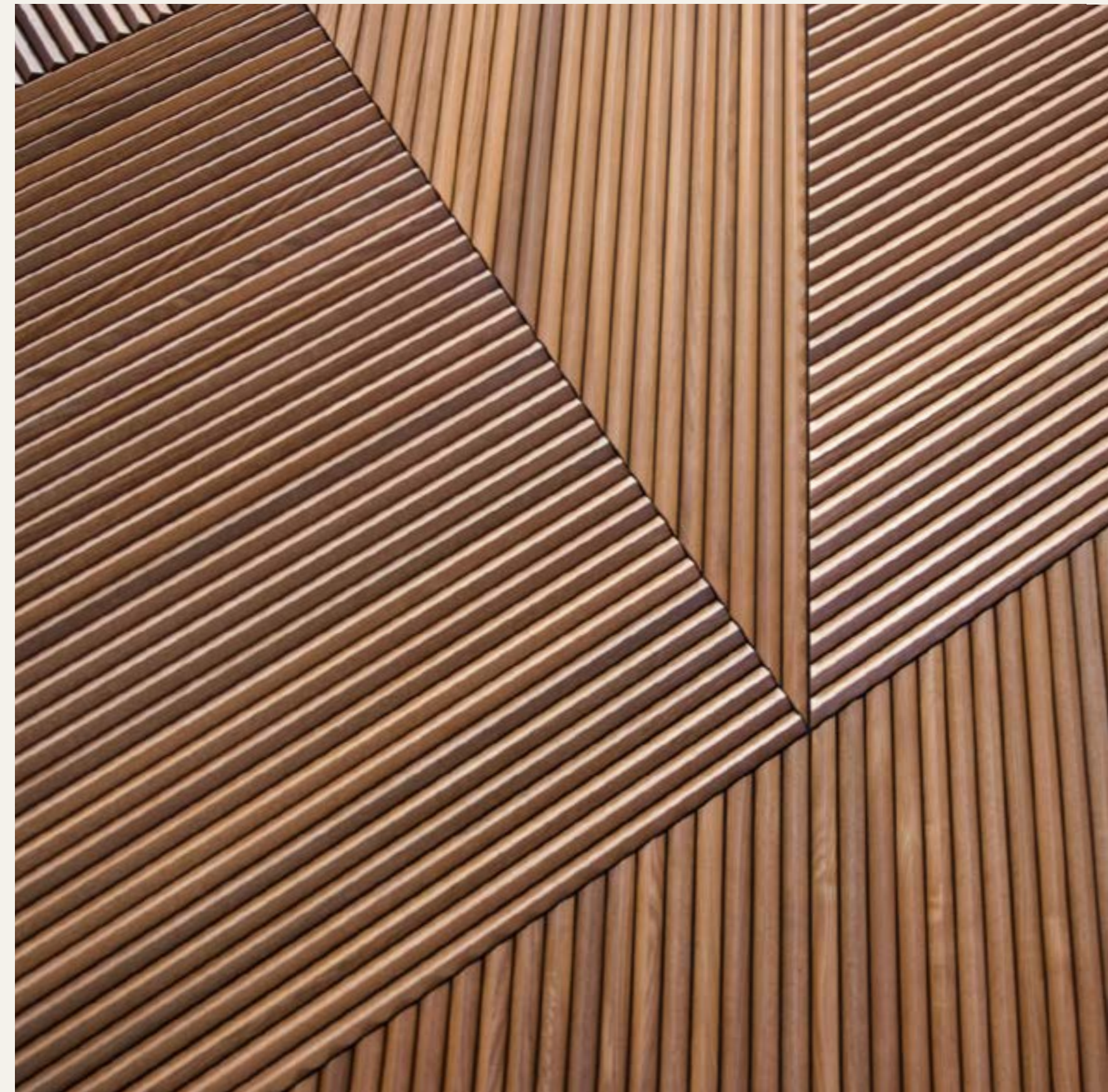
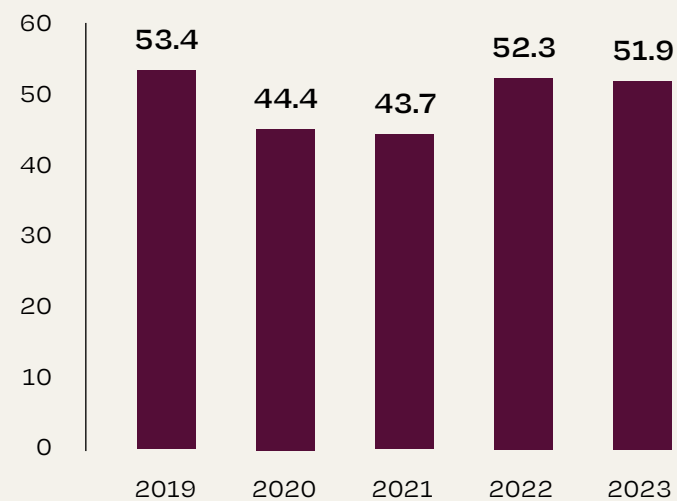
Contribution through tax payments

It is important for us to make a positive contribution to the societies in which we operate, and the tax we pay is a significant part of our wider economic and social impact. High profits mean high tax contributions that benefit a wide range of investments in our society.

