

We break the exclusion cycle



samhall

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We are Samhall

At Samhall, we create work that develops the skills of people with functional impairment. But we do so much more. For so many others. We provide top-quality services throughout society. We create employee benefit, client benefit and society benefit. It makes us Sweden's most important company.

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WITH 25,000 employees throughout the country, Samhall is one of Sweden's largest and most important companies.

1.

It all starts with the assignment

Samhall is owned by the Swedish state. Our assignment is to offer people with diminished working capacity caused by functional impairment meaningful work that develops their skills. By matching the right person to the right task, in competitive client assignments, we create new work opportunities each year for thousands of people who formerly were far removed from the labour market. At the same time, we provide high-quality services and goods to companies and organisations throughout Sweden.

“ Samhall creates a unique combination of employee benefit, client benefit and society benefit.

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Samhall's assignment: break the exclusion cycle

As a group, people with functional impairment and reduced working capacity face particular difficulties in the labour market. For more than 40 years, Samhall has provided meaningful work that develops the skills of people with reduced working capacity due to their functional impairment. More than 200,000 people with functional impairment have found a new job through Samhall.

Samhall's assignment: break the exclusion cycle

Samhall is owned by the Swedish state and our main assignment is to create jobs that develop the skills of people with functional impairment. The Swedish Public Employment Service determines who gets a job with Samhall and all our employees have some form of functional impairment causing redu-

ced working capacity, which means they cannot find work through other labour market policy initiatives.

For Samhall to succeed with its assignment, we must create real jobs for which there is a demand in the market. We are evaluated by how many workers we have, expressed in wage hours, and how many of them choose to leave their jobs with us and go to another

employer. An important part of our assignment is to prepare our employees, and make them attractive, for other employers. We do this based on each employee's circumstances and we train and support them in the journey to a job outside Samhall. In this way, we contribute to breaking exclusion in the labour market.

TARGETS

1,500

Target number of people each year who should leave us for another employer.

36.1 million

Number of wage hours we need to offer our employees.

FIVE FACTS

Samhall is unique and the following five aspects are crucial to understanding us:

1

The Public Employment Service decides who gets a job with us.

2

We are present in those areas where the need is greatest.

3

Our number of employees drives our need for business, not the other way around.

4

We cannot retrench employees due to a shortage of work.

5

We want our employees to find new jobs outside Samhall.

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OUR VISION

Our vision is to contribute to a Sweden where everyone is considered an asset to the labour market.

This vision guides Samhall's long-term targets and aims. That means focusing on building competitiveness and working capacity in our employees, while clearly demonstrating to society the hidden power and ability of our employees. We do this by delivering sustainable, high-quality services. Everybody can work, based on their own merits, given the right support and instruction.

OUR MISSION

Our task is to develop and demonstrate the employability of our workers with functional impairment. By providing work in client assignments, we can break through social exclusion and contribute to a sustainable Sweden.

Samhall offers a broad, high-quality range of services in personnel-intensive sectors such as cleaning, health-care, laundry, warehousing, logistics and manufacturing. We see possibilities where others see hindrances. By providing our employees with real jobs and skills, we create competitiveness and employability.

25,002

Employees

1,452

People to a new job outside Samhall 2021

3.28

Billion kronor in income

4,352

Clients in almost 600 areas

AT THE LAUNDRY in Västberga, south of Stockholm, about 40 people provide laundry and textile services.

Commencing 2021, our hope was that we could soon leave the pandemic behind and return to normality. One year later, we are still seeing infections and high absences due to illness, which affect Samhall and other vital societal functions. Even though it has challenged us, both strategically and operationally, we have, with the responsibility, grown as a company. Today, we are a stronger Samhall, better prepared to manage day-to-day operations and carry out our important societal assignment: to combat exclusion in the labour market.

Despite the persistent pandemic, we attained most of the owner's targets and continued to provide first-rate services to our clients. In total, 6,059 new employees with functional impairment were welcomed to the company. We also had the pleasure of wishing 1,452 employees good luck in their new jobs away from us. Even though we did not quite reach the target of 1,500 transitions to other employers, we can state that the result this year was still the third best in the company's 42-year history. This is the result of much long-term work and better relations with our crucial recruitment partners.

SAMHALL EXCEEDED the owner's target regarding wage hours in sheltered work this year. That means we created even more society benefit for the compensation received than the assignment stipulated. However, we did not reach the target regarding positions with wage subsidy for

We continue to provide first-rate services to our clients

Sara Revell Ford

Age: 49

Lives: Nacka

Previous positions: General Secretary for Mentor International and Mentor Sweden, National Chief for the Swedish Red Cross and General Secretary for the Swedish Outdoor Association. Sara also has experience in business development, sales and marketing with brands including The Absolut Company and Canon.



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CEO'S STATEMENT

employees under development, a consequence of the Public Employment Service having difficulty in directing enough numbers of the target group to our programme.

Samhall's financial targets in 2021 were better than in a long time. Operating profit increased by SEK 68 million compared to the previous year and totalled SEK 340 million. Important reasons behind this result are the company's relatively good growth and significant state compensation for absences due to illness.

These good results strengthen Samhall and provide the conditions for stable finances, allowing us to ride out continuing uncertainties in the markets. As no capital leaves Samhall in the form of dividends, the entire sum is retained by the company and reinvested in our employees.

ALL EMPLOYEE DEVELOPMENT stems from our client assignments. So I am very glad this year to have signed new service contracts with key clients that include Max Burgers, the Swedish Armed Forces and IKEA. At the same time, we see a tougher market for Sector Solutions and Industry, where material shortages and logistical problems have affected global markets and Samhall's business situation.

In seeking tomorrow's business opportunities and developing work to match these needs, we increasingly face elevated expectations concerning both digital solutions and our employees. For example, it is becoming more common for clients to require security clearances and registry checks, as well as training and certification. This trend not

only challenges Samhall, but also risks shutting the door on large groups trying to enter the workforce.

SAMHALL HAS A COMPLEX assignment that requires balanced trade-offs between the interests of employees, clients and socio-economic factors. It places demands on our daily decision making and how we communicate what we actually do and why we exist.

During the year, Samhall was the object of wide media scrutiny; something I broadly welcome. An essential societal organisation, largely financed by tax revenues, should be open to review. Operational transparency is also an important part of our work in making Samhall stronger, both as an employer and an instrument of labour market policy.

The scrutiny mostly indicated shortcomings in the workplace environment and a perceived culture of silence. Let me be clear; Samhall must be a company where it is both simple and natural to call attention to operational deficiencies. We must have an open leadership culture at all levels, with shortcomings and suggestions for improvement handled with the respect they deserve. Therefore, we are working actively to develop the organisation around these operative workplace environment issues, as well as strengthening our common culture and leadership. This work will be a priority for me and senior management in 2022.

IN BRIEF, SAMHALL'S 2021 is summarised by high target fulfilment and more than 6,000 new job opportunities. By extension,



2021 WAS a strong year for Samhall. Almost all company targets and assignments were fulfilled.

that means better utilisation of our tax revenues and, simultaneously, that solidarity in the Swedish labour market has grown stronger. We have also made major and important steps forward in the sustainability work, including decreased emissions, as well as more sustainable work with lower rates of absences due to illness.

LOOKING AHEAD, however, we see major causes of concern. Weaker sales during the pandemic years mean growth in 2022 is expected to be limited. It is also likely that effects from the pandemic will continue, such as higher rates of infection and illness, which will impede our daily work for clients.

We also see how Russia's invasion of Ukraine has struck both the global economy and the safety and security of our immediate region. Samhall has ensured that it has no business connections with Russia or Belarus. We also work to offer support for employees from the affected countries and other war-torn areas.

TOGETHER WITH the board of directors and senior management, and in collaboration with union organisations, we have a clear plan moving forward and are prepared to handle continued uncertainty. With the surety of our existing assignments, we seek to widen our business offering to ensure the continued possibility to offer work that develops our employees. I look forward to carrying on this journey in 2022.

Stockholm, March 2022

Sara Revell Ford

Development through work

Working at Samhall is so much more than just a job. It might be a fresh start in life, a pathway to financial independence or a social context to thrive in.

Few other companies play such a major role in Swedish society, and its sense of solidarity, as Samhall. This becomes particularly apparent, given the consequences of the pandemic, and where we are witnessing a rise in long-term unemployment that is reaching ever higher levels.

I am proud to represent a company that is not only an important part of state labour market policy, but one that also takes firm responsibility in managing operations on a long-term sustainable basis. To give back to society through long-term, sustainable value creation. This is precisely what Samhall is about.

In summarising 2021, we can state that Samhall attained a high level of target fulfilment and provided great value to our clients and Swedish society. We welcomed many more new employees to sheltered work than the assignment stipulated or was covered by state compensation. And despite the prevailing pandemic, we saw the number of workers who made the step to leave the company was

among the highest in Samhall's history. This is absolute proof that Samhall is better than ever at executing our core operation: to develop people through work.

This year, we also made great strides in our crucial work to diminish our impact on the environment. By several means, including switching fossil-fuel vehicles for electric and developing an infrastructure of charging stations, we have been able to decrease our CO₂ emissions this year by a whole 24% compared to the previous year. Such a strong number takes us significantly closer to achieving the target of halving our emissions by 2025 and a completely fossil-free fleet by 2030.

To ensure that even more people can develop their skills at Samhall, the board this year discussed the company's overall strategic objectives and value creation. We placed great focus on Samhall's important workplace environment policy, as well as opportunities for the company to expand operations and find new sectors and areas in which to



achieve growth. For a company with a business model in reverse – where employees come before business – it is crucial to always be at the cutting edge and seek business opportunities related to the jobs of the future.

Even as we look ahead, Samhall continues to take responsibility in fighting the ongoing pandemic by producing disinfectant and various types of protective equipment. When other kinds of work are put on pause or disappear completely, we have been able to adapt and offer our employees work in these essential areas.

Even though, at the time of writing, it is

difficult to foresee the short- and long-term effects of the pandemic, we certainly know that the need for Samhall's operations and the work for our clients will be just as important in 2022 as before. With a strong result behind us, I look forward, together with the rest of the board, senior management, employees and the union organisations, to continue to strengthen and develop Sweden's most important company.

Cecilia Schelin Seidegård
March 2022

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2.

Societal developments guide our assignment

Samhall's assignment is to create work that develops the skills of people with functional impairment. For around 40 years, Samhall has adapted to prevailing circumstances and renewed its offerings, in order to break the cycle of exclusion in the labour market.

IN 2021, SAMHALL provided even more jobs for people with functional impairment than the assignment stipulated.

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OUR CONTEXT

When the labour market changes so does Samhall

From sheltered workshops to service jobs for the public. Samhall's journey has been extensive since its foundation. Today, the greatest challenge is to find jobs in a labour market that sets ever higher prerequisites, while attempting to forecast the jobs of tomorrow.

SAMHALL'S ASSIGNMENT is to create new pathways into the workforce for people with functional impairment. When the state-owned company was founded more than 40 years ago, much of the labour market consisted of factory work and other physical and manual labour. Samhall employees worked in sheltered workshops and manufactured, among many other things, batteries for Ericsson mobile phones and furniture for IKEA. Since then, a large proportion of industrial production has been outsourced internationally and Sweden has largely changed from being an industrial land to a service nation.

Samhall too has followed this transformation, which has meant enormous change. Currently, the company offers work in 25 occupational categories and 96% of employees work at the clients, instead of Samhall premises. In line with this transformation of providing more service work, the number of employees able to leave Samhall for a new job elsewhere has risen dramatically.

Samhall meets the labour market's ever-higher requirements

Today, Samhall employees face new requirements not previously seen before, as the business environment and labour market look different. The threshold of entry into the labour market has risen greatly, while competition for existing jobs has also increased. The Swedish labour market places high demands on qualifications and productivity, which has also led to it having the lowest proportion of unqualified labour in the entire EU.

Samhall responds to these ever-tougher requirements of the labour market by developing a matching programme, for instance assembling a work team that allows employees' skills to complement each other. In such a way, greater diversity is also created in workplaces. Breaking the work down into several separate phases allows Samhall to find tasks for employees with very low working capacity or need for large adaptation.

In this manner, employees can complement each other and everyone's unique skills and abilities can be utilised.

Increased visibility contributes to integration

Another major change is that Samhall employees are much more visible in society. Today, you can find Samhall employees at Max, Bauhaus, Hemköp, Clas Ohlson and other large companies, as well as organisations, municipalities and authorities all around the country. This increased visibility creates greater awareness in society about the possibilities of people with functional impairment participating and contributing to the workforce. That Samhall employees work side by side with other employees also contributes to better integration within society in general.



96% OF SAMHALL employees work at the client's premises.

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The Swedish labour market and Samhall over five decades



Source: Den svenska arbetsmarknaden under tre decennier - Med utblick mot 2050 av Jan Edling. (The Swedish Labour Market Over Three Decades: with an outlook to 2050 by Jan Edling).

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FINLAND'S MINISTER OF EMPLOYMENT, Tuula Haatainen, visited Samhall in Västberga, southern Stockholm, prior to the start of the equivalent Finnish organisation: Jobbkanalen.

Great international interest in Samhall

There is very great interest in Samhall's operations beyond Sweden's borders. In the past five years, 65 countries, in the form of governments, companies and organisations, have visited or been in contact to learn more about the successful Samhall model.

IN AUTUMN 2021, Finland's Minister of Employment, Tuula Haatainen, and her colleagues visited one of Samhall's clients, Grönsakshallen in Västberga. It was part of the preparations for "Jobbkanalen", a labour market initiative based on Samhall, which will be actualised in Finland during 2022. "Jobbkanalen" is a result of a long process

where many Finnish organisations, impressed by Samhall, lobbied their government for something similar.

Operations with a mandate to create work for people with functional impairment exist in many countries, but often as local or regional operations, or initiatives in certain sectors. Samhall's national assignment is

unique in the world, and the Finnish venture will be the first start-up following the Samhall model.

Many countries have shown interest in Samhall and chosen to learn more about how Samhall works. Interest is particularly large in Asia, where countries including Japan and South Korea are struggling with demo-

graphic challenges and fewer people of working age.

International interest for Samhall's unique model focuses, above all, on two aspects: how to identify employee abilities and the skills that are in demand, and how the transition process to other employers is conducted.

The Swedish labour market has the lowest proportion of unskilled labour in the entire EU.

