

Sustainability Report

Aava & Pikkujätti

2024–2025

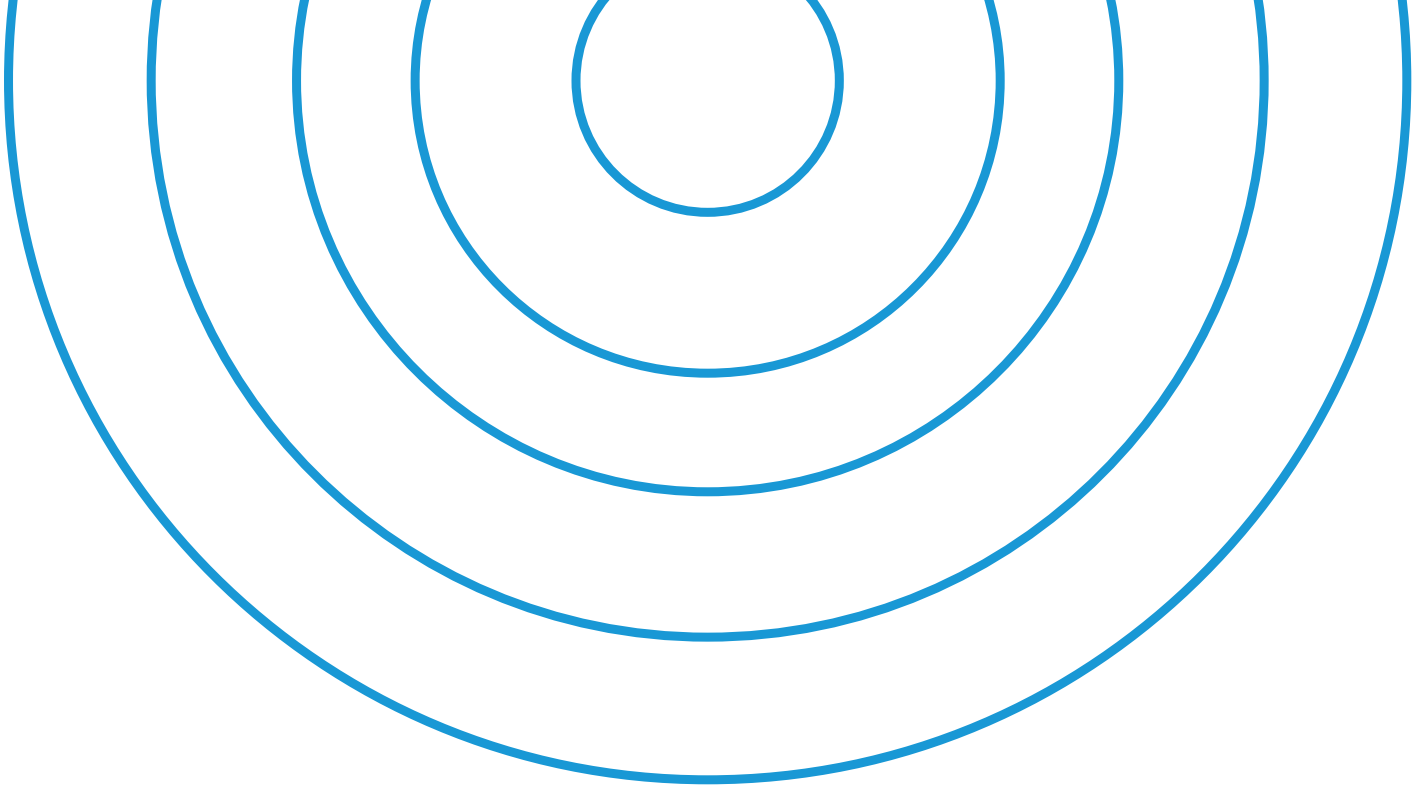


Aava PIKKUJÄTTI®

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General Information

Principles for Preparing the Responsibility Report

Company Information for the Financial Year 2024–2025

Lääkärikeskus Aava Ltd and Pikkujätti Lasten ja nuorten lääkäriasema Ltd are Finnish family-owned companies that are part of the Aava Terveyspalvelut Ltd which is the parent company of the group and is responsible for ownership steering. Aava Terveyspalvelut Ltd is 100 % owned by the Aho family through Aho Group Ltd (AG). Consequently, Aava Terveyspalvelut Ltd is a subgroup of Aho Group Ltd.