Corporate income tax in MEuro



Social security contribution in MEuro



Ethical business and anti-corruption

We highly value strong business ethics and seek collaboration with individuals and business partners who share our principles. To us, ethical business practices form the cornerstone of sustainable business growth.

Anti-corruption

Several formal principles provide a framework for conducting ethical business. To make sure we operate within this framework, we have an Anti-Corruption Policy that prohibits our coworkers from offering, giving, requesting, or accepting bribes. We also expect our partners and their representatives to uphold these ethical business principles. In 2023, we introduce a new Code of Conduct for Business Partners, where we explicitly outline our expectations and requirements, with anti-corruption being a significant focus area. We continuously work on raising awareness of our Anti-Corruption Policy within Akind, including its inclusion in our mandatory “Yearly Repetition Training” among other relevant topics.

Whistleblowing

Akind safeguards whistleblowers across all aspects of our business, and our whistleblowing process fully complies with the EU Whistleblower Protection Directive from 2019. This process includes how to report potential wrongdoings, how such reports are assessed, and the procedures for handling identified wrongdoings.



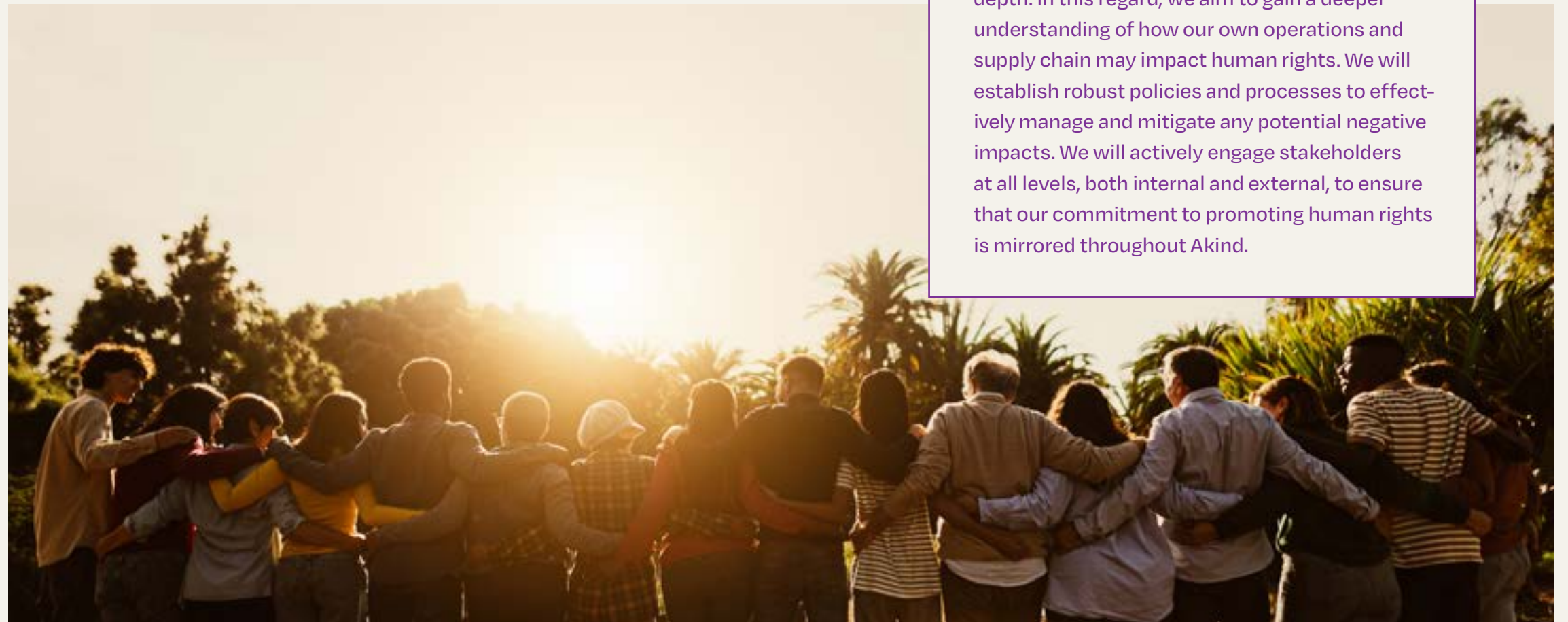
Respecting human rights

Recognizing our responsibility to uphold and defend human rights in every aspect of our business is an inherent part of Akind's culture. As a prominent company in our sector, we see ourselves as an important leader, driven to set the highest standards for ourselves and inspire others to do the same.