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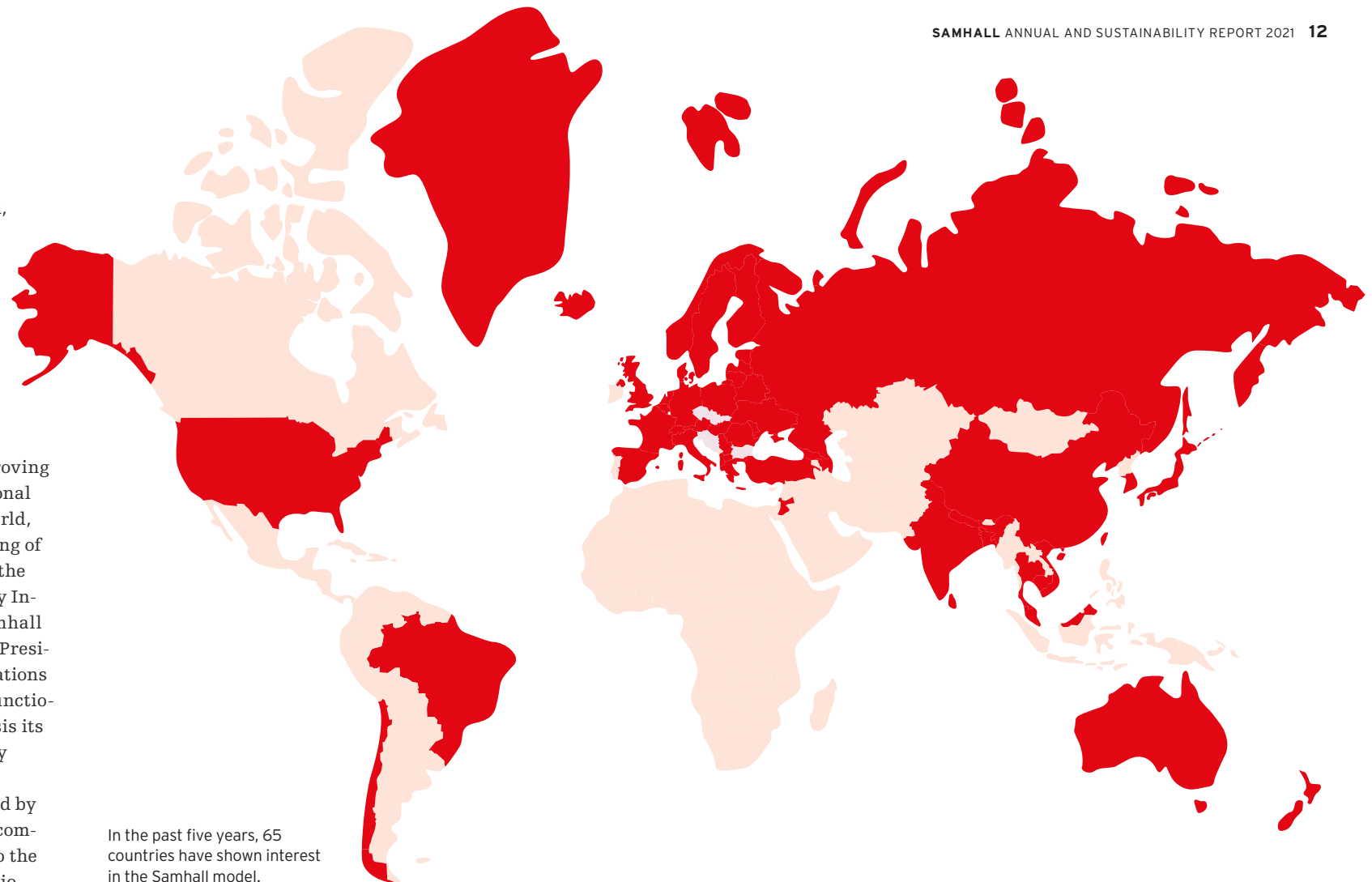
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OUR CONTEXT

IN AN INTERNATIONAL comparison, Samhall successfully achieved a significantly higher throughput of employees than the average. In recent years, some 5%–7% of employees have moved on to jobs outside Samhall, while equivalent organisations working with the same target group in Europe reported, at best, figures around 2%–3%.

Samhall also participates in improving the situation for people with functional impairment in other parts of the world, and has been involved in the founding of two organisations. Already in 1987, the non-profit organisation, Workability International, was created, where Samhall currently holds the position of Vice President. It is an association of organisations that provide work for people with functional impairment, and on a global basis its members have found work for nearly 4 million people.

In 2017, a new network was created by many European organisations and companies requiring more research into the labour market for people with functional impairment. It involved Samhall and similar companies and organisations in Spain, France, Slovenia, the Netherlands and Belgium, and determined various research projects. The network reviews which legislation benefits the target group and what initiatives should be taken by the EU, among others, aiming to develop recommendations for the European Commission.



In the past five years, 65 countries have shown interest in the Samhall model.

LABOUR MARKET POLICY ASSIGNMENTS IN OTHER COUNTRIES

Currently, only Finland has established a new company based on Samhall. But many other countries are discussing pilot projects using Samhall as a role model.

In addition to Finland, our neighbours Norway and Denmark have visited Sweden many times to learn more about how Samhall works. Norway currently operates a lot of regional/local equivalent organisations and Denmark focuses largely on subsidised employment.

Throughout the whole world, an estimated one billion people have functional impairment and roughly half are working age. Ways of measuring and counting differ greatly between countries, making it hard to assess how many are outside the labour market.

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DURING THE PANDEMIC
Samhall employees produced
disinfectant, vests, visors and
packed Covid tests.

The pandemic shows that Samhall's assignment is more important than ever

When the labour market deteriorates, people with functional impairment are hit hard. Continuing to offer new pathways into the workforce will be even more important in the near future.

IN THE PREVIOUS two years, Sweden has experienced one of the most challenging situations in a long time. As pressure mounted on the authorities and central societal functions, it became clear that Samhall's role and assignment was perhaps more vital than ever.

During the past two years of the pandemic, the position in the workforce of people with functional impairment has become much more difficult. Fewer people have received a job through the Public Employment Service and the government has had to revise lower the prognoses for the number of wage subsidies for employers who choose to employ a person with functional impairment. However, Samhall has, in this situation and in accordance with the company's clear mandate, continued to employ new workers. Consequently, a large proportion of people with functional impairment who got a job in Sweden in 2021

did so with Samhall. Therefore, Samhall has responded to the pandemic and provided vital work during a most challenging time.

Rapid redeployment

Samhall has also contributed greatly to the pandemic response in other ways. When the need for protective material dramatically increased during the initial wave of 2020, Samhall displayed a unique talent for adaptability. In many areas where the crisis had hit the company hard, Samhall chose to adapt operations and produce protective material and disinfectant, instead of carrying on normal operations.

In 2021, operations largely returned to normal; a number of areas with Samhall employees continue to produce disinfectant, protective vests and visors, as well as packing Covid tests.

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Samhall's assignment

Samhall is a state-owned company assigned to create meaningful work that furthers the development of people with functional impairment causing reduced working capacity

THE SWEDISH STATE'S ownership directives establish, on an annual basis, the amount of work that Samhall is to provide for people with functional impairment, expressed as a minimum volume of wage hours. The Swedish Public Employment Service determines whether a person is assigned work at Samhall. The prerequisites for a position at Samhall are regulated by ordinance 2017:462 regarding specific initiatives for people with functional impairment causing reduced working capacity.

Samhall provides two forms of employment within the framework of the labour market policy assignment: employment for sheltered work and wage subsidy for employees under development (WED).

Employment for sheltered work at Samhall

The majority of employees have a position for sheltered work at Samhall (in previous annual reports this was termed the core assignment). The target group is people whose working capacity is so reduced that the person cannot find any other work and whose needs cannot be met by other labour market policy initiatives.

For 2021, the assignment was to provide work for people with functional impairment of at least 32.84 million wage hours; the

result for the year was 33.18 million wage hours, meaning Samhall created more work and greater society benefit than the assignment stipulated.

That Samhall in 2021 offered more wage hours than the target was largely due to the ongoing pandemic, including periodical increases in absences due to illness making it more difficult to plan and allocate resources. Upon high absences due to illness, Samhall needs to hire more new employees to attain the volume target. Later, when employees return from illness, the target is exceeded because Samhall has more persons employed.

Wage subsidy for employees under development (WED)

Samhall also provides time-limited WED positions to people with functional impairment who have been out of work for a long time. Young adults under 30 are prioritised. At least 25% of time at work must be spent on various development activities: e.g. introduction to working life, skills training at the Samhall school and/or traineeships with another employer.

The period of employment is normally one year and may not be longer than two years.

For positions with wage subsidy for employees under development the target was 3.26 million hours; in 2021, the number of



HOW MANY employees Samhall should have is decided each year by the Swedish government. In 2021, this would correspond to 36.1 million wage hours.

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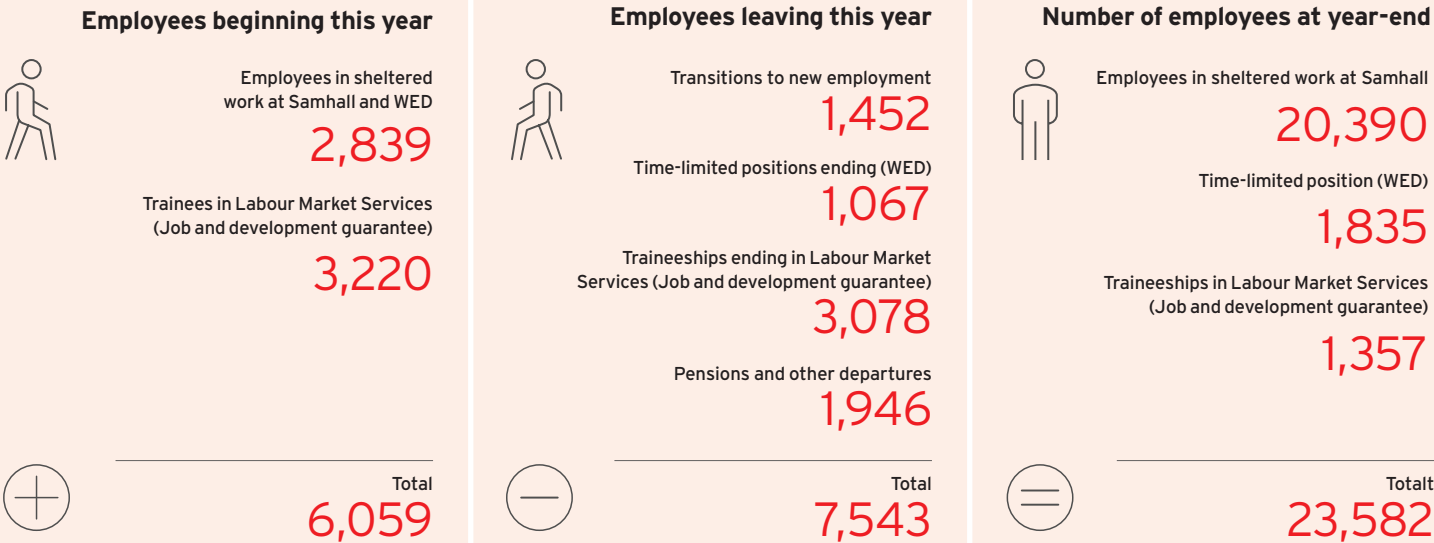
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EMPLOYEE TURNOVER IN THE LABOUR MARKET POLICY ASSIGNMENT 2021



wage hours generated was 3.24 million. That Samhall did not achieve the target is partly a consequence of the Public Employment Service not being able to refer people in sufficient numbers to WED positions at Samhall.

Transitions to another employer

Samhall's assignment includes preparing at least 1,500 employees from the labour market policy assignment to leave Samhall for a new job in the regular labour market: this is called a transition. Transitions are important to diminish locked-in effects of the assignment and increase the throughput of employees.

When someone leaves Samhall for a new job, Samhall has room to employ new people who are outside the labour market.

The pandemic has had a large negative effect on the labour market in general and dramatically worsened opportunities for transitions. Despite the pandemic, 1,452 employees made a transition from Samhall to another employer in 2021, which is a large increase compared to 2020, when the number of transitions to employment outside Samhall was 1,137.

Of those who made a transition, 682 (535) were people with WED positions. According

to the owner's directives, Samhall is to encourage a higher proportion of women to leave the company for a new job. The proportion of women in all transitions was 31% (29%).

Permanent employees who make a transition are entitled to return to Samhall within one year; these are known as "returns". WED positions are time-limited and have no right of return. Samhall must strive to reduce the number of persons returning to the company. The number of returns was 346 (389). Most returns were due to the temporary employment position coming to an end.

Labour Market Services that break the exclusion cycle

Included in the instructions from the owner, but not a part of the assignment, is that Samhall provides the Public Employment Service with positions for work training. Via the Public Employment Service, unemployed people with functional impairment can participate in reinforced work training programmes and receive in-depth assessment conducted by Samhall. 3,220 persons took part in work training at Samhall in 2021.

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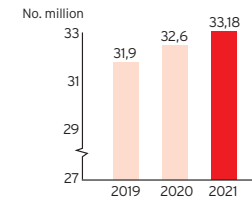
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The assignment's scope and results

32.84
million wage
hours

Wage hours for employees with sheltered work at Samhall

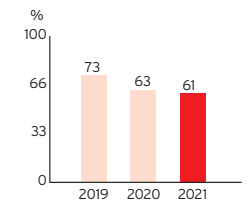
In 2021, Samhall was to provide positions with sheltered work of at least 32.84 million wage hours. The number achieved was 33.18 million wage hours. Between 2018 and 2020, the assignment was expanded by about 2 million wage hours.



>40%
from prioritised
groups

Prioritised groups

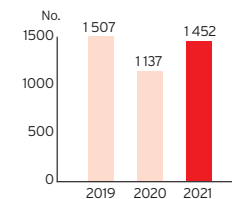
All Samhall employees have a functional impairment causing reduced working capacity. At least 40% of new recruits directed to Samhall for sheltered work must come from prioritised groups and have the greatest need of a position at Samhall. These groups are described on page 17. The result for 2021 was 61%.



1,500
people

Transitions

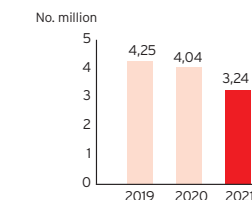
Samhall's assignment covers at least 1,500 people making transitions to work in the regular labour market. In addition, Samhall needs to increase the proportion of female employees leaving the company for a regular job, and decrease the proportion of people returning to the company having tried a job in the regular labour market. In 2021, there were 1,452 transitions.



3.26
million wage
hours

Wage hours for positions with wage subsidy for employees under development

In 2021, Samhall was to provide positions with wage subsidy for employees under development of at least 3.26 million hours. Before 2019, the target was expressed as a number of employees. For 2021, the result was 3.24 million wage hours.



The year in numbers

	2021	2020	2019
Net sales (SEK M)	3,282	3,119	3,050
State compensation for additional cost (SEK M)	6,612	6,293	6,080 ¹
Operating margin, %	10	9	1
Equity ratio, %	41	39	35
Return on average equity, %	16	16	6
Profit for the year	284	232	74

1) From 2019 inclusively, compensation for WED is included in the compensation for additional costs

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Society's needs guide our operations

As a group, people with functional impairment and reduced working capacity face particular difficulties in the labour market.

Prioritised groups

According to ownership directives, at least 40% of those appointed sheltered work at Samhall must come from prioritised groups whose functional impairment creates particularly difficult problems in entering the labour market, and this definition is decided jointly by Samhall and the Public Employment Service.