The Boards of Directors of both Aava Terveyspalvelut Ltd and Aho Group Ltd consist of the five sibling owners of Aho Group.

During the 2024–2025 financial year, the Aava Health Services Group consisted of the parent company, Aava, Pikkujätti, Aisti Health Ltd (until 12/2024), and Kiinteistö Ltd Sampola.

Aava was founded in 1964 as a 100 % Finnish family-owned company. It has grown from a local medical center in Uusimaa into a nationwide operator. During the financial year 2024–2025, Aava operated 17 clinics in 12 locations across Finland, from Helsinki to Oulu and from Turku to Kuopio.

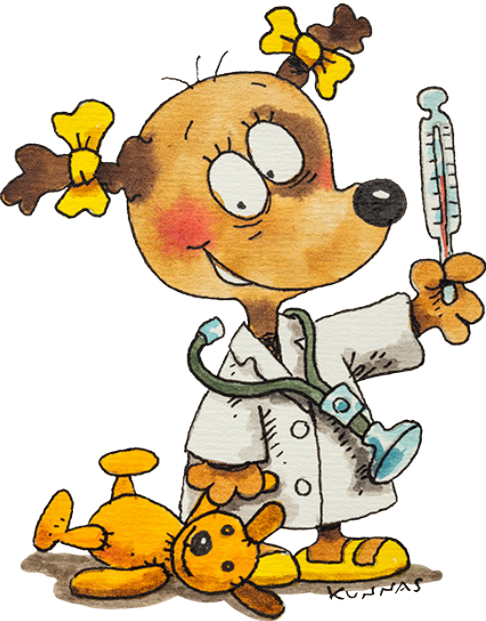
Pikkujätti originated from Hakaniemi Polyclinic (later Medicity Ltd), which began operations in 1968. During the financial year 2024–2025, Pikkujätti operated nine clinics across Finland. At the end of the financial year 2024–2025, Aava Terveyspalvelut Ltd owned 99 % of Pikkujätti.

Aava and Pikkujätti have been managed as a group, meaning they share a common CEO as well as joint administrative and support functions. During the financial year 2024–2025, the companies had separate legal boards of directors, but these consisted of the same individuals. In practice, Aava and Pikkujätti were governed by the same board.

Aava and Pikkujätti merged after the end of the financial year 2024–2025, on June 1, 2025. Following the merger, the company's name is Aava ja Pikkujätti Ltd.

Aava and Pikkujätti Clinics

- Espoo: Karaportti and Tapiola
- Hämeenlinna
- Helsinki: Itäkeskus, Kamppi and Pasila
- Hyvinkää
- Järvenpää
- Kerava
- Kuopio
- Oulu: City center and Rusko
- Tampere
- Turku
- Tuusula
- Vantaa: Aviapolis and Myyrmäki





Basis of Preparation

This sustainability report covers the financial year from April 1, 2024 to March 31, 2025 and has been prepared in a non-mandatory format, taking into account some requirements of the EU Corporate Sustainability Reporting Directive (CSRD) and the ESRS standards. The report has not been assured by an external party.

This sustainability report describes the operations of Aava and Pikkujätti to the same extent as the companies' financial statements. From the Aava Terveyspalvelut Group, Aisti Health Ltd (which exited the Group in December 2024) and Kiinteistö Ltd Sampola have been excluded. Kiinteistö Ltd Sampola is not consolidated into the Group's financial statements as the company is not considered to have a material impact on the Group's results.