Everything we do within Akind is guided by our core values: "Share Energy," "Beat Yesterday," and "Show Heart." These values are the very essence of who we are and what we do. They guide us not only in how we manage change and share best practices but also in demonstrating respect for one another and the people around us. These core values are integrated into our Code of Conduct, which applies to all our coworkers and consultants, as well as our Code of Conduct for Business Partners, which applies to our suppliers and other business partners. These documents incorporate the United Nations Global Compact Principles and the International Labor Organization's fundamental conventions of human rights at work, including freedom of association and effective recognition of the right to collective bargaining, the eradication of forced or compulsory labor, the abolition of child labor, and the elimination of discrimination in employment and occupation.

Human Rights Due Diligence

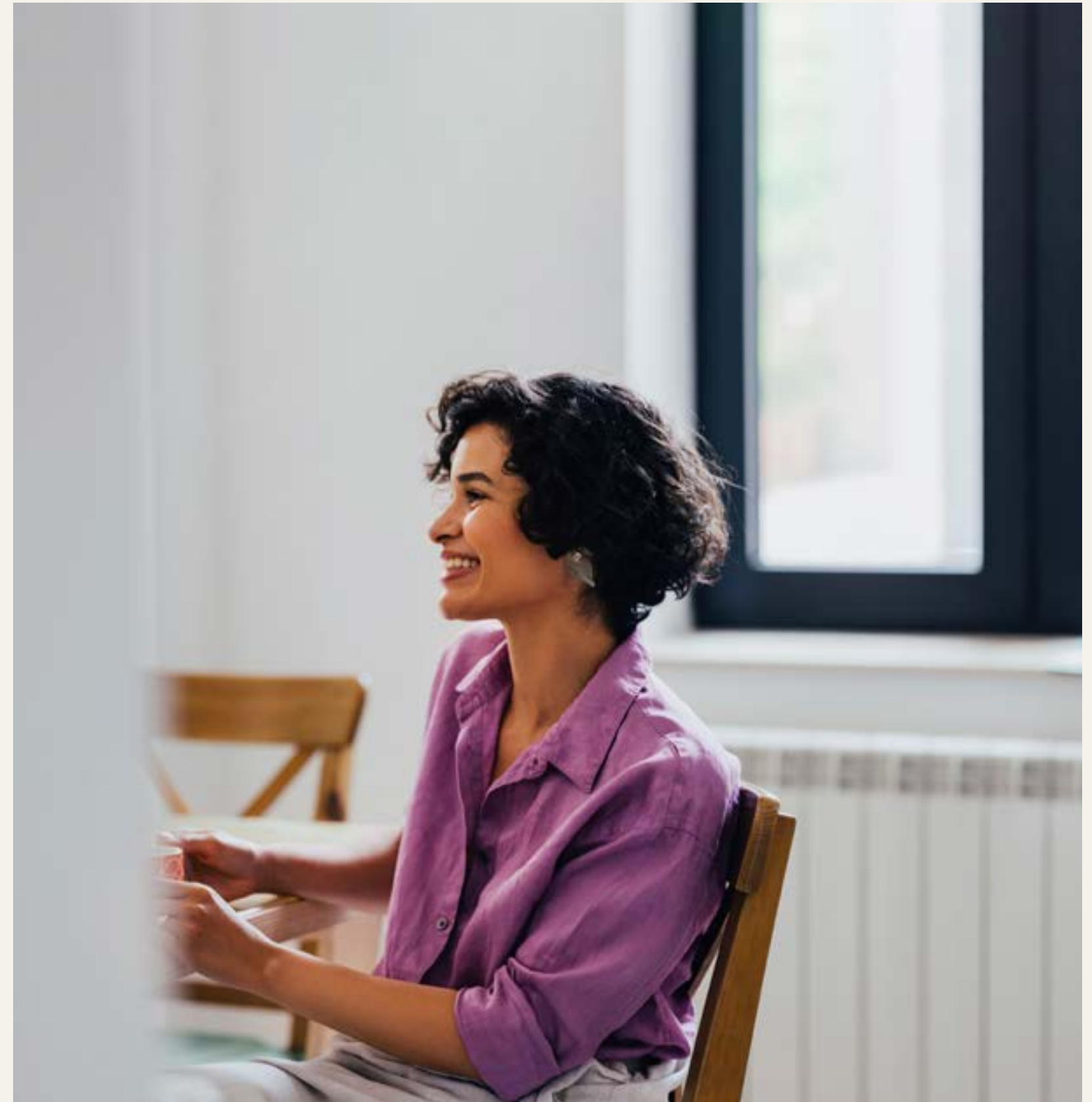
Akind's Human Rights Due Diligence (HRDD) follows a model closely resembling the one outlined in the OECD Due Diligence Guidance for Responsible Business Conduct. We are fully committed to conducting human rights due diligence continuously and in ever-increasing depth. In this regard, we aim to gain a deeper understanding of how our own operations and supply chain may impact human rights. We will establish robust policies and processes to effectively manage and mitigate any potential negative impacts. We will actively engage stakeholders at all levels, both internal and external, to ensure that our commitment to promoting human rights is mirrored throughout Akind.