Prioritised groups cover:

- people with mental impairments, people with generally diminished learning abilities
- people with specific cognitive impairments in combination with impaired hearing or vision or mental impairments
- people with multiple impairments that together cause a comprehensive reduction in working capacity according to particular specifications

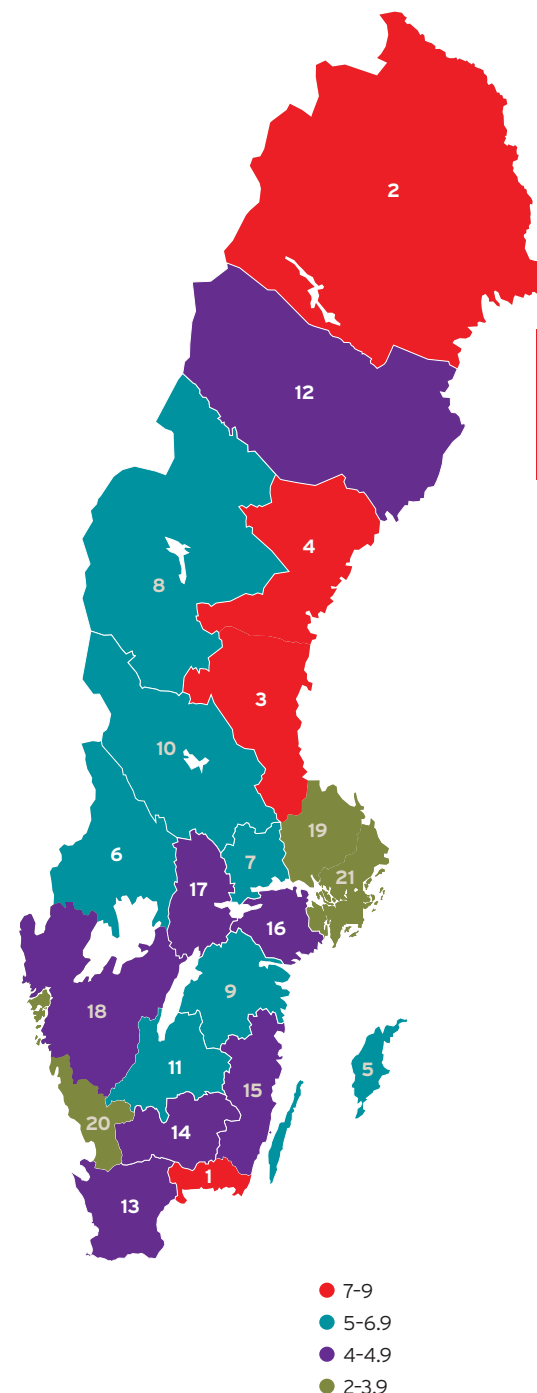
In 2021, the Public Employment Service was assigned by the government to review both the targets and the target groups of this prioritised recruitment. The Public Employment Service stated in its subsequent report that 40% was a suitable target and no changes were recommended to the government. However, the authority replied that the

Public Employment Service should have the ambition to refer at least 51% from prioritised groups.

The Public Employment Service assesses who belongs to these prioritised groups. This issue was assessed by the Public Employment Service in 2021, and concluded that the current groups remain the target groups. The proportion of employees at year-end from prioritised groups was 61% (63%) of the number of new employees for sheltered work.

We are where the need exists

Samhall is present nationwide and where the need exists. The geographical allocation is agreed annually by the Public Employment Service in consultation with Samhall. The county distribution of employees in Samhall's labour market policy assignments on 31 December 2021 is shown in the diagram to the right. As Samhall must avoid retrenching employees in areas with vulnerable labour markets, the geographical distribution has been relatively stable over time, which partly reflects conditions in the labour market of the 1980s and 1990s. When vacancies arise and new employees are appointed to Samhall, it occurs in areas where the need is deemed the greatest.



NATIONAL DISTRIBUTION

Number of employees in Samhall's labour market policy assignment, across Sweden's 21 counties.

1. Blekinge	8.7
2. Norrbotten	8.6
3. Gävleborg	7.9
4. Västernorrland	7.1
5. Gotland	6.8
6. Värmland	6.8
7. Västmanland	5.9
8. Jämtland	5.6
9. Östergötland	5.5
10. Dalarna	5.5
11. Jönköping	5.1
12. Västerbotten	4.9
13. Skåne	4.9
14. Kronoberg	4.9
15. Kalmar	4.9
16. Södermanland	4.7
17. Örebro	4.7
18. Västra Götaland	4.0
19. Uppsala	3.9
20. Halland	2.9
21. Stockholm	2.4
Nationwide	5.5

Per 1,000 persons in the workforce

Samhall's business model

By and large, Samhall functions like any other regular company. However, one crucial difference is the state's compensation for additional costs incurred while fulfilling the labour market policy assignment.

SAMHALL IS A state-owned company assigned to provide services of general economic interest. Samhall is active in many sectors, but the common denominator is that Samhall bids for business in the same way as competitors in the relevant sector.

What distinguishes Samhall from other companies is its labour market policy assignment. This mandates that Samhall must create meaningful work that develops the skills of people with functional impairment causing reduced working capacity. To enable and fulfil the assignment, Samhall is compensated by the state for the additional costs that arise. For example, within Samhall this requires more working materials, adapted workplace environments or that a certain work task is divided up and shared by several workers, meaning the total number of hours worked is higher.

State compensation

The difference in these costs, compared to an ordinary company performing the same service, is compensated for by the state and called compensation for additional costs, which reached a total of SEK 6,612 million in 2021.

From 2019 inclusively, compensation for additional costs also covers WED. No wage subsidies or other state compensation occur in the labour market policy assignment. The terms and conditions of the company's operations and compensation from the state is provided in ordinance (2018:1528) regarding state compensation to Samhall Aktiebolag for a service of general economic interest, as well as the owner's directives to Samhall. It includes a compensation and control mechanism to ensure no overcompensation occurs and that Samhall's assignment must be reviewed at least once every 10 years. In addition, there are special reporting requirements.

Read more in note 6, page 100 (only Swedish report).

Competitively neutral pricing

Samhall's assignment and business model are formulated for the company to produce goods and services in competition with other companies in an open market. Clients pay a market price for the actual work done, while the state's compensation for additional costs cannot be used to compete on price.



SAMHALL'S compensation for additional costs covers adapted work rates and customised workplace environments, supervision of workers, development and training initiatives, work material and much more.

Therefore, our pricing is carefully regulated through guidelines, calculation tools and the monitoring of market prices. In recent years, Samhall's pricing has been examined by both the EU Commission and the Swedish Competition Authority, which found no indications that Samhall distorts competition. In 2021, the Swedish Competition Authority opened one case on Samhall's pricing and concluded two others.

In one of the closed cases, Samhall was criticised by the Competition Authority for offering a price below market rates for cleaning services to a supermarket. The Competition Authority accepted that Samhall had made an error and chose not to take any action.

Samhall concurs with the Competition Authority's view that the offer was not at market rates, but stresses that the pricing was a result of a single mistake. The cleaning assignment at the supermarket ended in March 2021.

In order to avoid such mistakes in the future, Samhall is implementing a comprehensive programme of measures to ensure competitively neutral pricing, including control mechanisms that would make similar errors impossible.

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We create value

Samhall creates value for our employees, clients and society at large. Our strategy paves the way for our value creation and how we reach our targets. In 2021, we updated our strategy, with a clearer focus on our stakeholders, which will be launched in 2022.

ZLATKA MAKES SURE it is always clean and fresh at Samhall's headquarters in Stockholm.

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Value creation

Samhall's value creation derives from our vital societal assignment. We are mandated to create work that develops the skills of people with functional impairment and reduced working capacity by producing goods and services that are in demand. To succeed, we need to develop the occupatio-

nal skills and working capacity of our employees, maintain and develop client relationships, meet market demand and manage operations in a sustainable manner. All in order to create the largest possible benefit for employees, clients and society; something we call the Samhall benefit.



SAMHALL'S
PRECONDITIONS

Samhall's business logic is the opposite of most companies; we start with a set number of employees for whom we need to create meaningful jobs, while in other companies business volume determines the number of employees.

The labour market policy assignment also brings about costs that other companies do not have and these are covered by the state's compensation for additional costs.

We continually need to balance the requirements and preconditions associated with the assignment and from our stakeholders.

Read more on pages 17 and 18.

OUR VITAL
HUMAN CAPITAL

Samhall's most important asset is our employees.

Over the years, Samhall has established a method to develop and match employees' skills and competence with client assignments.



Samhall's most important asset is our employees.

Read more on page 26.

STRATEGIES
AND OFFERINGS

Samhall's strategies point the way to fulfilling the assignment and increasing our value creation. Targets and indicators show whether we are on the right track.

To successfully fulfil the assignment, we need a broad mix of business that matches our employees' abilities, our geographical coverage and market demand.

SAMHALL'S OFFERING	
Packing and assembly	Property services
Services	Warehousing and logistics
Recycling	Cleaning services
Industry and production	Laundry services

Read more on pages 22 and 46.

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EMPLOYEE BENEFIT

Having meaningful work that develops occupational skills not only brings a person financial security, but also colleagues, recognition, connection and pride in contributing to society.

6,059

people have been given a new path into the labour market through jobs or traineeships.

1,452

people got a new job in the regular labour market.

Read more on page 26.

CLIENT BENEFIT

By developing and delivering sustainable offerings, we satisfy the clients' needs and strengthen their competitiveness. Our clients also see commercial benefits to increased diversity and a more inclusive society.

3.28 billion

Samhall has delivered client offerings valued at SEK 3.28 billion.

4,352

Samhall has 4 352 clients throughout the country.

Read more on page 43.

SOCIETY BENEFIT

Through Samhall, more people are included in the labour market and people's skills are put to good use. In turn, this profits society in the form of increased productivity, increased employment, lower costs, higher tax revenues and better quality of life for many more people. This is especially crucial in areas with a weak labour market.

36.42 million

Work provided in 2021 was equivalent to 36.42 million wage hours.

23,582

employees with functional impairment and reduced working capacity throughout the country.

Read more on page 36.

SAMHALL BENEFIT

Samhall benefit is the sum value of the benefits that we generate for employees, clients and society.



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Three years of strong progress

Our strategy for the period 2019 to 2022 is a vital component in our success in recent years. These five priorities and three transformations make up the foundation of our operational plan and contribute to the evolution of the company.

Culture and leadership

Samhall's culture and leadership ideals are based on our principles: the equal value of all people, faith in every individual's ability and the value of work for individual and societal development. During this period, we see in the employee survey how both the culture and leadership in the company has strengthened.

More jobs

Being able to provide our employees with real work, across the entire country, all day long, is critical to Samhall. Historically, our success has been built on a unique ability to transform our business to encompass new sectors, occupational roles and tasks. During 2019–2021 we have created more jobs, found new circular assignments and grown our laundry operations.

Clients at the centre

It is through work that we develop our employees: without our clients there is no employee development. Through good relationships and qualitative delivery, our clients

stay with us for a long time. We have seen a distinctly positive trend in client loyalty during this period.

Development through work

The basis of all Samhall operations is to develop employee working capacity and skills. We achieve this by our employees performing work that is in demand. Good matching between employee and client assignment is crucial. During the period, Samhall further developed its digital training, initiated several new occupational roles and revised others, and developed a process with long-term recruitment partners.

Sustainable operations

A sustainable operation utilises all resources in a responsible manner for long-term sustainability. For us it is about both safeguarding our most important resource – our employees' skills – and running a business within the limits of planetary boundaries. In recent years, we have also introduced a new planning system for the operating organisation.

Three transformations

The strategy also includes three areas of transformation, which aim to secure the continued development of operations: growth, operational transformation and digitalisation. The growth strategy aims to secure that all employees have work that develops their skills all day long. The operational transformation aims to reinforce and improve our processes, and are closely connected to the digital transformation, which enables smarter ways of working and more efficient operations.

New strategic framework 2022

In 2022, Samhall will lay the foundations for a new and enhanced strategic framework with a strong focus on jobs, clients and value creation. Just as before, Samhall's new strategy will come from our vision: to contribute to a Sweden where everyone is considered an asset to the labour market.



DURING 2022, Samhall will develop a new strategic framework that comes from the company's vision that everyone is considered an asset to the labour market.

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Clear targets for our assignment

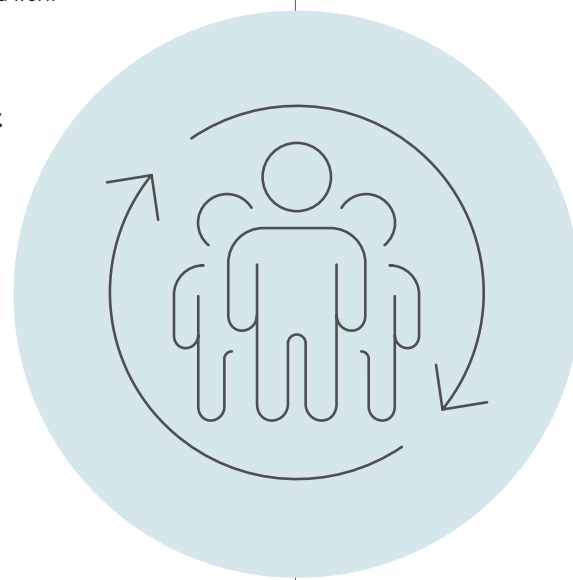
Samhall's targets are determined, in part, by the scope of the assignment, assignment targets and financial targets as decided at the annual general meeting, and by the company's targets for sustainable enterprise, determined by the board. The levels for 2022 assignment targets and onward are yet to be established, but will be determined at the annual general meeting in April 2022.

Scope of the assignment

The state's ownership directives to Samhall outline the scope of the assignment: how many wage hours the company needs to deliver through its two forms of employment, sheltered work and WED, the proportion of those recruited to sheltered work from prioritised groups and how many employees should leave Samhall for a new job, known as transitions. The assignment also includes efforts to raise the proportion of women leaving Samhall for a new job, as well as decreasing the number of people who return to the company after a transition.

- Wage hours: Sheltered work
- Wage hours: WED
- Prioritised groups
- Transitions

For results, see page 7.



Assignment targets and financials

In 2019/2020, a project was conducted to determine several new assignment targets and financial targets for Samhall. These were introduced at the annual general meeting in April 2020. In 2021, base measurements were made for the engagement index and degree of utilisation. Target levels will be determined at the annual general meeting in April 2022.

Equity ratio

Target: An equity ratio of at least 30%.

Result 2021:

41%

(2020: 39%, 2019: 35%)

Return

Target: A return on shareholder capital must attain 5% over the long-term.

Result 2021:

16%

(Over 5 yrs 5%, over 10 yrs 2%)

Dedicated employees

Target: to be decided

The target for the engagement index will be decided after evaluation of the base measurements in 2021.

Degree of utilisation

Target: to be decided

The target for the degree of utilisation will be decided after evaluation of the base measurements in 2021.

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TARGETS

Targets for sustainable enterprise

Development and inclusivity

We create development through work and show the way to an inclusive society.



Employees in work (E.I.W)

Target: 2.5 by 2024

Result 2021:

3.1

(2020: 3.2 2019: 3.3)

This indicator measures our ability to provide employees with real work that develops their skills based on their own circumstances. The lower the E.I.W. score, the higher the degree of employee development.

Occupational accidents

Target: -50% in number by 2023 compared to 2018

Result 2021:

-10%

(2020: -45% 2019: -19%)

This indicator measures the number of occupational accidents, with a target aiming to halve the number of serious incidents by 2023. In 2021, more incidents occurred than in 2020. A reinforced workplace environment programme was conducted during the year.

Recruitment collaboration

Target: at least 50% of transitions through recruitment collaborations by 2025

Result 2021:

40%

(2020: 24% 2019: 15%)

This indicator means that at least 50% of transitions to new work occur through long-term recruitment collaborations by 2025. This process is now firmly established with both national and local collaborations.



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TARGETS

Targets for sustainable enterprise

Circular and fossil free

We manage our operations within planetary limitations.



Halve climate impact

Target: -50% CO₂ emissions in 2025 compared to 2018

Result 2021:

-28%

(2020: -5 %, 2019: -2 %)

This indicator measures efforts to halve CO₂ emissions produced by our own fleet of vehicles, electricity and district heating, as well as business travel. This year saw a dramatic decrease in emissions from our own fleet of vehicles.