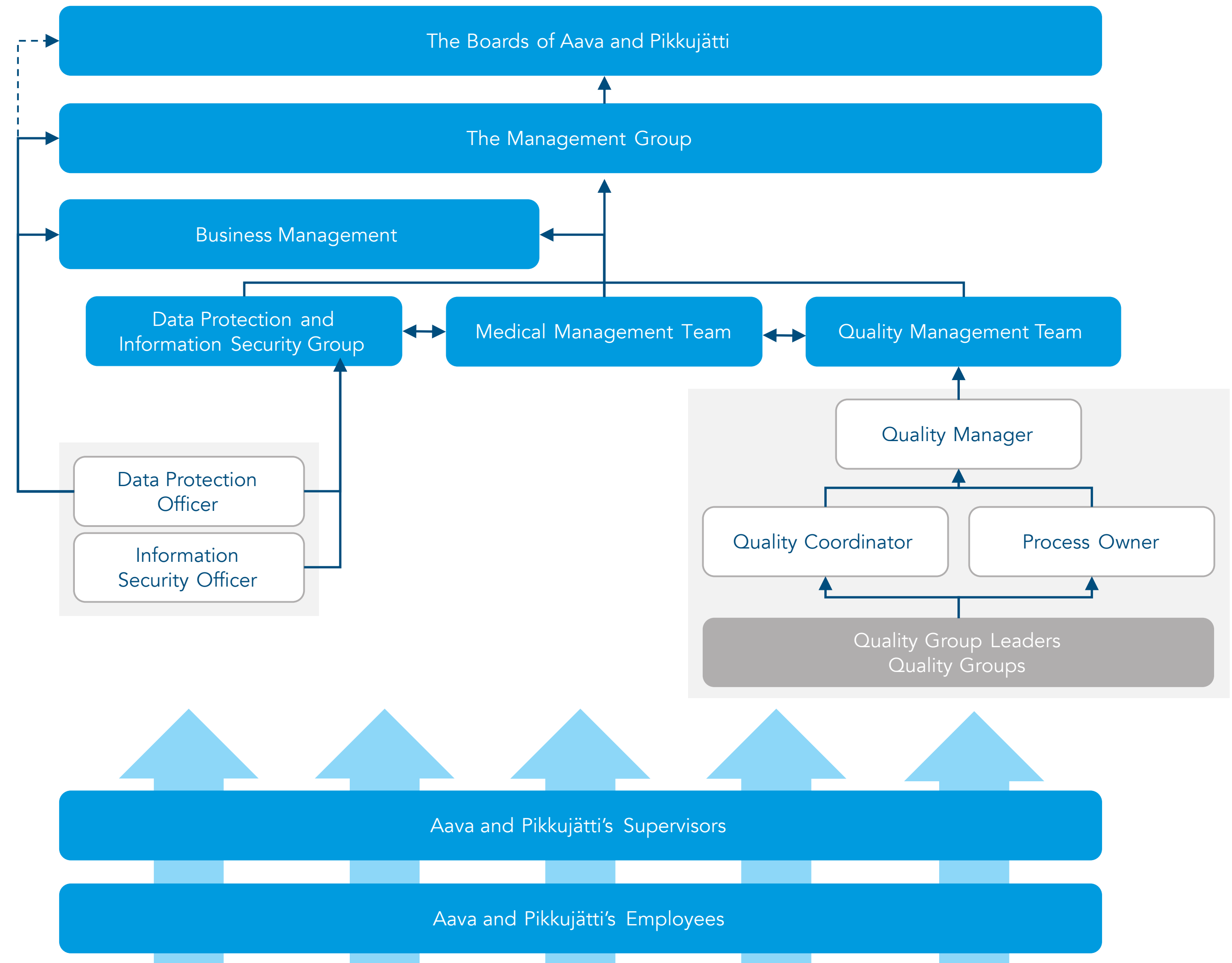
In addition to the companies' own operations, this report also considers sustainability impacts related to the value chain of Aava and Pikkujätti.

Board of Directors

The Board of Directors of Aava and Pikkujätti is responsible for its statutory and Articles of Association duties, including monitoring the progress of sustainability work. During the financial year 2024–2025, the Board had eight members, including one trainee. Of the members, 62.5 % were women and 37.5 % men, and all (100 %) were independent (not part of the executive management).