Fair and proper employment conditions

The Agency Workers Directive is specific legislation within the staffing industry that applies to companies in the countries we operate in. This directive mandates that consultants working in staffing companies should have the same basic employment and working conditions as those directly employed by the client. We follow the local legislation in all our markets, either through collective bargaining agreements or internal processes and audits to secure compliance.

We provide market-oriented salaries and make provisions and offsets for pensions and annual leave according to collective bargaining agreements or local legislation.



Innovation and technology

Our society is eager to explore innovative development in every aspect of life – and so are we. We do so because it is in our DNA to find new, clever ways to help people grow, both within our company and beyond.

We are a people-focused service company, our success is built on the relationships we have with our clients, candidates, and consultants. However, in today's rapidly evolving business landscape, we believe it is also crucial to invest in innovation and technology to stay competitive and continue providing the best possible service to our clients.

Staying ahead of trends

Innovation and technology allow us to continuously improve our processes and services, making us more efficient and effective in meeting the needs of our clients. By investing in these areas, we can stay ahead of industry trends and developments, and offer new and improved solutions to our clients.

Furthermore, investing in technology also enables us to better support our employees, by equipping them with the tools and resources they need to work in the best possible way. This not only improves employee satisfaction but also benefits our clients by allowing

us to provide a higher level of service. These actions also help to reduce our environmental footprint and enable more efficient collaboration, which is becoming increasingly important in today's world.

Staying competitive

In summary, our primary focus will always be on fostering strong relationships with our clients, candidates, and consultants. However, we firmly believe that investing in innovation and technology is essential for staying competitive and delivering the highest level of service to our clients. We are happy to witness how our recent investments are being put to work, delivering improvements in all areas of our company. We see improvements in our core work processes as well as in supporting processes, enabling us to build a stronger company, better equipped to take care of clients, candidates, consultants, and coworkers. We will continue to innovate, learn, and grow, as digitalization is an ever-evolving journey, and we believe that there is always room for improvement.

“Our success relies heavily on both people and tech. It is in the combination of the two we can find sparks of magic.”

—————
Jenny Smids, COO, Akind





Potential risks

Our work to establish a sustainable business is based on our values, our vision, and our leadership commitment. We work systematically and continuously with performance evaluation, assessment of risks and impact, and preventive risk mitigation. The purpose of risk management within Akind is to minimize any negative effects that might arise in the business, as well as their potential impact on the outside world.

PEOPLE

POTENTIAL RISK OF LESS ENGAGEMENT	ACTIONS
<ul style="list-style-type: none"> The risk of Akind failing to meet coworkers' needs and expectations regarding compensation and benefits can result in lower levels of engagement. We are a results-driven organization. Setting ambitious goals has been key to our success and is deeply ingrained in our culture. This approach can create stress and psychosocial challenges. It can be hard to ask for support within a high-performance culture. 	<ul style="list-style-type: none"> Akind needs to ensure that all coworkers trust that they are paid fairly compared to similar roles. We are continuing the implementation of a salary mapping system in all countries, throughout the entire organization. Continuing to foster strong, positive relationships between managers and coworkers. Recurring meetings where performance, workload, and existing support are discussed. Weekly coworker feedback surveys.

POTENTIAL RISK IN LACK OF EQUALITY, DIVERSITY AND INCLUSION (EDI) FOCUS.	ACTIONS
<ul style="list-style-type: none"> Failure to meet our coworkers' needs and expectations regarding our Equality, Diversity and Inclusion work or behavior can result in lower engagement and the loss of key people. 	<ul style="list-style-type: none"> We continue to develop our strategy within Equality, Diversity and Inclusion, and further integrate our EDI statement into our daily work.
POTENTIAL RISK IN ATTRACTING AND RETAINING SKILLED COWORKERS	ACTIONS
<ul style="list-style-type: none"> There is high demand for qualified labor, and we may have difficulty recruiting necessary coworkers. High candidate turnover or loss of key people could have negative impact on the company. 	<ul style="list-style-type: none"> We work to continuously improve working conditions, company culture, leadership, and skills development to ensure that the company is an attractive employer and has access to the right skills. Having development programs for key job roles increases our attractiveness as an employer and the perception of Akind as a long-term employer.
POTENTIAL HEALTH AND SAFETY RISKS	ACTIONS
<ul style="list-style-type: none"> Akind's greatest health and safety risks are repetitive strain injuries and stress-related illness. 	<ul style="list-style-type: none"> Coworkers are provided with occupational health services according to their individual needs, as well as equipment to prevent repetitive strain injuries.