Fossil-free fleet

Target: 100% fossil-free fleet by 2030

Result 2021:

31%

(2020: 27 % 2019: 25 %)

This indicator measures the proportion of solely electrical and gas-driven vehicles in the company fleet. A major investment in charging stations will provide better opportunities for electrical vehicles in the near future.

Sustainable partnerships

We are a dependable business partner that takes responsibility for our value chain.



Satisfied clients

Target: 8.5 by 2025

Result 2021:

7.9

(2020: 7.8 2019: 7.7)

This indicator measures a weighted average on a scale of 0-10 in the annual client survey, where a higher value indicates a more satisfied client. The previous three years have shown a positive improvement.

Responsible supply chains

Target: 100% by 2023

Result 2021:

78%

(2020: 77 % 2019: 55 %)

This indicator measures the proportion of Samhall's central suppliers analysed for sustainability over the past three years.



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Employees in focus

At Samhall, employees develop their skills based on their individual circumstances, and ultimately find work outside Samhall. This is supported through Samhall's method of training, matching and development while at work on client assignments.

6,059 NEW EMPLOYEES were welcomed by Samhall in 2021.

Interview: Annika Lantz Friedrich

Utilise everyone's differences

Birds of a feather, shouldn't always flock together. That's the opinion of Professor Annika Lantz Friedrich, an expert on how to build teams that work well together and create an organisation where functional impairment is not a problem - but an asset..

BELONGING TO A GROUP and feeling included is one of humanity's basic necessities. It is also a prerequisite for a well-functioning workplace.

"If there is no psychological security in the workplace and people fail to speak up when feeling excluded, then this is a serious problem for the entire group," says Annika Lantz Friedrich, Professor of Occupational and Organisational Psychology at Stockholm University.

"It usually means that no one dares go against the current or question routines: for example, in trying more effective ways of working. It also has a negative influence on the learning processes within the group."

Annika Lantz Friedrich also points out that inclusivity is an important function of leadership, however it is frequently sidetracked in favour of more urgent operative tasks.

"As a manager, you need to set an example and be bold in discussing the mood within

your groups and noticing who talks to who in the coffee breaks. It is too important a detail to leave to the groups alone."

Annika Lantz Friedrich's research gives particular attention in how to structure and organise work so it benefits both the employees' development and the organisation's productivity and quality. She says that flaws in teamwork at workplaces are often due to an erroneous idea that everyone should be treated the same.

"Pretending we are not all different just makes it harder, because how can we develop appropriate work tasks if we don't dare talk about our differences? Instead, we need to go around the team, break taboos and ask each individual what he or she is good at, their experience and prerequisites. When a new colleague joins, the group needs to redefine itself collectively again and think about how the work should be done based on the new circumstances," says Annika Lantz Friedrich.

"For example, if a person with a certain functional impairment comes to a workplace, then it is pertinent to have a discussion on roles being shared differently based on these new circumstances."



Annika Lantz Friedrich

The Professor of Occupational and Organisational Psychology at Stockholm University specialises in issues on how to formulate and organise work to benefit both the company and the development of employees. She has written plenty about groups and leadership, most recently a chapter about group differences and how to manage them in the book *The Problems With Teamwork, and How to Solve Them*.

How to create an organisation where people with functional impairment are considered an asset?

"The biggest pitfall is to start from an individual's functional impairment and try to find an appropriate task from there. Instead, one ought to begin by categorising the tasks within an organisation in terms of the skills, proficiencies and personal qualities needed to do them."

She thinks a compensatory approach, aiming first to create the optimal work situa-

tion, does not lead to true inclusion.

"Upon recruitment no one demands that a person must work perfectly in all possible roles, or that the optimal work conditions exist from the start, in order for recruitment to take place. Over time, we see the adaptations that are necessary for employees to work optimally. That applies to us all, whether we have a functional impairment or not."

Employees in focus at Samhall

Samhall has more than 40 years accumulated experience of developing employees and matching them to real jobs.

Development through work

Samhall's assignment is to further the development of employees through work. Samhall employees develop their working capacity based on their individual considerations and abilities, and ultimately find work outside Samhall. This occurs through matching and development in specific occupation roles. The development journey is different for many employees, but the process is the same.

Occupational roles

In keeping with changes in the labour market, we adapt the occupational roles that our employees work and develop in, to best satisfy our clients' needs. At the start of 2021, we launched a new framework for occupational roles. There are now 25 roles in total, one more than the previous year, and these consist of a mix of existing, adjusted and completely new occupational roles. Some

25

occupational roles at Samhall

of the new roles, for example textile worker and recycling worker, are connected to our investments in sustainable services and the circular economy.

ADMINISTRATOR	ASSEMBLER	CARE ASSISTANT	CLEANER	CUSTOMER-SERVICE CLERK
DRIVER	FORKLIFT DRIVER	GARBAGE COLLECTOR	INDUSTRIAL WORKER	INSTRUCTOR
INTERNAL TEACHER	JANITOR	KITCHEN ATTENDANT	LAUNDRY WORKER	MACHINIST
PROPERTY CARETAKER - OUTDOOR	RECEPTIONIST	RECYCLING WORKER	SERVICE ATTENDANT	SHOP ASSISTANT
STOCKROOM WORKER	SUPERINTENDENT	TEAM LEADER	TEXTILE WORKER	WINDOW CLEANER



DURING 2021, the occupational roles that Samhall employees develop through were reworked and supplemented with several new roles.

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1. Introduction and training in occupational roles

Our employees can receive training in one or more occupational roles. Each one has a number of training steps that develop skills. These also fulfil a function when we need to show which competencies we can provide clients, both as a supplier and recruitment partner.

The pandemic has entailed adjustments to the training programme. During the year, certain training sessions began to be conducted digitally, which also meant an increase in skills among our internal teachers.

So too, instructional films for specific work routines have been made, to serve as complementary instruction. It also provides an opportunity for employees to learn about skills in places other than the classroom. Language app Lingio has been useful in learning Swedish while at care workplaces, where employees have participated in the course via mobile phones.

Another initiative during the year was a concept for training closer to the workplace, which provides an opportunity to complement classroom lessons with practical instruction under organised forms.

2. Matching

Samhall has developed a matching process that highlights each individual's strengths and abilities in order to match the right person to the right tasks and build teams where employees complement each other. To increase the opportunity to develop their skills, Samhall's employees are offered individually customised tasks and work rates.

Adaptation is an important part of the work in matching the right person to the right task. Samhall's basic philosophy is to see each person's unique skill set and, from there, provide the necessary conditions for each individual to succeed. With simple adaptations, for example by dividing a task into several smaller phases, we can create better conditions for our employees to grow and develop.

Work adaptation is also an important tool in preventing workplace accidents and facilitating rehabilitation back into working life. This year saw the implementation of a training initiative in the area of work adaptation

in line with the Work Environment Authority's provision AFS 2020:5 which took effect on 1 June. The target group for the training initiative was all managers at Samhall and the Human Resources organisation: a total of 940 people.

3. Work on client assignments

The daily work in Samhall's client assignments provides employees with opportunities to meet clients, perform tasks, collaborate with colleagues and receive support and feedback. Samhall's broad and varied range of services creates a variety of tasks and development opportunities. Through Samhall, employees

make work contacts and get the opportunity to demonstrate their skills and eventually move to a position outside Samhall.

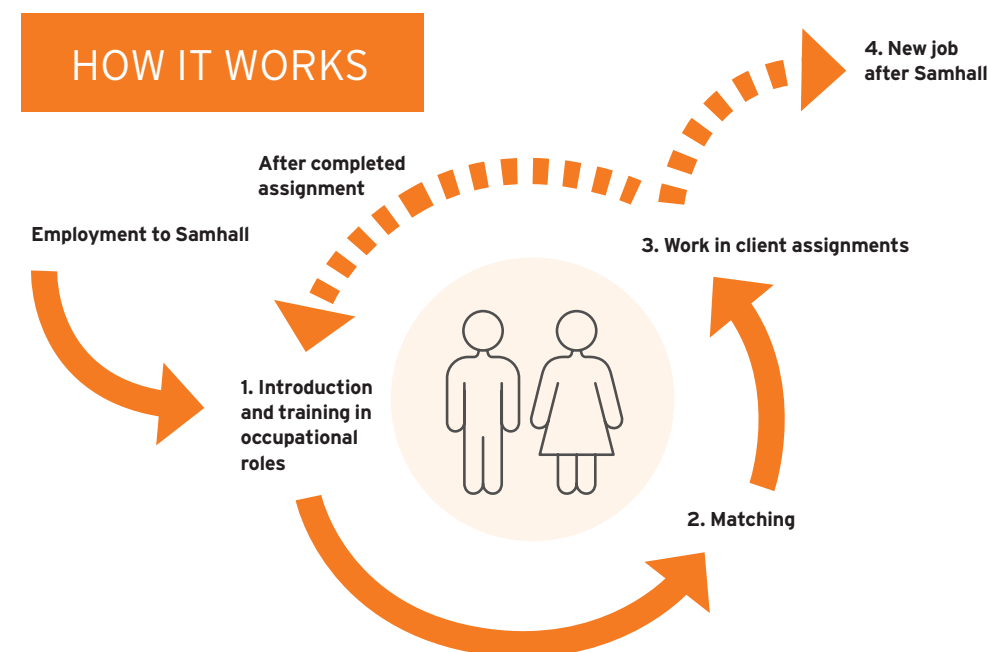
4. New job after Samhall

An essential part of Samhall's assignment is guiding employees towards new jobs outside Samhall. Therefore, we work with establishing recruitment collaborations with companies and organisations that need to recruit workers. Employees ready to move on to work outside Samhall can get assistance writing a CV, finding trainee positions and receive coaching before and during the recruitment process. We also help in contact with the Public Employment Service regarding a possible wage subsidy.

In 2021, 1,452 people got a new job outside Samhall: about 6.5% of our workforce. This was significantly more than the previous year (1,137) during a pandemic-affected labour market. Considering the pandemic still affected operations in 2021, this figure is a very good result.

Our long-running recruitment collaborations with key companies including Max, Burger King and McDonald's were given new impetus after the summer as society began to reopen. These companies provide work covering the restaurant, services and cleaning, with a good ability to adapt tasks and working hours to help develop our employees.

This year also saw a networking initiative implemented, including with the Facility Management sector. Such networking is a way to highlight recruitment needs in various sectors and, at the same time, aim to inspire greater collaboration with Samhall.



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EMPLOYEE BENEFIT

The work in creating opportunities for transitions is an important part of our strategy to highlight Samhall as a professional recruitment partner and make more employers aware of our employees' competence.

More women to new jobs

Work continued to encourage more women to take the step to a new job. Women made 31% of the year's transitions and we want this figure to increase. Through reinforcing our collaboration with the Public Employment Service, we want to secure a more equal inflow of employees to Samhall, but also contribute to more women finding work outside Samhall.

Training was conducted this year to raise awareness and highlight what more we can do to promote equality and diversity in the transition programme. Additional targeted initiatives have been launched focusing on women, and work continues to secure equal matching in transition practice and new jobs.

Right to return

Employees with sheltered work who get a new job outside Samhall are entitled to return to Samhall within one year. Known as "returns", this entitlement is an important condition for many to try work outside Samhall and gives the employee security. Samhall works actively for more sustainable transitions in the long-term, where fewer people choose to enact their right to return.



EMPLOYEES WHO choose to try a new job outside Samhall always have the right to return within one year.

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AT MALMÖ UNIVERSITY, Samhall works with ultra-pure water to reduce the use of environmentally harmful chemicals.

SAMHALL HAS...

...more than

8,800

trained cleaners

SAMHALL SCHOOL THIS YEAR...

...conducted

4,698

courses with

31,792

participants

...approx.

2,900

shop assistants

and

2,300

stockroom workers

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DURING THE PANDEMIC online grocery shopping increased. Samhall employees have packed grocery bags for several companies in the online grocery trade.

Workplace environment and health

It is crucial that Samhall has a safe workplace environment where employees can develop their skills, which is accessible and adapted to employees' prerequisites.

GOOD WORKPLACE ENVIRONMENT and health contribute to the attainment of operative targets and are prerequisites in creating as much employee benefit as possible. Living with a pandemic, for almost two years now, has impeded the workplace environment programme. Also this year, the media examined Samhall on its workplace environment issues.

In 2021, extensive work to improve the

workplace environment commenced, and will remain a major area of focus in 2022. A comprehensive survey of conditions for managers working closest with our employees began during the year. Our first-line managers had the opportunity to talk about their work situation during the pandemic, the needs that have arisen and how they have resolved difficulties. Deeper analysis of the situation of first-line managers has

begun thereafter aiming to identify areas of improvement. As part of these initiatives, an additional HR strategist has been employed centrally. Furthermore, four workplace environment specialists have been hired to work on improvements and support first-line managers in the respective market areas. Also during 2021, Samhall has reinforced the focus on workplace environment when processing and planning new business.

Employee health and safety in focus

The corona pandemic has actualised the importance of our systematic workplace environment programme. Samhall co-ordinates the workplace environment programme through the central Human Resources facility. Many people are involved: from the individual worker to managers and health and safety representatives, to trade union parties and senior management.

Samhall conducts annual follow-up of the workplace environment programme, where results are handled company-wide and at scheduled improvement days, as well as in

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EMPLOYEE BENEFIT

local workplace environment committees. Suggestions for improvement and action plans are based on the situation in the local organisation. During the pandemic, Samhall has continually worked with risk assessment and information about following work instructions with the accompanying safety equipment.

In 2021, great efforts were made to secure safety equipment for employees. Clear guidelines and routines regarding limiting the risk of infection have been updated regularly during this period. Samhall has based all decisions on the guidelines and recommendation of the Swedish authorities.

Serious incidents

Samhall's target is to halve by 2023, compared to 2018 levels, the number of serious incidents that require reporting to the Swedish Work Environment Authority. During 2019 and 2020 the number of serious incidents decreased. However in 2021, we saw an increase to 120 serious incidents reported compared to 73 in 2020. One of the reasons for this increase is that Covid-19 is classified as a dangerous illness, meaning if an employee could have been infected, it counts as a serious incident. Of the 120 reports made, 32 were related to Covid-19.

Combating threats and violence

In 2021, Samhall reinforced its focus on the workplace environment, which also covered measures combating threats and violence. A new nationwide operating procedure for managing such incidents was implemented. The process ensures that security, workplace environment and labour laws are observed in each case. Vulnerable employees involved



We see each person's unique skill set and, from there, provide the necessary conditions for each individual to succeed.

will also be provided with increased support.

In 2021, there was an increase in the number of serious cases of threats and violence reported; 23 cases compared to 9 in 2020.

Major effect of absences due to illness over the year

The progress of the pandemic in 2021 continued to be reflected in the absences due to illness. During pandemic peaks, absences due to illness were significantly higher in many districts. Over the year, total absences due to illness decreased among women to 17.6% (18.1%) and decreased for men 14.6% (14.9%). In total, absences due to illness decreased to 15.9% (16.3%). Absences are measured as a percentage of time according to the employment contract.

Reinforced co-operation with unions

All Samhall employees are covered by collective bargaining agreements and dialogue with employee organisations is important to the company. During the entire pandemic, Samhall has reinforced co-operation with unions.