Composition of the Board of Directors of Aava and Pikkujätti:

- Chair: Laura Ämmälä, eMBA, CEO of Validia, physician
- Anssi Räsänen, CFO of Veho, M.Sc. (Econ.), expertise in finance and business, strategy and corporate transactions
- Anni Iso-Mustajärvi, M.Sc. (Tech.), CCO of Fepod Ltd, expertise in digital and platform economy
- Siina Saksi, M.Sc. (Econ.), eMBA, CEO of Eezy Plc, expertise in chain management
- Nina Kaseva, MD, Pediatric Specialist at Pikkujätti
- Miia Porkkala, M.Sc. (Econ.), owner representative of Aho Group, entrepreneur
- Aarne Luukko, M.Sc. (Tech.), CEO of Aho Group
- Tuomas Aho (Board Trainee), BBA, Chair of the Board and Founder of AML Capital Ltd



During the financial year 2024–2025, the Board of Directors of Aava and Pikkujätti addressed the following sustainability-related topics in its meetings:

- Approval of the results of the double materiality analysis update
- Approval of the description of sustainability governance and due diligence obligations
- Approval of the Code of Conduct for partners
- Approval of the objectives of the sustainability program
- Status update on sustainability reporting
- Quality and physicians at Aava and Pikkujätti

Executive Management Team

The CEO of Aava and Pikkujätti has overall responsibility for the implementation of sustainability-related objectives and reports their progress to the Board of Directors.

The Executive Management Team is responsible for the implementation, monitoring, and steering of Aava and Pikkujätti's sustainability objectives and risk management. During the financial year 2024–2025, overall responsibility for sustainability development lay with the Director of Marketing and Communications. Responsibility for sustainability reporting rests with the CFO.

In its monthly meetings during the financial year 2024–2025, the Executive Management Team addressed the following sustainability and responsibility topics:

- Update of the double materiality analysis
- Objectives of the sustainability program
- Sustainability governance and due diligence obligations
- Policies and their approval
- Status updates on sustainability reporting
- Results of the 2023–2024 emissions calculation
- Ecovadis sustainability assessment system
- Partners' ethical principles
- Status update on sustainability work in Aho Group companies
- Patient and customer safety notifications
- “Best place for professionals” (employees and practitioners) initiative
- Aava and Pikkujätti's well-being strategy and wellness coaching
- Aava and Pikkujätti's remuneration system for staff
- Strategic goals and choices
- Information balance sheet

Gender distribution of the Executive Management Team, %



During the financial year 2024–2025, the Executive Management Team of Aava and Pikkujätti consisted of the individuals presented in the table on the following page.



Management group for the financial year 2024–25



Name	Ove Uljas	Paula Arvilommi	Marko Honkanen	Hanna Kankainen-Aho
Role	CEO since 1.4.2024	Chief Medical Officer Member of management group since 1.4.2021	IT and Digital Director, Member of management group since 1.9.2024	Service Business Executive, Member of management group since 1.5.2024
Key Work Experience	Berner Ltd: Deputy CEO Mehiläinen Ltd: Group Management Positions Pfizer Ltd: CEO	Pihlajalinna Plc: Medical Director, Regional Director (Southwest Finland) Pihlajalinna Turku Ltd: CEO Diacor Healthcare Ltd: Responsible Physician Eloni Ltd: Lead Physician, Corporate Customer Business	Veikkaus Ltd: Director of IT Development Outokumpu Plc: Director of Business Process Development Fiskars Plc: IT Director, Program Director Nokia Plc: various IT Management Positions	Ilmarinen: Department Director, Rehabilitation and Disability Pension Services UPM: Occupational Health Director Varma: Department Director, Work Ability Management Services and Research Unit HKScan Plc: Director, Wellbeing and Workplace Safety Lassila & Tikanoja Plc: Manager of Occupational Wellbeing / HR Business Partner
Key Positions of Responsibility	Berner Ltd: Member of the Board Med Group Ltd: Member of the Board Hakonen Ltd: Member of the Board			



Management group for the financial year 2024–25



Name	Lauri Purola	Riia Siivikko	Outi Taivainen	Pauli Waroma
Role	Finance Director, Member of management group since 3.8.2019	General Manager, Member of management group since 1.1.2023	HR Director, Member of management group since 1.8.2019	Director of Marketing & Communications, Member of management group since 15.1.2020
Key Work Experience	Front-ryhmä: Finance Director Docrates Ltd: Business Controller	Pihlajalinna Plc: Regional Director (Uusimaa), Service Director for the Hospital Business Segment Laser Tilkka Ltd: Head Nurse Attendo MedOne Ltd: Director (Municipal Outsourcing)	Op Financial Group: Member of the Executive Board, Director of Human Resources Kone Plc: Director of Human Resources (Northern and Central Europe) HR House Ltd: CEO Nokia Plc: various Human Resources Management Roles	Pihlajalinna Plc: Director of Marketing & Communications Ltd Kultainen Sherpa Ab: CEO, partner
Key Positions of Responsibility		Perheeni ja minä Ltd: Member of the Board, Minority Shareholder	Digia Plc: Member of the Board, Chair of the Remuneration Committee Helsinki Region Chamber of Commerce: Member of the Human Resources Committee	Ltd Kultainen Sherpa Ab: Chair of the Board ProMedical Ltd: Member of the Board Remod Ltd: Member of the Board Diak: Member of the Advisory Board