POTENTIAL RISKS RELATED TO COMMUNITY ENGAGEMENT	ACTIONS
<ul style="list-style-type: none"> Our donations could potentially help finance parties, projects, or individuals other than those intended. That Response Network is violating basic human rights without our knowledge. 	<ul style="list-style-type: none"> Recurring meetings with accountable people within Response Network. An established follow-up structure for the projects we finance. A well-defined annual budget is implemented. An annual external financial review is conducted to detect corruption or other financial irregularities.

SOCIETY

POTENTIAL RISK CONCERNING OUR CONSULTANTS	ACTIONS
<ul style="list-style-type: none"> Life as a consultant can be uncertain when it comes to the duration, location, and type of work. Akind is accountable for the consultants working with our clients. Due to the competitive market conditions, we need to have a strong consultant offering to fill the orders we receive from our clients. 	<ul style="list-style-type: none"> Transparent communication during the consultant recruitment process. A well-defined process to review consultants' workplace experiences before, during, and after an assignment. Continuous meetings and dialogue with our clients. In 2023, we conducted a group-wide change project with the focus on enhancing our consultant offering, making Academic Work an even more attractive career partner for young professionals. Sustainability training for consultants is partially aimed at strengthening the consultant offer.

PLANET

POTENTIAL RISK CONCERNING THE PLANET	ACTIONS
<ul style="list-style-type: none"> Negative environmental impact in terms of CO₂ emissions generated from running our business. 	<ul style="list-style-type: none"> We report our emissions in accordance with the GHG protocol, providing a true picture of our total environmental footprint and the different sources for emission. By joining the Science Based Targets initiative, we have committed to establishing company-wide emission reduction targets aligned with the latest climate science, as outlined in the Paris Agreement. Our next step is to formulate our targets and get them validated by SBTi. By carbon offsetting, we take direct responsibility for the emissions that are difficult to access, while work is underway to reduce climate impact.

HUMAN RIGHTS

POTENTIAL RISK CONCERNING HUMAN RIGHTS	ACTIONS
<ul style="list-style-type: none"> Risk linked to discrimination, internally or externally, based on gender, sexual orientation, ethnic origin, religious identity, political affiliation, disability, or age within recruitment processes. Third-party suppliers not living up to our Code of Conduct or offering fair and proper employment conditions. 	<ul style="list-style-type: none"> Evidence Based Recruitment: A robust and transparent recruitment process designed to eliminate the risk of bias and unfair decisions. A new Equality, Diversity, and Inclusion (EDI) strategy. Training and customized activities for better leadership and support through a variety of learning methods. Our suppliers are required to sign our Code of Conduct for Business Partners.

SUSTAINABLE BUSINESS

POTENTIAL RISK CONCERNING ETHICAL BUSINESS	ACTIONS
<ul style="list-style-type: none"> Incorrect financial data, either unintentional, or resulting from fraudulent activities. Coworkers may, knowingly or unknowingly, misuse their position in ways that conflict with our values and anti-corruption policy. Ethical risks include coworker non-compliance with national regulations, our Code of Conduct, or involvement in corruption, bribery, or other irregularities. Working with unethical business partners, including companies listed on sanctions lists, or those failing to conduct responsible, ethical, and sustainable operations. 	<ul style="list-style-type: none"> All coworkers in our finance department are required to complete the internal e-course, "Finance Code of Conduct" annually. Our onboarding program for Akind coworkers includes a documented anti-corruption policy. Anti-corruption is further highlighted in an e-learning course (Yearly repetition training). Akind has a whistleblower policy, which allows all coworkers to alert the company about suspicions of misconduct. Whistleblowing is reinforced in an e-learning course (Yearly repetition training). We have a documented sanctions policy available to relevant stakeholders and within our Quality Management System. We have a Code of Conduct for Business Partners where we articulate the Akind Group vision of conducting responsible, ethical, and sustainable businesses, establishing the principles that Akind Group expects all Business Partners to uphold during their association with the Akind Group.