This year, 28 meetings were conducted at the Company Council, which is significantly more than a regular year, when usually five ordinary meetings are held and five follow-up meetings take place through digital media.



WORKPLACE ENVIRONMENT has been a specific area of priority for Samhall in 2021. This work will continue in 2022, including focus on first-line managers.

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DURING THE PANDEMIC, employees who usually work at other tasks made protective equipment instead.

Equality and diversity

SAMHALL HAS A clear policy of zero tolerance concerning discrimination and harassment, and we work in accordance with our diversity and equality plan.

The work is divided into four areas of priority:

- Skills-based recruitment process
- Work conditions that promote equality and diversity
- Equal terms
- No difference in wages based on gender

Within this framework, careful analysis is given to the annual employee survey, as well as the gender breakdown between women and men making transitions, absences and occupational roles. Based on this analysis, annual activities take place including training, special recruitment drives, health activities and so on. In addition, an annual wage survey takes place. In 2021, no unjustified wage differences were noted.

Employee engagement

In 2021, Samhall was given a new assignment target concerning employee engagement. To follow such a measurement over time, an engagement index consisting of 11 questions was developed. These questions were answered in the employee survey conducted in February, which resulted in an engagement index of 66%, in total, for Samhall.

New for this year's employee survey was the possibility to answer digitally, something that develops our employees' digital skills and gives them better opportunities to participate in both society and working life.

In 2022, the employee survey will consist of 30 questions that summarise four indexes: Engagement, Secure and Safe Workplace Environment, Culture and Collaboration, and Good Leadership.

Gender breakdown in WED

32 % 68 %
Women Men

Gender breakdown in sheltered work

44 % 56 %
Women Men

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EMPLOYEE BENEFIT

Meet our employee: Abir

I feel mighty when I'm driving a forklift truck

When Abir Al Moughabat drives a forklift truck across the workshop floor at Volvo Cars in Torslanda, she is always happy. But her road into the workforce has been anything but straight; however, thanks to Samhall, she has now found her right direction.

As Abir Al Moughabat, 44, slides on to the seat of the forklift truck, there's a sort of mutual understanding. Here, Abir makes the decisions, and the lumbering vehicle will have to follow her instructions.

"I feel mighty when I'm driving a forklift truck. When I'm working, I forget my troubles," she says.

She may seem self-assured in her role as one of Samhall's employees at Volvo Cars in Torslanda, but life hasn't always been straightforward for Abir. She was born in Lebanon, but came to Sweden at the age of 12 with her family. As the second youngest of seven brothers and one sister, she got hardly any attention.

"I married young and had five kids. Now, my husband and I have separated, but the kids are still at home with me," she says.

When Abir speaks about her children – or truck driving – it's like the sun shines in the darkened workshop. Her radiant smile even makes others in the room beam.

Samhall's collaboration with Volvo Cars consists of looking after and managing all

the empty packaging from the production. Everything needs to be sorted and packed, ready to be picked up from the cargo yard.

When Abir started seven months ago, she took care to learn all the work tasks to get a good overview and to help out wherever needed.

"Even though I was focused on driving the truck, it was important for me to learn the whole operation," she says.

Abir has a background as an interpreter at the Swedish Migration Agency; for a couple of years, after the major refugee crisis of 2015, she had a lot of work. But in recent years, she has been unemployed for long periods, partly due to a shoulder injury that has reduced her working capacity.

At a meeting with the Public Employment Service, she was offered a job via Samhall.

"Since I have a driver's licence, they asked if I would like to learn how to drive a forklift truck. It appealed to me," she says.

Her adult children worried about their mother working in the heavy manufacturing industry. Her eldest son went so far as to say that truck driving was a "man's job" and thought she should choose something else.

But Abir stood her ground.

"Now it feels like I've got my revenge. Driving the truck is very, very fun and I recommend it to everyone," she says and smiles.



Abir Almoughabat

Age: 44

Tasks: Forklift truck driver at Volvo Cars in Torslanda.

Off the job: Takes care of her home and her five children.

Dreams of: Her children's education and enjoying a bright future.

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5.

Society benefit

In addition to the direct benefit Samhall creates for employees and clients, we also contribute to society. By highlighting skills and preparing places for more people in the labour market, we break the cycle of social exclusion for people with functional impairment.

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Interview: Hélène Barnekow

C-suite inclusivity benefits all society

After 25 years, as a woman in the male-dominated IT sector, Hélène Barnekow, CEO Microsoft Sweden, knows how it feels to go unheard, unseen and uninvited to discussions. She now works actively to include all talents in the labour market.

HÉLÈNE BARNEKOW is one of the tech sector's most powerful people. During her 25 years in IT and telecommunications, Barnekow has also had leading positions at Sony Ericsson and Telia Sverige, among others. Equality has been her motivating force ever since she was a young product manager at Ericsson and saw how only men were promoted and came to the fore, despite there being many good female managers. Now she has a broader concept of diversity and inclusivity, and wants companies and organisations to follow her example.

"For me, this has always been a major part of entrepreneurship: how can I contribute and make things better. I've played team sports and that's all about how to include everyone in the team. If you are a team with eleven players, but only eight are included, then you lose the match. Through inclusivity, we all win: as a football team, a company and, at the macro level, a society."

Hélène often refers to the necessity of

change starting at the highest levels of management. For example, she mentions that Microsoft's global CEO, Satya Nadella, was in Sweden for just one day and chose to attend Samhall Innovation Days, a hackathon where representatives from many companies and organisations with a variety of skills get together to develop and find solutions that facilitate working life for people on the autism spectrum.

"Who knew that the CEO of one of the world's biggest companies is passionate about this issue? I need to start with my team and choose to do things that demonstrate how this is an important issue."

According to Hélène Barnekow, tech companies have both the responsibility and the possibility to make new technology accessible to all; in such a way, these developments help society move forward.

"We employ a diversity of talents in our development teams. We have visually impaired persons who develop functions that make our services more accessible; one of our hearing-impaired developers came up with the idea of blurring the background in Teams, so it's easier to focus on lip reading. Now everyone uses that function: this demonstrates the benefit of diversity."

For Hélène Barnekow, the inclusivity work



begins with recruitment. Microsoft actively works to attract – and keep – talent from all parts of society, from various backgrounds and circumstances. The advantages are many, says Hélène, including better workplace climate and a more enjoyable, more creative and innovative workplace.

"You can say what's on your mind, it becomes a braver organisation. No one dares to express crazy ideas if everyone else thinks the same; meanwhile you feel you're going completely mad," says Hélène.

She also makes the point that research shows companies that succeed with diversity and inclusivity are also the most profitable, because diversity provides completely different perspectives.

Hélène Barnekow considers business as her platform for change, but at the same time says decisions by individual companies have major effects on society in general.

"We constantly need to move forward in order to reach ever larger groups in society."

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26 PER CENT of the number of people who took part in specific initiatives for people with functional impairment and reduced working capacity in 2021 were employed by Samhall.

A labour market where many more find the right place

People with functional impairment causing reduced working capacity constitute a large proportion of the unemployed in Sweden. But under the right conditions, most of them are able to work. In highlighting the competencies and possibilities of people with functional impairment, Samhall plays a vital role.

IN TOTAL, THERE are about 429,000 people in the age range 16–64 with functional impairment causing reduced working capacity in Sweden. Of these, some 48% were unemployed in 2020. Among those with functional impairment who have a job, it is more common for it to be a time-limited or part-time position than the rest of the population.

The need for adapted working conditions

Among employed people with functional impairment and reduced working capacity, 80% require adaption or support to be able to work. The most common form of adaption is a customised work tempo. Among unemployed people with functional impairment and reduced working capacity, 57.5% state they could perform a job if they received one or more types of adaption or support.

Samhall's labour market policy assignment gives people who need a customised tempo and workplace environments the opportunity to work based on their own conditions. Adapted working conditions can mean a variety of things and be based on the individu-

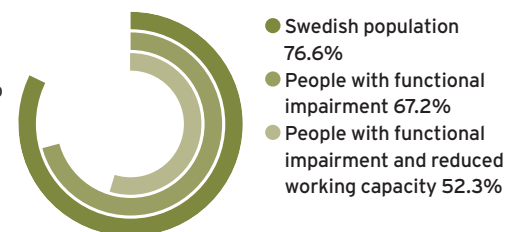
al's own circumstances. It can mean physical workplace environment adaptations to facilitate someone with a movement impairment or aids and adaptations to help a person with neuropsychiatric impairment. It can also mean changes to routines and processes, adjusted working times or dividing tasks into smaller phases.

One of many initiatives

Samhall constitutes a major part of state labour market policy. Of the total number of

Employment 2020

The proportion of people with functional impairment with a job is vastly different from the rest of the population (16–64 years of age).



Source: SCB 2021

Source: The labour market situation for persons with disabilities, 2020, SCB.

429,000

In total, there are approx. 429,000 people aged 16–64 with functional impairment causing reduced working capacity in Sweden..

people at the end of 2021 who took part in specific initiatives for people with functional impairment and reduced working capacity, 26% were employed in Samhall's assignment with sheltered work or wage subsidy for employees under development at Samhall.

As a proportion of the total state labour market policy support for people with functional impairment and reduced working capacity, Samhall's assignment has decreased its share since the 1990s. During this time, many other initiatives have been

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established for the same target group, providing people with more and better-adapted support.

Samhall's assignment is to find meaningful work for people with functional impairment and reduced working capacity, where the Public Employment Office determines if there exists a working capacity. For those with functional impairment but no working capacity, there are other initiatives, for example at municipal level.

Labour market policy initiatives for people with functional impairment

Sheltered work at Samhall

In sheltered work at Samhall, the employee is employed on a permanent basis. The Public Employment Service decides who gets employed.

Employment with wage subsidy

The employer can get a wage subsidy for recruiting an employee with functional impairment. The position's terms of employment must be the same level as for others in the workplace.

Public sheltered work

The employer in the public sector can get a wage subsidy for recruiting an employee with functional impairment. The position's terms of employment must be on the same level as for others in the workplace.

Employment with wage subsidy for security in employment

A position that enables wage support for an employer who employs people with a particular need for a secure workplace.

Positions with wage subsidy for employees under development

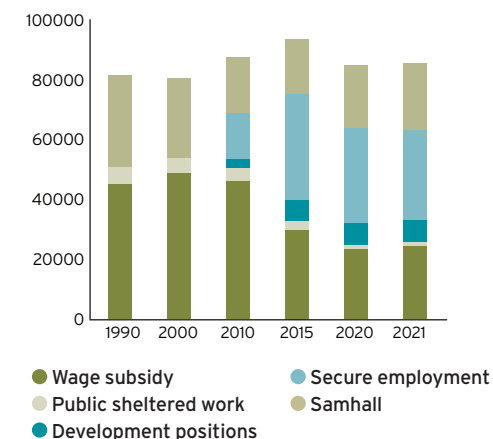
A development position that facilitates work combined with other developmental activities simultaneously, such as training and instruction. Samhall is assigned to offer time-limited development positions.

A voice in social discourse

Everyone wins in a society that provides more people with the opportunity to participate and where fewer are excluded. Thus, Samhall actively works to disseminate knowledge and showcase good examples where people with functional impairment are given the opportunity to contribute in the labour market and help influence negative attitudes and prejudices about people with functional impairment. Samhall is present in the public discourse on these issues and organises seminars and events to highlight the positive aspects of greater diversity in the workforce. Samhall also examines, through surveys, the attitudes of business and the public to employing or working with people with functional impairment. Based on these responses, Samhall acts to highlight the benefits and opportunities of a more inclusive labour market.

Labour market policy initiatives

Labour market policy programmes with employment for people with functional impairment



Source: Arbetsförmedlingens veckostatistik 52, 2021
(The Public Employment Service weekly statistics 52, 2021)



Sweden's most important coffee break

As part of ensuring a greater presence in societal debates, Samhall launched in 2021 Sweden's most important coffee break; an occasion for Samhall's CEO, Sara Revell Ford, and other company representatives, to invite decision makers and important voices in societal debates to have a conversation over a cup of coffee. Through the spring and autumn, Samhall's coffee moped could

be seen in Mynttorget in Stockholm, where Samhall employees, along with twins Pontus and Linus Nilsson, poured the coffee. Invited guests included MPs Anna Johansson and Marianne Pettersson (S), Michael Anefur (KD) and Ali Esbati (V), as well as representatives from Samhall's key clients. Conversations ranged from Samhall's role in society to the desire to do more for more people and the importance of staying open to new perspectives and solutions.

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SOCIETY BENEFIT



PATHFINDER PRIZE WINNERS

Pathfinder Prize

Samhall hosts the Pathfinder Prize to honour and highlight employers and individuals who make a real difference for people with functional impairment, as role models in the labour market. Divided into regional and national rounds, regional winners are chosen through voting and national winners by a distinguished panel including H.R.H. Prince Daniel.

Due to the pandemic, the Pathfinder national ceremony 2020 was cancelled, but in autumn 2021 the winners could finally be applauded, in an emotional return where jury, guest speakers and large sections of Sweden's trade and industry were in attendance. Samhall views the prize as an important contribution in combating prejudices, of sharing knowledge through inspiring stories and good examples that can lead to even more people having the opportunity to enter the labour market.

Individual of the Year: Ulf Schön

Supermarket manager, Ulf Schön, who runs Ica Kvantum in Sollefteå, was awarded the prize for Individual of the Year. The jury's citation: "Ulf Schön is a person who, with warmth and pride, shows that both employees and society benefit greatly when more people are allowed to join in and contribute. With solid faith in everyone's abilities, our Individual of the Year sees through limitations and prejudices and shows the way towards a better labour market."

Employer of the Year: Inpac

Inpac, a company that produces and packages products including probiotic pharmaceuticals and dietary supplements, has a staff of which roughly half are people with functional impairment. The jury's citation: "Inpac sees diversity as a self-evident asset and everyone is given the opportunity to contribute based on their talents and abilities. Everybody is different, but equally important."

Honorary Prize: Malin Wernersson

The prestigious Honorary Prize went to entrepreneur Malin Wernersson for developing an app that helps people with functional impairment make new friends. The citation reads: "The jury's Pathfinder Honorary Prize 2020 recognises how one single person, with commitment and action, can create new opportunities in the lives of so many others. By constantly thinking new, thinking free and thinking true, our Honorary Prize winner has created the conditions for others to demonstrate their talents and abilities."

Sustainable operations within the planet's limits

SAMHALL'S OVERRIDING ambition is to operate within the boundaries of the planet's limits. Samhall aims to halve its climate emissions by 2025 and have a fossil-free fleet of vehicles by 2030. During 2021, significant progress was made in restructuring our fleet of production vehicles, resulting in a reduction of CO₂ emissions by 24% over the year compared to 2020.

Besides the fleet of vehicles, a large part of the environmental impact comes from the production of goods used in Samhall's services, in forms including plastic, chemicals, electronics and work clothing. Samhall has an ongoing project to develop a brand new collection of sustainable and circular work clothes. The new design and innovative choice of materials aims to provide a long lifespan, decrease environmental impact and enable repair, reuse or recycling as much as possible. Thanks to the skills of Samhall employees in laundry and sewing, the need for new clothing is diminished.

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Samhall's contribution to Agenda 2030

För Samhall innebär en långsiktigt hållbar utveckling att vi ska bidra till uppfyllandet av FN:s globala hållbarhetsmål, bedriva en verksamhet inom de planetära gränserna samt minska vår klimatpåverkan i enlighet med Parisavtalet. Agenda 2030 betonar att ingen ska lämnas utanför och Samhalls kanske viktigaste uppgift är att se till att alla kan inkluderas.