Medical Leadership Team

The medical leadership of Aava and Pikkujätti is responsible for the quality and compliance of medical operations. During the financial year 2024–2025, Paula Arvilommi served as Chief Medical Officer of Aava, and Erik Qvist as Chief Medical Officer of Pikkujätti.

In addition to the Chief Medical Officers, the Medical Leadership Team of Aava and Pikkujätti includes five senior physicians, who carry out their duties mainly on a part-time basis. The Medical Leadership Team meets regularly once a month. The team's annual cycle includes the regular consideration of sustainability topics.

Quality Management Team

The tasks of the Quality Management Team include monitoring organizational-level quality and patient safety through quality indicators and various feedback channels, setting annual quality objectives, approving the audit plan, and participating in procurement processes from a quality perspective.

The Quality Management Team meets six times a year. During the financial year 2024–2025, its members included Aava's Chief Medical Officer, Pikkujätti's Chief Physician, the Data Protection Officer, the Information Security Manager, the Quality Director, the Quality Coordinator, and the Quality Liaison Officer. Extended Quality Management Team meetings, held three times a year, also include process owners. The Quality Management Team works in

cooperation with the Medical Leadership Team and reports to the Executive Management Team. Its annual cycle includes the regular review of sustainability topics.

Data Protection and Information Security Team

The composition of Aava and Pikkujätti's Data Protection and Information Security Team is presented in the adjacent diagram. The team met eight times during the financial year 2024–2025. Its activities are described in more detail in the section *Consumers and End Users*.

Sustainability Steering Group

The Sustainability Steering Group coordinates Aava and Pikkujätti's sustainability work and reporting. The group includes representatives from administration, finance, HR, and marketing and communications, as well as an external sustainability expert.

Internal and External Auditing

At Aava and Pikkujätti, internal auditing has long been an established practice, based on the ISO 9001:2015 standard. One of the purposes of auditing is to provide the units and the organization with information about the need for corrective actions through self-monitoring procedures, while also identifying units' strengths and opportunities.



Internal auditors are individuals who have completed audit training. In addition to training, qualification requires practice audits conducted in tandem with an experienced auditor.