Tables



People outcome

BEST PLACE TO WORK	2023	2022	2021	2020	2019
Employee engagement					
Overall engagement score	8.2	8.4	8.3	8.1	- ¹
Benchmark	7.7	7.7	7.8	7.6	- ¹
Relationship with manager					
Relationship with manager score	8.8	8.9	8.9	8.7	- ¹
Benchmark	8.3	8.3	8.4	8.2	- ¹
WELLNESS & WELLBEING	2023	2022	2021	2020	2019
Absenteeism					
Absenteeism (long and short term ²)(%)	2.26	2.33	2.09	-	-
Share of absenteeism that is short term/long term ² (%)	57.4/42.6	58.3/41.7	-	-	-
DIVERSITY & EQUAL OPPORTUNITIES	2023	2022	2021	2020	2019
Gender identification division in managerial positions (Women %)					
Board	5	20	20	14	17
Top Management	50	50	56	43	25
Managing Directors	38	13	15	17	38
Management	45	42	40	41	40
Branch Managers	66	58	52	40	22
All managers	67	57	59	62	65
All employees	63	64	64	63	61

¹ Data irrelevant due to change in method.

² More than 15 days off work is defined as long term absenteeism.

³ SCB's definition of another cultural background than Swedish is; foreign born or Swedish born with two foreign-born parents.

⁴ The incident is in Sweden and status is: ongoing.

⁵ Pension cost in relation to salary.

ETHNIC DIVERSITY	2022	2020	2017	2015	
Share of employees with foreign background³					
Swedish population	26.9	25.5	24.1	22.1	
Internal employees Akind Sweden	15.1	12.9	10.8	9.8	
Consultants Academic Work Sweden	38.4	32.5	30.4	27	
Broken down on job areas – consultants					
Customer Service	37.4	-	-	-	
Education	23.5	-	-	-	
Finance/Law/Purchase	33.8	-	-	-	
Hotel/Restaurant/Tourism	50.0	-	-	-	
Industry/Manufacturing	44.6	-	-	-	
IT	37.0	-	-	-	
Marketing/Information/Media	35.9	-	-	-	
Office/Administration/HR	37.6	-	-	-	
Sales	34.5	-	-	-	
Technology	43.6	-	-	-	
Warehouse/Logistics	40.7	-	-	-	
Other	39.3	-	-	-	
PENSION CONTRIBUTIONS	2023	2022	2021	2020	2019
Pension contributions (%) ⁵	8.70%	8.00%	7.9%	7.5%	7.2%
DISCRIMINATION	2023	2022	2021	2020	2019
Incidents of discrimination					
Reported incidents of discrimination	1 ⁴	1 ⁴	0	0	0

EMPLOYMENT	2023	2022	2021	2020	2019	
Internal employees in numbers Akind						
Number of full-time employees	1,249	1,143	862	786	1,095	
Number of new hires	228	559	411	116	391	
Employee turnover (%)	32	20	25	58	27	
Average age	32	31	32	31	30.5	
Median age	31	29	31	30	29	
	Akind	Academic Work	Brights	Crowd Collective	Winona	Total 2023
Internal employees per company						
Number of employees ¹	137	915	64	119	14	1,249
Employee turnover (%)	27	33	47	29	37	33
Gender equality: Share of women/men in total (%)	60/40	66/34	75/25	32/68	77/23	63/37
Gender equality: Share of women/men in managerial positions (%)	70/30	68/32	71/29	55/45	60/40	67/33
Average age	37	31	34	35	35	32
COMMUNITY ENGAGEMENT	2023	2022	2021	2020	2019	
1% Movement						
Total number of Akind employee sponsors ²	115	147	137	175	224	
Response Network: Educational sponsorships						
Number of children in the Kubala Girls program	610	610	610	611	611	
Number of young women in skills training	10	15	15	21	21	
Number of community members in skills training (village program)	10	20	13	10	10	
Number of young women in tertiary training (3-5 year diploma)	9	8	14	5	5	

¹ Employees with permanent employment.

² Akind employees that choose to donate 1% of their net salary to Kubala Grirls Sponsorship program.

Society outcome

CLIENT AND CONSULTANT LOYALTY	2023	2022	2021	2020	2019
NPS result client loyalty					
Academic Work	49	46	76	72	71
Crowd Collective	39	46	-	58	58
NPS result consultant loyalty					
Academic Work	48	52	55	47	51
CREATING JOBS AND BUILDING CAREERS	2023	2022	2021	2020	2019
Number of people we helped to new jobs through Academic Work	7,619	12,315	9,214	7,408	10,335
Number of people reskilled or upskilled through Brights	1,455	1,275	871	507	616