FOR SAMHALL, long-term sustainable development means contributing to the fulfilment of the UN's global sustainability goals, running a company within planetary boundaries and reducing our climate impact in accordance with the Paris Agreement. Agenda 2030 emphasises that no one be excluded and perhaps Samhall's most important task is to ensure that everyone is included.

One of the challenges in implementing Agenda 2030 in Sweden is that disparities between various groups in society are not decreasing and certain groups face a larger risk of social exclusion and consequently worse quality of life.

Statistics Sweden's current analysis of the implementation of Agenda 2030 in Sweden shows that people with functional impairment are particularly vulnerable in the labour market and face a higher risk of economic uncertainty. As a group, young people who neither work nor study, in general, have worse conditions than others to enter the workforce, and risk long-term exclusion.



LEAVE
NO ONE
BEHIND

The current state of the labour market, caused by the pandemic, means those who already had a weak position are in an even worse situation in terms of competing for jobs. The exclusion of people means not only wasted human and productive potential, as well as an increased risk of ill health, but can also shake confidence in society itself. Therefore, Samhall fulfils a vital function in Sweden's effort to attain the targets in Agenda 2030: every day, all year, throughout the entire country.

Working towards the same goals

By and large, many of the global sustainability targets coincide with the targets and the assignment established by the government for Samhall. The basis of Samhall's work is to contribute to opening up the labour market for people who currently are furthest from participating in it, and providing people with functional impairment better conditions for social and financial security. Following are three sub-targets in Agenda 2030 that correlate most directly with those targets we are already working to achieve.

IMPORTANT SUB-TARGETS IN AGENDA 2030

Selected sub-targets

Samhall's contribution



4.4 Increase the number of people with relevant skills who gain employment and financial security.

Samhall contributes to fulfilling the objective through our comprehensive work in educating and training our employees in various occupational roles, as well as providing work training for people with functional impairment.



8.5 Full employment and decent work with equal pay for all.

Samhall contributes to fulfilling the objective through creating productive work for people with functional impairment who otherwise would not have found a job and by developing an employee's ability so he or she can find work in the regular labour market. Since Samhall was established, more than 200 000 people with functional impairment have got a job at Samhall and 40 000 went on to a job in the regular labour market.



10.2 Promote social, economic and political inclusion.

Samhall contributes to fulfilling the objective by utilising the competencies of Samhall's employees and by highlighting persons and companies that show the way for an inclusive labour market and society, as well as sharing knowledge about these issues nationally and internationally.

READ MORE ABOUT OUR CONTRIBUTIONS TO AGENDA 2030 ON PAGE 56.

Source: Statistics Sweden, Lämna ingen utanför, Statistisk lägesbild av genomförandet av Agenda 2030 i Sverige, oktober 2020 (No One Excluded: Current statistical analysis of the implementation of Agenda 2030 in Sweden, October 2020)

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Meet our employee: Mats

I've been given another chance in life

When Mats Fundin suffered burnout, he completely lost his footing. Thanks to Samhall, he has now found his way back to the labour market and rediscovered his enjoyment of life.

MATS FUNDIN was a successful independent contractor in the construction sector. Life was busy and projects rolled in; Mats worked a lot, but he enjoyed it and was happy. Then the crash came. A divorce sparked many years of mental ill-health and exclusion.

"I was newly divorced and just had a baby with my new woman. She wanted to move back to her home town, 1 000 km from where my family lived. It was like she was asking me to choose between my kids, and I couldn't cope. Mentally, I went to pieces," says Mats.

He talks about how the once so enterprising Mats suddenly could not get off the sofa, did not have any energy. He was burnt out and found it increasingly difficult to take care of himself and his business. His finances became ever worse.

"It took ages for me to accept that I needed help, and even longer before I was able to talk about what had happened and move on. It's still a gut punch whenever I see a construction vehicle."

With his private finances in ruins, Mats found himself far removed from the labour market. For many years, he tried to get back on track, but only when he was offered a job at Samhall, via the Public Employment Servi-

ce, did the pieces fall into place. About three years ago, Mats joined the property services team at Samhall in Strängnäs. It was a physically demanding job requiring tasks such as working in the garden, trimming hedges, mowing lawns and so forth. But it was not long until Mats began to feel the old buzz again and he wanted to take more responsibility.

"When I was offered a job at Samhall, I barely knew what it was; now I've been working here for three years and become a supervisor. The more responsibility I've been given, the more enjoyable it is to go to work. I was outside society for many years, but now it feels like I've been given another chance in life!"

His area manager, Martin Lärnestad, has followed his development and, with time, has come to regard Mats as something like his right-hand man.

"Mats' development has gone from zero to one hundred. Nowadays, I don't know what I would do without him. He runs the day-to-day operations and leads the team. It's an amazing journey, and this is exactly what Samhall is here for," says Martin Lärnestad.

Mats himself says that his return to work is largely thanks to Samhall providing a safe environment and a context where each individual gets the opportunity to grow at his or her own pace.

"It really says something about a country, if there's such a thing as Samhall in it," says Mats Fundin.



Mats Fundin

Age: 61

Tasks: Supervisor, outdoor property management

Off the job: Works out, watches Netflix, hangs out with his girlfriend.

Dreams of: My kids and I staying healthy and that I find employment after Samhall; I am not ready to simply stop everything after 65.

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CLIENT BENEFIT



SAMHALL HAS about 8,800 fully trained cleaners and works in many other sectors too.

6.

More than just services

Samhall has a broad range of business offerings focused on labour-intensive operations. Our success is based on continual evolution. Besides our top-quality services, many clients choose us because they share our values and know the benefits of a more inclusive society.

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CLIENT BENEFIT

Interview: Christoffer Bergfors

Collaboration provides both diversity and security

Diversity, inclusivity and social responsibility can go hand in hand with business interests. Samhall's collaboration with Max Burgers is proof.

ANYONE CAN CONTRIBUTE and everyone is good at something. That is the strong conviction of Swedish hamburger chain Max Burgers. It is also one of the driving forces behind the company's long collaboration with Samhall.

"We are very wide-ranging in how we seek new talent for Max, and Samhall which is mandated to find work that develops people with functional impairment suits very well our core values about a society for all and everyone's equal value," says Christoffer Bergfors, Vice President, Max Burgers.

In practice, that collaboration currently means Samhall provides all cleaning services to the company's restaurants. Through the years, many Samhall employees have then gone on to a permanent job at Max.

Christoffer Bergfors highlights that employees from Samhall contribute positively in many ways: from making guests feel welcome to improving the mood in the restaurants' work teams. Challenges along the way have generated solutions; for example,

customised instructions and routines help facilitate the work.

"Because we have worked together for so long, a spirit has evolved, a sense that anything is possible, if the will is there. Talking to each other and maintaining a dialogue means you can solve challenges."

For Max Burgers, the partnership with Samhall also provides business benefits. Here the supply of skills and recruitment of the right talent is a vital component. Another aspect of business benefit is the good mix of people who develop the company and contribute to a positive whole, adds Christoffer Bergfors.

"We are also very glad and grateful that employees recruited from Samhall have stayed with us a long time. Regarding the cleaning operations in our premises, continuity and dependability are important for us. Working with a company of Samhall's size provides security," says Christoffer Bergfors.

The family business takes a broad, holistic approach to sustainability, which has been a part of operations since the start in 1968, when the family opened a grill kiosk in Gällivare. Already in 1969, corrugated fibreboard was used and over the years the fast-food chain's menu has become greener. In addition



FACTS: MAX BURGERS

Collaboration with Samhall began in 2003 with the aim of creating new pathways into the labour market for people with functional variations.

Currently, around 900 Samhall employees work with cleaning, outdoor property management and other associated services in the fast-food chain's 142 restaurants around Sweden.

In 2020, a new collaborative agreement was signed. Besides services, the agreement also covers a common strategy to assist more Samhall employees to make a transition, in other words to gain employment with Max Burgers.

About 200 Samhall employees, so far, have made the transition to permanent employment at Max Burgers.

tion to the goal of diminishing impact on the climate, there is a vision of global justice and social sustainability, including, for example, the recruitment of persons from a variety of backgrounds and circumstances.

Christoffer Bergfors says the commitment to sustainability comes from his father Curt Bergfors, the founder and principal owner.

"There has always been a strong ethic about making a real difference for people and the world we live in. On a global scale, we are just a small company, so the most important thing we can do is to be a good role model and inspire others to do more."

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Sustainable client offering

Samhall's success is based on our continual development of attractive client offerings in order to create real jobs for our employees.

SAMHALL SPECIALISES in personnel-intensive services and goods production. We have a broad mix of business in order to fulfil our mandate and offer a variety of tasks throughout the country and to counteract cyclical fluctuations in the economy. We cover everything from cleaning, laundry and services for retail and the care sector, to facility management, logistics and manufacturing, and we are proud of our broad range. Just like other companies, Samhall needs to have a great focus on the needs and expectations of its clients. Assignments are conducted as services or sector solutions at the client's or through industrial operations and packing/assembly in-house.

An informed choice

Many of our clients choose to collaborate with us because they share our values and see the business benefits of a more inclusive society. But the basis for working with Samhall is always that we satisfy the client's concrete needs and contribute to improving their competitiveness, whether it is hiring or recruiting our personnel.

Samhall is mandated by the state to offer competitive services, but for many of our clients collaboration means so much more than the commercial benefits. Our clients view our employees' competence exactly as we do. Many of our clients also witness our employees' dedication and how they contribute to a positive culture in the workplace, which in turn strengthens the brand and

builds pride among the staff.

Swedish companies and organisations are also increasingly aware of the benefits of an active policy of social sustainability. Research shows that companies that work with diversity and inclusivity become more profitable, because it provides new perspectives, innovative solutions and a more appealing workplace environment.

A sustainable client offering

Samhall's strategy is to integrate environmental concepts into the company's client offerings and is also an important part of the company's growth strategy. Our services need to suit a circular and environmentally sustainable society, meaning that our services must have low environmental impact and that we create new offerings that contribute to the establishment of a circular economy.

Vital steps have been made, including the development of services to support the shift to more sustainable food production in line with the government's food strategy. The coming textile producers' area of responsibility is yet another interesting growth area; Samhall can offer services connected to collection, sorting and processing of textiles, with the aim of decreasing the amount of textiles burned and increasing reuse.

Environmental training is included in various occupational roles, for example environmentally friendly cleaning and the correct use of chemical products.



SAMHALL CLEANS all IKEA stores. Samhall also works at IKEA's second-hand store in Eskilstuna.

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SAMHALL'S CLEANING SERVICE is Nordic Ecolabel approved and we continually work to ensure a quality service.

A broad mix of business

Samhall offers a large range of services in cleaning, laundry, care, property maintenance, recycling, logistics and manufacturing throughout Sweden.

Cleaning services

We provide cleaning services throughout Sweden. Besides standard cleaning, our expertise also extends to floor care, house-cleaning and window cleaning. During the ongoing pandemic, sanitation and cleaning have become more important than ever for society to function, and more and more clients appreciate a cleaning service of high quality. We work in most environments: from offices, shopping centres and schools, to care facilities, stairwells and hotels. Our cleaners are among the best trained in Sweden, thanks to the Samhall school's foundational and supplementary courses.

Samhall's cleaning services and floor care are Nordic Ecolabel approved, meaning they have low environmental impact. We use Nordic Ecolabel's approved chemicals, measure doses properly and strive to reduce the use of plastic bags. We integrate sustainability in everything we do, and much of the year focused on Nordic Ecolabel training and securing compliance through follow-up.

We continually work to develop our cleaning services and see how sustainability

5%

Samhall's market share of the cleaning sector

and digitalisation are important areas for our clients. To guarantee good quality, we use the INSTA 800 standard or Samhall's own quality assurance model to follow up; a model we see more and more clients starting to use as well. Cleaning is Samhall's largest product area. Our share of the cleaning market is approx. 5%.

In late 2021, an even more extensive collaborative agreement was signed with IKEA. It means a deeper collaboration, with Samhall employees providing cleaning services in 18 districts and 40 stores within the Ingka Group. The new agreement also covers more services than before, including laundry of the restaurant personnel's work clothes, as well as maintaining the green areas, car parks and coffee machines.

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CLIENT BENEFIT

Laundry and textile services

Samhall is one of only a few companies in the laundry sector that can provide nationwide coverage; we operate some 20 laundries throughout the country. We manage everything from the household laundry of the municipal care sector to work clothes for various companies and provide other textile services. Samhall is a member of the Swedish Laundry Association. This means our laundries comply with the association's requirements on professional skills, good enterprise and efficient resource use. We carefully monitor our consumption of water and energy and primarily choose ecolabel detergents. All new laundries are designed to comply with the Nordic Ecolabel standards. Our laundries have employees with occupational training from the Samhall school. We also provide mending and other sewing services in conjunction with the laundries. By extending the life of our clients' clothes, we reduce the environmental impact involved in textile production.

A positive recognition of our relatively new investment in this sector is that more and more companies now choose Samhall for their laundry and textile services throughout Sweden.

Property services

Regular maintenance is the key to a well-run property, decreasing the necessity of expensive repairs and creating a welcoming environment for employees and visitors. We have our own trained property caretakers with experience in most jobs in the sector. Among many other tasks, we can help to look after gardens, keep things tidy in the car park and pathways, and assist with the recycling and

simple kinds of repair work. We also have broad experience with various kinds of inspections, for example checking the lighting and fire safety. Property Services is a product area under development, where we will, successively in 2022, invest both time and resources to identify further potential.

The assignment for the Swedish Packaging and Newspaper Collection Service, (FTI), includes outdoor maintenance, cleaning and the management of approx. 5,000 recycling stations nationwide.

Services in offices, shops and the care sector

Samhall performs a broad range of services in a variety of sectors throughout Sweden. The common denominator is the added value we create for our clients by helping them solve their everyday challenges.

Our services for shops cover everything from order fulfilment to managing shopping baskets and inventory. We can also look after the surroundings outside by managing shopping trolleys, for example. In office and conference services, we have many appreciated employees who are familiar with greeting visitors in the reception or as floor hosts.

When Samhall provides services to care homes, the professional staff can focus fully on what they are trained to do, while we help with the cleaning, laundry, purchasing and delivering food and other goods, helping in the kitchen or ironing and mending clothes. It has many positive effects, both for the staff and those in the home.

During the pandemic, circumstances for many of our service operations changed, for



SAMHALL LAUNDERS and repairs work clothes for companies and organisations all over Sweden.

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MANY SAMHALL employees have a unique ability to provide a service with exceptional accuracy, making them a good match for warehousing and logistics, as well as packing and assembly.

example the needs of the care sector have been different, while office and conference operations have fallen in certain cases due to restrictions and an increase in working from home.

These services are under constant development to meet, in an agile way, the needs of our clients. We continually appraise new solutions for meeting the trends and needs of the future, while simultaneously developing new and meaningful tasks for our employees.

Our offering "Many Hands" provides services to municipalities and regions that act as a complement to their care sector and contributes to Sweden's burgeoning older population feeling safe, remembered and cared for.

Sector solutions in warehousing and logistics

Samhall currently works with a large range of e-retailers and third-party logistics ware-

houses. Many clients hire us for good results in personnel-intensive phases such as pick and pack, returns and processing services.