Planet outcome

ENERGY CONSUMPTION AND EMISSIONS	2023	2022	2021	2020	2019
Total emissions per scope					
Total emissions Scope 1 ton CO ₂ e	144	137	91	-	-
Total emissions Scope 2 ton CO ₂ e	185	219	117	-	-
Total emissions scope 3 ³ ton CO ₂ e	8,367	11,136	118.5 ¹	-	-
Total emission Scope 1, 2, 3 ton CO₂e	8,696	11,492²	327	-	-

¹ Only includes: CO₂ emissions facility, CO₂ emissions travel (bus, train, air, hotel nights), CO₂ emissions food (purchased goods, catering), and CO₂ emissions purchased material (marketing, office paper)

² Rapid increase due to climate calculations done according to the GHG protocol

Planet outcome

BREAKDOWN OF SCOPE 1 & 2	2023		2022	
	ton CO ₂ e	%	ton CO ₂ e	%
Scope 1 total	144	44	137	39
Mobile combustion (company cars)	144	44	137	39
Scope 2 total	185	56	219	61
Electricity - market based	33	10	39	11
District heating	152	46	180	51
Total Scope 1 & 2	329	100	356	100

BREAKDOWN OF SCOPE 3	2023		2022	
	ton CO ₂ e	%	ton CO ₂ e	%
Category 1: Purchased goods and services	5,377	64	5,717	51
Category 2: Capital goods	81	1	2,885	26
Category 3: Fuel- and energy-related activities not included in scope 1 or scope 2	61	1	88	1
Category 4: Upstream transportation and distribution	5	0	8	0
Category 5: Waste generated in operations	161	2	132	1
Category 6: Business travel	1,419	17	664	6
Category 7: Employee commuting	1,258	15	1,634	15
Category 13: Downstream Leased Assets	5	0	8	0
Total Scope 3	8,367	100	11,136	100

OPTIONAL GHG EMISSIONS (TON CO ₂)	2023	2022
Accommodation, business travel	32	48
Accommodation, event	38	33
Total CO₂ optional GHG emissions	70	81

SUSTAINABLE SUPPLIER	2023	2022	2021	2020	2019
Number of new sustainable supplier assessments	49	67	122	112	106
Total number of sustainable supplier assessments	563	514	458	336	224
Share of total spend on all sustainable suppliers (%)	67	67	77	71	57

Sustainable business outcome

SUSTAINABLE GROWTH	2023	2022	2021	2020	2019
Generated direct economic value MEURO					
Revenue in	398	412	331	319	382
EBITDA (%)	3.30	7.1	5.7	7.7	8.1
Revenue growth (%)	-3.50	24.5	4.0	-15.7	5.5
CONTRIBUTION THROUGH TAX PAYMENTS	2023	2022	2021	2020	2019
Distributed economic value MEURO					
Corporate income tax	2.3	5.9	3.3	4	7
Social security contribution	51.9	52.3	43.7	44.4	53.4
ANTI-CORRUPTION	2023	2022	2021	2020	2019
Incidents of corruption	No incidents	No incidents	No incidents	No incidents	No incidents

¹ 1% of yearly net profit is used for social impact investments.

² Akind employees that choose to donate 1% of their net salary to Kubala Girls Sponsorship program.

³ 3 new cars for Response Network.

⁴ Historic emissions from company-related activities, for the years 1998-2018, and 2020.

In this calculation we use 2019 as a base year and number of employees as division key. Since our calculations were made with the data available at the time we have also added 20% to cover these unknown emissions.

⁵ Rapid increase due to climate calculations done according to the GHG protocol

⁶ Annual average exchange rate from the Swedish Central Bank (Riksbanken).

CHARITABLE DONATIONS	2023	2022	2021	2020	2019
1% Movement (EURO)					
Yearly deposition for 1% Movement ¹	61,953	229,606	142,436	220,056	325,119
Yearly deposition from internal employees, 1% Movement ²	65,272	55,574	60,075	67,293	80,152
Total depositions	127,225	285,180	202,512	287,349	405,271
Social impact investment (EURO)					
<i>Christmas donation</i>		30,000			
Response Network - Social development projects in Zambia					
Community village project	52,281	56,435	54,214	52,447	94,436
Community school project	87,135	94,058	98,572	42,911	
Kubala girls sponsorship program: School fees and school supplies	73,629	72,895	73,929	66,751	100,102
Kubala girls sponsorship program: Christmas party/equivalent	4,357	14,109	14,786	14,304	14,165
Skills & tertiary training	43,567	49,851	49,434	-	52,960
Additional contribution	-	-	94,235 ³	-	-
Total social impact investment via 1% Movement	260,968	317,348	385,169	176,414	208,703
CLIMATE INVESTMENTS (EURO)	2023	2022	2021	2020	2019
Payment to offset historic emissions ⁴	87,135	101,971	-	-	-
Payment to offset emissions	Not available yet	108,957 ⁵	7,832	⁴	23,289
Total		210,928	-	-	-
Average exchange rate SEK to EURO ⁶	11.4765	10.6317	10.1449	10.4867	10.5892
Average exchange rate EURO to SEK ⁶	1.0794	1.0479	0.9674	0.9903	1.0324