Many of our employees have a unique ability to provide this service with exceptional accuracy, making it a good match between employee and client assignment. Due to the trend of automatisisation within the sector, new tasks are emerging that suit many employees. Besides the practical warehousing work, Samhall has also developed more strategic competencies in third-party

logistics, e-retail, retail logistics, recycling logistics and consumer packing, meaning we can improve clients' operations.

During the pandemic, challenges with material supplies and difficulties in container freight have affected the entire world. Even Samhall's clients have been affected, and we are now seeing an increased need for warehouses to avert delivery problems.

In 2021, returns management in e-retail and third-party logistical solutions have been major areas of focus for Samhall,

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CLIENT BENEFIT

something that is completely of the times and considered by many to be a sustainable alternative for the future.

Samhall in 2021 has had a good growth journey with Systembolaget. Operations are now conducted in three areas in Sweden and cover mainly the handling of packaging in the client's warehouse depots.

Sector solutions in recycling

Samhall currently collaborates with a number of recycling companies and sees great potential for more jobs given the ongoing shift towards material reuse and recycling. Besides traditional recycling companies, there are growing numbers of companies that repair, disassemble or reclaim resources in other ways. This sector has many work phases that require manual handling, where Samhall can contribute to a more circular economy.

In summer 2021, a recycling collaboration began in the telecom sector. The assignment is conducted at the client's premises and involves sorting and dismantling telecom equipment to reuse the electronics or recycle the metals.

Sector solutions in the manufacturing industry

Samhall is a supplier of sector solutions to Swedish industry. Our breadth of competencies in manufacturing means Samhall can



NEDDE SEES each employee's abilities. He is a supervisor for some 20 employees who pack and mark food products for a wholesaler.

satisfy client needs in many areas. Assignments cover everything from basic industries to high-tech manufacturing. We often work within our client's support processes in pre- and sub-assembly, cementing, packing handling, as well as quality control. Prior to major collaborations, our production technicians review the best way to set up the work and decide the workflow, layout and equipment. We evaluate any investments needed and present a cost proposal, measures required, key performance indicators and safety. Regarding our own industrial production, we constantly work to develop productivity and quality. We have our own certificate programme to certify our assignments at clients' production facilities. During the pandemic, a lack of materials, semiconductors in particular, has affected approx. 75% of all Swedish companies. Thanks to a scalable and flexible collaborative model, Samhall has been able to meet clients' changing needs in a quick and effective manner, which has contributed to both Samhall and our clients looking to exit the crisis in good condition.

During the year, Samhall launched Project Made Nearby, aiming to support companies looking to move their manufacturing back home to Sweden. Samhall can offer customised solutions that create industrial conditions that match today's automated manufacturing industry. For example, Samhall's employees can operate machinery one day and build cardboard packaging the next.

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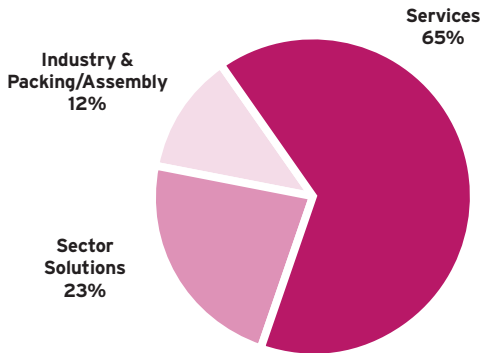
CLIENT BENEFIT



Industry and packing/assembly

Samhall has vast experience in manufacturing, packing and assembly operations in our own premises or at the client's. Examples of work at industrial units include the assembly of cables, packing medical products and assembly work for industrial companies. Since the early 2000s, industry and packing/assembly have decreased and make up a minor part of Samhall's operations. However, in 2021, we saw strong growth in industry and Samhall is working to become an even stronger partner for companies wanting to move operations back home to Sweden.

In 2021, demand from Samhall's largest clients in Industry has risen again after the pandemic. At the same time, we have seen a rising demand for simpler assignments in packing/assembly, both from new and current clients.



DEEPER COLLABORATION WITH IKEA

Deeper collaboration between Samhall and IKEA

Samhall and Ingka Group have been collaborating since 2008 and therefore have offered thousands of people with functional impairment new pathways into the labour market. The current contract covers 18 districts and 40 facilities.

OVER THE YEARS, the contract with IKEA has grown and, including the current contract that runs to 2026, some 800 Samhall employees work in the stores managed by Ingka Group. That makes IKEA one of Samhall's largest and most important partners.

The contract includes services such as cleaning, organising the shopping trolleys, laundering the restaurant personnel's work clothes and maintaining the green areas and car parks.

"At IKEA, our employees have the opportunity to develop their skills in vital service areas. IKEA is a close partner that always sees possibilities and abilities among our workers," says Jonas Rieck, Deputy Chief Sales Office at Samhall.

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CLIENT BENEFIT

Meet our former employee: Nathalie

My job has made me happier and more positive about life

After making a transition, Nathalie Andersson now has her first job outside of Samhall. It has given her a new joy in life, while service company Coor gets a flexible and dedicated janitor.

THE WORKING DAY for 26-year-old Nathalie Andersson begins at four in the morning. That's when she gets up to catch the morning bus that takes her to work at an enormous warehouse in Västerås, 35 km from her home in Sala. Here she works as a janitor for Coor, a job she got after putting her best foot forward while on assignment for Coor with Samhall.

"Obviously it's tough, but routines are important to me, and so is having someplace to go every morning. I like meeting people and having something to do," she says. But not only does she need to be an early bird. Her new occupation is multifaceted and requires her, above all, to show flexibility and to multitask.

"I distribute fruit, repair and fix things, move furniture, shovel snow and sand the paths. My favourite is picking up litter outside; it sounds boring, but I find it quite soothing," she says.

According to Coor's site manager, Ludvig Karlsson, the job suits Nathalie perfectly, and she became part of the team quite naturally.

"She demonstrated great commitment and curiosity from day one. She is a quick study and her learning curve has gone straight up," he says.

But it hasn't always been this way for Nathalie, who has struggled with social anxiety and depression. Problems started already in school and a late diagnosis of ADHD. After dropping out of high school, there were many tough years. Among other things, she was at Samhall a while, however she was often absent due to illness and says that she wasn't properly motivated. Nevertheless, that changed when she received psychiatric counselling and better medication.

"In 2020, I had a new offer to work at Samhall and this time it went much better," says Nathalie.

After a period in a team that cleaned staircases, she was matched to Coor, which already after three months led to a transition; Nathalie's first job outside Samhall.

"It means so much. Obviously, I have bad days, but I am both happier and more positive about life now," she says.

For Ludvig Karlsson at Coor, the key to successful recruitment isn't what is written on the résumé. For him, it's about finding the right individual.

"Many employees at Samhall are greatly motivated to start a new job. It's the opportunity that's lacking, that's all," says Ludvig.



Nathalie Andersson

Age: 26

Tasks: Repairs and fixes things, moves furniture, distributes fruit baskets, shovels snow, sweeps, picks up litter.

Off the job: Visits and photographs abandoned buildings. Raising two miniature poodles.

Dreams of: Continuing work and a driver's licence.

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7.

Sustainability

Sustainability is an important and integrated part of Samhall's business and operations. With an active active stakeholder dialogue and great focus on our sustainability reporting, we are guiding the company towards even larger value creation.

SAMHALL HAS an ongoing project to develop a brand new collection of sustainable and circular work clothes.

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Stakeholder and materiality analysis

Stakeholder dialogue

Our aim is to continually evolve in order to create great benefit for employees, clients and society as a whole. Samhall has a complex assignment and the work requires balanced trade-offs, as our stakeholders value various results and activities differently. To survey and analyse our stakeholders' expectations is a prerequisite for achieving our objectives and creating the greatest possible benefit. Stakeholder groups have been identified and defined: partly based on the various components of the state's assignment, partly from general conditions applicable to a service company. Samhall's most important stakeholders are employees, clients, the state

as owner and financier, the Swedish Public Employment Service, suppliers and societal organisations.

In general, stakeholder groups have not changed in recent years, but the various significance of sub-groups within the main groups is monitored regularly in order to facilitate relevant dialogue. The expectations of stakeholders are captured through stakeholder dialogue that takes place continually, both in formal and informal forums and in surveys of employees, clients and brand metrics. The following table lists our stakeholders, the topics they have in focus and the forums and tools used for the dialogue.



FOCUSING ON development and strengthening operations, Samhall maintains continuous dialogue with authorities, clients, politicians, the functional rights movement and many others.

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Stakeholder group	Topics in focus	Type of dialogue and response
Employees	Samhall as an attractive employer. A safe, secure and matched workplace environment for employees. Opportunities for personal development. Pandemic’s effect.	<p>In order to develop our operations and ways of working, an annual employee survey is conducted, in addition to regular workplace meetings. In 2021, we also implemented employee dialogues company-wide regarding the pandemic, workplace environment and working conditions.</p> <p>All employees have individual target and development dialogues.</p> <p>Within the framework of various development initiatives and strategic work, dialogue is initiated that includes the relevant personnel groups in order to obtain their perspective.</p>
Union organisations	Employees’ working conditions. A safe, secure and matched workplace environment. Samhall’s role in the labour market.	Samhall meets regularly with union organisations, including central and local advisory councils and negotiations, as well as regular central and local workplace-environment committees.
Clients	The quality of service to clients. Samhall’s sustainability programme with focus on combating social exclusion and a safe and secure workplace environment for Samhall employees, as well as environmentally friendly services and conversion to a circular economy.	In order to develop our client offerings and meet the needs of clients in the future, we conduct an annual client survey and regular, quality follow-up. We maintain ongoing dialogue regarding our delivery of services and sustainability policy.
The Swedish state as owner	How well Samhall fulfils the societal assignment. Sustainable enterprise: a safe and secure workplace environment, competitive neutrality, business ethics, impact on the environment and climate. Pandemic’s effect on the company.	Samhall has a continual dialogue with the owner, and networks regularly to secure fulfilment of the owner’s expectations and requirements. Areas discussed this year include: the societal assignment, assignment targets, economic targets and strategic goals for sustainable enterprise.

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Stakeholder group	Topics in focus	Type of dialogue and response
Parliamentary parties and elected representatives determine labour market policy through laws and regulations, and set Samhall’s compensation for additional costs in the budget.	How well Samhall fulfils the societal assignment and Samhall’s role in the labour market.	Samhall regularly meets party representatives and the parliamentary committee on the labour market for dialogue about Samhall’s assignments and operations, on a national and local basis.
The Public Employment Service	The collaboration between Samhall and the Public Employment Service and each organisation’s respective role. Samhall’s role in the labour market and the target groups for Samhall initiatives and the geographic allocation.	Samhall regularly meets the Public Employment Service through central, regional and local collaboration.
Stakeholder organisations	How well Samhall fulfils the societal assignment. Samhall’s role in the labour market and the target groups for Samhall initiatives Social sustainability, opportunities to combat social exclusion, increase diversity and inclusivity.	Samhall regularly meets representatives of functional rights organisations and other social companies working with people with functional impairment, as well as participating in councils for occupational rehabilitation. Samhall also participates in seminars and networks for sustainable development.
Business partners	Delivery quality to Samhall and suppliers’ sustainability policies.	Samhall has regular follow-up and dialogue with our suppliers.

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Materiality analysis

Samhall wants to make the greatest effort where we can make the biggest difference. Therefore our sustainability policy is based on analysis of the most important issues to our stakeholders and areas where we have the largest influence regarding sustainable development from a social, environmental and economic perspective, and orientate ourselves in accordance to Agenda 2030




and global targets. Throughout the year, Samhall has had in-depth discussions with the owner, elected representatives, unions and clients in internal forums which has provided a basis to validate and identify the materiality analysis. Samhall's three most important strategic areas are: Development and Inclusivity, Circular and Fossil Free, and Sustainable Partnerships. Each area has associated aims and targets to maximise our positive influence and minimise the risk of negative influence so we can create as much benefit as possible for employees, clients and society. All stakeholders incontrovertibly confirm that Samhall's most essential contribution to sustainable development is connected to the execution of the societal assignment and the opportunity of creating pathways to employment for people with functional impairment and diminishing social exclusion in society. This is described on pages 14-18 and 28-30. This year's analysis indicates shifts in our sustainability areas, with workplace environment and competitive neutrality given even higher priorities.

In total, 12 GRI indicators have been judged material enough to be reported.

Significant topics	Agenda 2030	GRI aspects	Company-specific indicators	Indicators
<div>Development and inclusivity</div> <div>We create development through work and show the way towards an inclusive society.</div> <div><div><div>4QUALITY EDUCATION</div><div>5GENDER EQUALITY</div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div>10REDUCED INEQUALITIES</div></div></div>	<div>4.4Increase the number of people with relevant skills who gain employment and financial security.</div> <div>5.5Ensure women's full participation in leadership and decision-making</div> <div>8.5Full employment and decent work with equal pay for all.</div> <div>8.6Promote youth employment, education and training.</div> <div>8.8Protect labour rights and promote safe and secure working environments for all.</div> <div>10.2Promote social, economic and political inclusion.</div>	<div>Workplace environment</div> <div>Education & employee development</div> <div>Diversity</div>	<div>Personnel turnover in the labour market policy assignments</div> <div>Target and development dialogues</div> <div>Training opportunities</div> <div>Employees in work</div> <div>Occupational accidents</div> <div>Absences due to illness</div> <div>Transitions & Women transitions</div>	<div>401-1</div> <div>403-9</div> <div>404-1</div> <div>404-3</div> <div>405-1</div>

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Significant topics	Agenda 2030	GRI aspects	Company-specific indicators	Indicators
Circular and fossil free We manage our operations within planetary limitations.  	12.2 Sustainable management and efficient use of natural resources. 13. Combat climate change.	Energy consumption CO ₂ emissions	Proportion of fossil-free vehicles in the fleet CO ₂ emissions	302-1 305-1 305-2 305-3
Sustainable partnerships We are a dependable business partner that takes responsibility for our value chain. 	16.5 Substantially reduce corruption and bribery. 17.7 Promote effective partnerships	Financial results Anti-corruption Competitive neutrality	Satisfied clients Responsible supply chains	201-4 205-3 206-1

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Development and inclusivity

EMPLOYEES AND DIVERSITY PER 31 DEC 2021

	Total number	Women	Men	Age under 30	Age 30-50	Age over 50
Management						
Board	9	56%	44%	0%	11%	89%
Senior management	7	43%	57%	0%	14%	86%
Employees						
Sheltered work	20,054	44%	56%	5%	39%	56%
WED	1,835	32%	68%	64%	36%	0%
75% sickness benefit	337	71%	29%	2%	30%	68%
Professional employees	1,420	52%	48%	4%	54%	41%
Total number of employees	23,646					
Trainees in LMS	1,357	46%	54%			
Total number of workers	25,003					

Of great relevance to stakeholders are those factors that influence employee development such as occupational skills and increased employability, as well as employee throughput (new hires and transitions) which provides the opportunity for even more people to come and develop their skills for the labour market and therefore combat social exclusion.

A crucial part of Samhall’s employee process is the target and development dialogue between employee and manager, which sets concrete goals for the position. Together, the

employee and manager agree on the activities and follow-up required during the year for this development to proceed in the right direction. Our employees prepare for employment through training programmes in our occupational roles and have the opportunity of a traineeship to help get the right conditions to make a transition to another employer. For positions with wage subsidy for employees under development at least 25% of working time should be allocated to various development activities.

EMPLOYEE DEVELOPMENT AND TRAINING

	Women	Men	Totalt
Target and development dialogue	94%	94%	
Training, sheltered work (hours/employee)			12
Training, WED (hours/employee)			246
Transition traineeship, sheltered work (hours/employee)	6	9	
Transition traineeship, WED (hours/employee)	93	104	
Transitions, sheltered work	258	512	
Transitions, WED	196	486	

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Scope, measurement and calculation

The report uses the term employees, which includes all those employed, as well as trainees participating in work training or positions with Labour Market Services as of 31 December 2021. The term “professional employees” applies to all employees not part of the labour market policy assignments. Not included are employees covered by specific collective agreements for professional employees in Samhall’s labour market policy assignment.

Training for professional employees is not reported, as it is considered less relevant and many of these initiatives take place in forms that are not reported as separate training.

Workplace environment and absences due to illness

Samhall’s policy regarding workplace environment and health is described on pages 32-33. Our overall vision is that no

one is injured at work and a good workplace environment is a major focus of Samhall management. In 2021, workplace accidents increased from the previous year, partly due to the obligation to report the risk of Covid-19 transmission as an infectious event to the Swedish Work Environment Authority. In 2021, one Samhall employee had a fatal accident on the way from work at the client’s. Absences due to illness have decreased in 2021 compared to 2020, but remain higher than pre-pandemic levels.

Scope, measurement and calculation

Reporting of occupational accidents is based on the number of wage hours in sheltered employment and WED, and for professional employees on hours worked. For trainees, a flat rate per day has been used. Reporting does not include occupational diseases or travel accidents to and from work. Regarding serious workplace accidents, the GRI indicator is not used; instead the Swedish

Work Environment Authority’s definition of serious incidents is applied, which is significantly broader in scope. Reporting includes all employees, i.e. even trainees at Labour Market Services.

Circular and fossil free

In recent years, society has become more aware of environmental and climate issues. These issues are raised by an increasing number of Samhall’s stakeholders who expect Samhall to deliver environmentally friendly services. The materiality analysis also considers scientific evidence showing the need for all companies to decrease their impact on the environment and climate. Samhall’s overriding ambition is to operate within the boundaries of the planet’s limits. In late 2018, we analysed Samhall’s ecological footprint. The largest source of environmental impact comes from emissions from our transportation and business travel, while a large part also derives from the production of goods used in Samhall’s services in forms including plastic, chemicals, IT equipment and work clothes. Samhall applies the precautionary principle.

The environmental programme is ISO 14001 certified and revolves around three key areas:

- 1. Reduce our environmental impact
- 2. Decrease environmental impact in the value chain
- 3. Environmentally sustainable services

Samhall’s strategy is to integrate environmental concepts into the company’s services and client offerings, so the work in these matters becomes part of the core operations and day-to-day management. Our services

need to adapt to a circular and environmentally sustainable society, meaning that our services must have low environmental impact and that we create new offerings that contribute to the establishment of a circular economy. Environmental training is included in all occupational roles, for example environmentally friendly cleaning and the correct use of chemical products.

Samhall’s overall target is to halve CO₂ emissions by 2025 compared to 2018 and to have a fossil-free fleet by 2030. These targets are in line with the Paris Agreement. All districts have their own action plans and 2021 saw a major effort in strengthening the use of electrical power. More than 150 charging stations are under construction throughout Sweden. Emissions have decreased by 24% over the year, also due to a dramatic increase in the use of biofuel. IT equipment is reused and restored, and Samhall also participates in innovation projects to develop circular management of work clothes.

Samhall’s energy consumption mainly derives from transportation. The number of own properties has steadily decreased in recent years. Almost all operations are conducted in rented premises or at the client’s workplace. To reduce CO₂ emissions from own properties and premises, where Samhall can choose the provider, Samhall only purchases certified environmental electricity and works with energy-efficiency measures based on frequent energy monitoring.

Scope, measurement and calculation

Scope 1 covers the company’s own energy production, own fleet of production vehicles and emissions from leased company vehicles, as well as refrigeration leakage and losses.

OCCUPATIONAL ACCIDENTS AND ABSENCES DUE TO ILLNESS

MSEK	2021	2020	2019
Total number of accidents at work	1,271	1,233	1,370
causing absence	471	405	446
serious incidents reported to the Work Environment Authority	120	73	108
Fatal accidents	1	0	0
Work-related injuries (per 1 million hours)	29.6	28.9	32.5
Absences (total for all) % of contracted time			
Women	17.6	18.1	16.5
Men	14.6	14.9	12.7
Absences per employee group			
Core assignment	16.7	17.0	14.9
WED	16.4	17.7	15.7
Professional employees	3.8	4.1	4.0

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CLIMATE IMPACT AND ENERGY

Energiförbrukning (Mwh)	2021	2020	2019
Non-renewable fuel			
Fuel oil	329	477	466
Petrol	792	767	789
Diesel	8,513	13,651	13,321
Total	9,634	14,895	14,576
Renewable fuel			
Ethanol	0	0	15
Biogas	3,136	3,028	2,677
HVO100	4,974		
Total	8,110	3,028	2,692
Purchased electricity and heating			
Electricity (100% renewable)	8,263	7,981	9,132
District heating	2,814	2,636	3,102
Total	11,077	10,617	12,234
Total energy consumption	28,821	28,540	29,502
CO ₂ emissions (tonnes)	2021	2020	2019
Scope 1 Own fuel consumption			
Stationary consumption	88	128	125
Mobile consumption by own vehicles	2,001	2,959	3,083
Refrigerants	31	31	31
Total	2,121	3,118	3,239
Scope 2 Purchased electricity and heating			
Electricity (100% renewable)	0	0	0
District heating	57	52	102
Total	57	52	102
Scope 3 Business travel, transportation and upstream emissions			
Business travel	858	960	1,285
Freight transport (central contract)	54	78	107
Upstream emissions electricity and mobile consumption	1,252	1,467	1,132
Total	2,164	2,504	2,524
All scopes	4,341	5675	5,865
Decrease since 2018	- 27.5 %	- 5%	- 2 %

Scope 2 covers emissions from purchased electricity and district heating that Samhall has a direct contract for, calculated on a market-based approach on data from the respective suppliers. With location-based reporting, emissions would be 50 tonnes CO₂ from electricity production. Scope 3 covers business travel by air, rental cars, private vehicles in service, freight with central contracts, and, new for this year’s reporting, upstream emissions from electricity and mobile fuel consumption. Reporting does not include employees’ travel to and from work. Energy consumption from hired premises without own electricity or heating contracts is not included in this year’s reporting due to unreliable data.

For stationary consumption an emission factor of 268.01 kg CO₂/MWh has been used. Calculations for petrol and diesel have been based on fossil references: Diesel MK1: 2.54 CO₂/L, Petrol: 2.36 CO₂/L, Natural Gas 2.23 kg CO₂/m3, as well as the proportion of fossil-free content. For company vehicles an average emission factor of 0.17 kg CO₂/km for petrol and 0.115 kg CO₂/km for diesel have been used. The emission factor for air travel over 500 km was 0.32 kg CO₂/person km and 0.19 kg CO₂/person km for flights under 500 km. Emission factors for refrigeration come from Base Carbone. Emission data for electricity, heating, rental vehicles and freight come from Samhall’s suppliers. Information for calculating energy and emissions from travel and transportation come from internal data systems and suppliers’ statistics.

Sustainable partnerships

Responsible supply chains

We work to create as much benefit as possible throughout the entire range of operations. That means minimising the negative impact

and maximising the positive impact of the whole value chain. Samhall is chiefly a company that produces services with purchasing and leasing from wholesalers and retailers active in Sweden. The 2018 environmental analysis of Samhall clearly demonstrated that much of its environmental impact came from the production of goods used in our services. In the same way, it is well known that supply chains, for example in IT equipment and textiles, are associated with the risk of violations in human rights and substandard working conditions. Therefore, the primary sustainability risks are judged to be upstream in the supply chain where production takes place. Sustainable purchasing is part of the work conducted by the central purchasing department and guided by the sustainability policy and purchasing guidelines.

Our work is based on the UN’s guiding principles for businesses and human rights. By accepting Samhall’s code of conduct for suppliers, our suppliers commit to these requirements and refer them through the supply chain. We have a process to manage supplier quality and follow-up. The system involves self-assessment questionnaires, a country-based rating, audit support, follow-up and action plans. All central suppliers will be evaluated prior to signing a contract and there will be regular follow up, with prioritisation based on risk analysis and contact volume.

	Result 2021	Prognosis 2022	Result
Proportion of central suppliers analysed regarding sustainability	2023	90 %	100 %

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Business ethics and competitive neutrality

Samhall has an absolute zero tolerance of bribes and corruption. Samhall's sustainability policy states that operations must be characterised by a high degree of ethical business behaviour. The policy is complemented by specific anti-corruption guidelines based on the Business Code by the Swedish Anti-Corruption Institute. As we are financed by the state, there are restrictions regarding all types of gifts and representation.

Both company introduction and leadership training cover our core values and rules on business ethics and anti-corruption measures.

Even though Samhall does not operate in sectors generally prone to major risks, it is still important to strive for a transparent culture where ethical dilemmas are regularly discussed.

Because Samhall is financed by the state, stakeholders greatly expect us to be a dependable business partner. Transparency about compensation for additional costs and competitively neutral pricing are particularly important and described on page 18.

Whistle-blower system

Samhall has an external whistle-blower system. Through this channel, employees, as well as external parties, for example suppliers, can anonymously report persons in management positions or key posts at Samhall suspected of having committed serious irregularities.

According to current routines, all incoming notifications are categorised and those not applicable to the whistle-blower system are referred back to ordinary reporting channels.

The remaining notifications are examined under the leadership of a group consisting of Samhall's internal auditor, the sustainability manager and the company's chief negotiator. The internal auditor informs the CEO about incoming notifications and reports to the audit committee. During the year, 62 notifications were received, of which five were examined further. For cases not examined by the whistle-blower procedure, ordinary reporting channels apply, along with opportunities to contact support functions, such as human resources or the internal auditor.

About Samhall's Sustainability Reporting

The Sustainability Report is compiled in accordance with the GRI Standards: core. The GRI index lists page references for the relevant information in the annual report. The compilation of the report is in accordance with GRI principles, meaning it shall give a complete picture of the company, with content determined by the issues most significant to Samhall's operations and the company's stakeholders. The materiality analysis, described on page 58, provides the basis for selecting GRI indicators, where every material topic has been matched to at least one GRI indicator and this is presented in the GRI index on pages 62-63. We continue to report non-financial indicators that reflect key monitoring of operations and only apply GRI indicators that add value to our sustainability management. Exceptions or deviations from GRI Standards are described in the reporting of the respective GRI indicator. All historical values have been recalculated using the same methods as 2021 to allow for comparison over time, unless stated otherwise.



Data collection

Data appearing in the report are collected through various internal systems depending on the type of task. Financial data are based on Samhall's financial reporting. Personnel-related data come from Samhall's HR system and business system. The compilation and quality assurance of the sustainability report's company-specific key performance indicators and GRI indicators are made by Samhall's controllers and Samhall's

Sustainability Manager. Target numbers and comparable figures are reported where applicable. When figures from previous years' reports have been changed for comparison, a note is made on the actual indicator.

Independent review and attestation

Samhall has commissioned Deloitte to conduct a summary review and attestation of the sustainability report: see page 65 (only in Swedish report).

Statutory sustainability report

Samhall complies to statutory sustainability reporting in accordance with the requirements of the Annual Accounts Act. The statutory sustainability report is an integral part of Samhall's Annual and Sustainability Report and covers reporting requirements on the environment, social responsibility, employees, human rights and anti-corruption: see the following sections.

- Samhall's assignment, scope of assignment and results, pages 14-16
- Samhall's business model, page 18
- Value creation, pages 20-21
- Clear targets for our assignment, pages 23-25
- Work environment and health, pages 32-33
- Equality and diversity, page 34
- Sustainable enterprise within the planet's limits, page 40
- Detailed sustainability information, pages 53-61
- Internal monitoring and control, pages 71-72 (only in Swedish report)
- Risks and risk management, pages 73-74 (only in Swedish report)

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GRI index

The sustainability report has been prepared in accordance with the Global Reporting Initiative (GRI) standards: core. All GRI data commences from 2016, unless stated otherwise.

Standard indicators	Page	Comments
Organisational profile		
102-1 Name of the organisation	121	
102-2 Activities, brands, products and services	14-18, 45-50	
102-3 Location of headquarters	66	
102-4 Location of operations	70	
102-5 Ownership and legal form	67	
102-6 Markets served	45-50, note 3	
102-7 Scale of the organisation	58, 89-92	
102-8 Information on employees and other workers	58	
102-9 Supply chain	60	
102-10 Significant changes to the organisation and its supply chain		No significant changes
102-11 Precautionary principle or approach	59	
102-12 External initiatives		No connection to external initiatives
102-13 Membership in associations		Workability International
Strategy		
102-14 Statement from senior decision-maker	7	
Ethics and integrity		
102-16 Values, principles, standards and norms of behaviour	22, 60-61	
102-17 Whistle-blower function	61	
Governance		
102-18 Governance structure	66-72	

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Standard indicators	Page	Comments
Stakeholder engagement		
102-40 List of stakeholder groups	54-55	
102-41 Collective bargaining agreements	33	
102-42 Identifying and selecting stakeholders	53	
102-43 Approach to stakeholder engagement	53	
102-44 Key topics and concerns raised	54-55	
Reporting practice		
102-45 Entities included in the financial statements		Samhall Aktiebolag
102-46 Defining report content and topic boundaries	56	
102-47 List of material topics	56-57	
102-48 Restatements of information	61	
102-49 Changes in reporting	61	
102-50 Reporting period	121	
102-51 Date of most recent report	121	
102-52 Reporting cycle	121	
102-53 Contact point for questions regarding the report	121	
102-54 Claims of reporting in accordance with GRI standards	121	
102-55 GRI index	62-64	
102-56 External assurance	65	
Material sustainability topics		
Financial assistance received from government		
103-1-3 Sustainability governance	18, 54-57, 60	
201-4 Financial assistance received from government	Not 6	
Anti-corruption		
103-1-3 Sustainability governance	54-57, 60-61	
205-3 Confirmed incidents of corruption and actions taken	60	
Anti-competitive behaviour		
103-1-3 Sustainability governance	54-57	
206-1 Anti-competitive behaviour	18	

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Standard indicators	Page	Comments
Energy consumption		
103-1-3 Sustainability governance	54-57, 59	
302-1 Energy consumption within the organisation	60	
Greenhouse-gas emissions		
103-1-3 Sustainability governance	54-57, 59-60	
305-1 Direct GHG emissions (scope 1)	60	
305-2 Energy indirect GHG emissions (scope 2)	60	
305-3 Other indirect GHG emissions (scope 3)	60	
Employees and new hires		
103-1-3 Sustainability governance	14-15, 54-57	
401-1 New employee hires and employee turnover	58	
Health and safety of employees		
103-1-3 Sustainability governance	32-33, 54-57	
403-9 (2018) Work-related injuries	59	
Training and career development		
103-1-3 Sustainability governance	28-29, 54-58	
404-1 Average hours of training per year per employee	58	
404-3 Percentage of employees receiving regular performance and career development reviews	58	
Diversity		
103-1-3 Sustainability governance	34, 54-58	
405-1 Diversity of governance bodies and employees	58	



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