GRI index

GRI 102: General disclosures 2016

GRI STANDARDS 2016	PAGE REFERENCE	REMARKS	UN SDG	GRI STANDARDS 2016	PAGE REFERENCE	REMARKS	UN SDG
Organizational profile				Reporting practice			
102-1 The name of the organisation	4		4, 5, 8, 12, 13	102-45 Entities included in the consolidated financial statements	4, 9, 53	All entities unless otherwise stated.	
102-2 Activities, brands, products and services	4						
102-4 Location of operations	4						
102-5 Ownership and legal form	-						
102-6 Markets served	4			102-50 Reporting period	9		
102-7 Scale of the organisation, including number of employees, entities, sales, equity	4			102-51 Date of most recent report	9		
102-12 External initiatives	20-24, 34, 37			102-52 Reporting cycle	9		
				102-53 Contact point for questions regarding report	10		
			102-54 Claims of reporting in accordance with GRI	9		This report is inspired by the GRI standards' core option but has not been certified by an external body.	
Strategy							
102-14 Statement from senior decision-maker	5			102-55 GRI content index	54-56		
102-15 Key impact risks and opportunities	46-48			102-56 External assurance	-		
Ethics and integrity							
102-16 Values, principles, standards, and norms of behavior	42-44	Process for whistleblowing.					
Stakeholder engagement							
102-40 List of stakeholder groups	8						
102-41 Collective bargaining agreements	44						
102-42 Identifying and selecting stakeholders	8						
102-43 Approach to stakeholder engagement	8						
102-44 Key topics and concerns raised	8						

GRI 200: Economic 2016

GRI STANDARDS 2016	PAGE REFERENCE	REMARKS	UN SDG
GRI 201: Economic performance 2016			8
201-1 Direct economic value generated and distributed	4, 40-41, 53		8
201-3 Defined benefit plan obligations and other retirement plans	44, 50, 53		-
GRI 203: Indirect economic impacts 2016			3, 5, 8, 13
203-2 Significant indirect economic impact	21-24, 34, 53		3, 5, 8, 13
GRI 205: Anti-corruption 2016			
205-1 Operations assessed for risks related to corruption	42, 48, 53		
205-3 Confirmed incidents of corruption and actions taken	53	No incidents.	

GRI 300: Environmental 2016

GRI STANDARDS 2016	PAGE REFERENCE	REMARKS	UN SDG
GRI 103: Management approach			-
103-1 Explanation of the material topic and its boundary	33-35		
103-2 The management approach and its components	35		
103-3 Evaluation of the management approach	35		
GRI 302: Energy 2016			8,12,13
302-1 Energy consumption within the organization	36, 52		8,12,13
302-3 Energy intensity	36, 52		8,12,13
302-4 Reduction of energy consumption	36, 52		8,12,13
GRI 305: Emissions 2016			12, 13
305-1 Direct (Scope 1) GHG emissions	36, 52	Committed to SBTi.	12, 13
305-2 Energy indirect (Scope 2) GHG emissions	36, 52	Committed to SBTi.	12, 13
305-3 Other indirect (Scope 3) GHG emissions	36, 52	Committed to SBTi.	12, 13
305-5 Reduction of GHG emissions	52	Committed to SBTi.	12, 13
GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	52		-





GRI 400: Social 2016

GRI STANDARDS 2016	PAGE REFERENCE	REMARKS	UN SDG
GRI 401: Employment 2016			3, 5, 8
401-1 New employee hires and employee turnover	50-51		5, 8
GRI 403: Occupational health 2018			3, 8
403-10 Work-related ill health	50-51	In view of the nature of the business, Akind has elected to report only absenteeism.	3, 8
GRI 404: Training and education 2016			4, 5, 8
404-2 Programs for upgrading employee skills and transition assistance programs	14, 18, 29-31		4, 5, 8
GRI 405: Diversity and equal opportunity 2016			4, 5, 8
405-1 Diversity of governance bodies and employees	17-20, 50-51		8
GRI 406: Non-discrimination 2016			5, 8
406-1 Incidents of discrimination and corrective actions taken	50	The incident is in Sweden and status is: ongoing.	5, 8



3. Good health and wellbeing



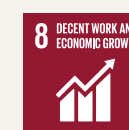
5. Gender equality



12. Responsible consumption and production



4. Quality education



8. Decent work and economic growth



13. Climate action

Thank you for reading!

Read more about Akind at akindgroup.com