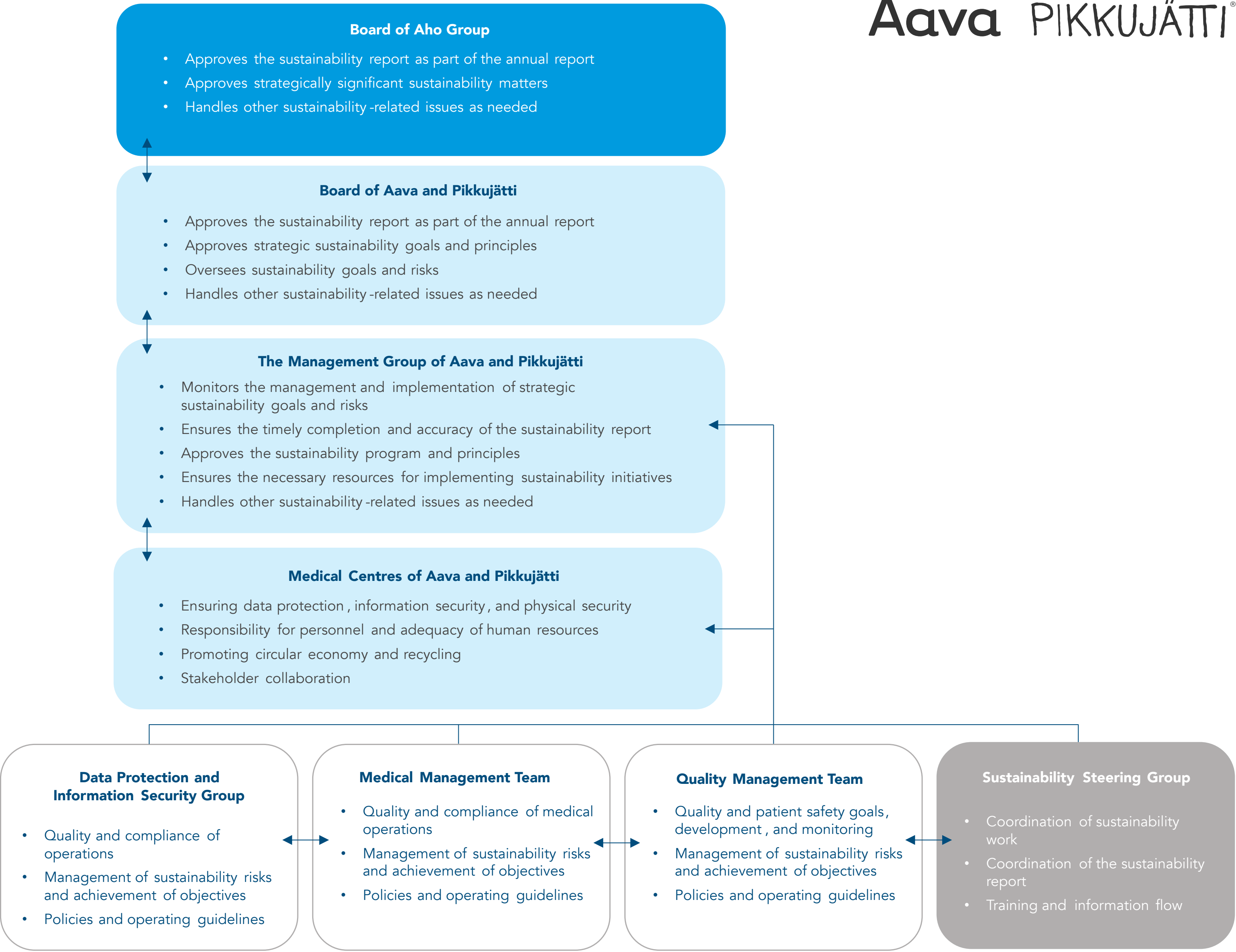
Internal audits are planned on a three-year cycle, and clinical radiology audits on a four-year cycle. In this way, we ensure that each unit and function is audited at regular intervals. Audits cover all operational units in accordance with the annual plan. Each year, the Quality Management Team defines priority areas for internal audits, which receive additional focus alongside the standard audit. External audits are conducted annually by an accredited certification body.

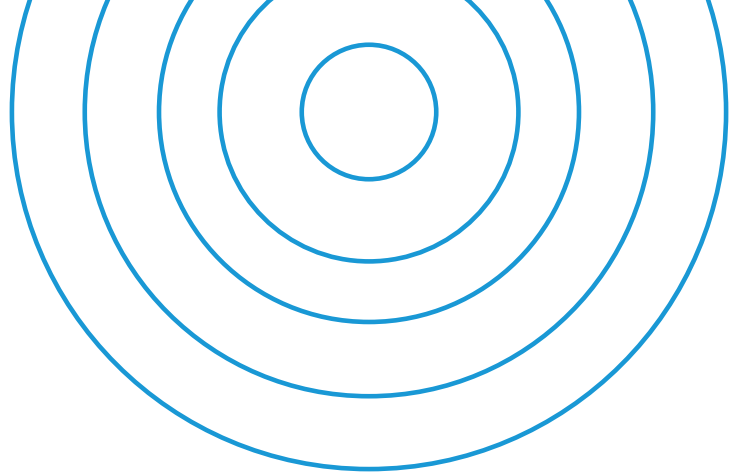
Inclusion of Sustainability Performance in Incentive Systems

During the financial year 2024–2025, the incentive system of Aava and Pikkujätti did not include sustainability-related metrics. Remuneration is described in more detail in the section *Own Workforce*.

Due Diligence Obligation

The governance of sustainability at Aava and Pikkujätti was updated during the financial year 2024–2025 with the aim of ensuring the implementation of due diligence throughout the organization. The sustainability governance structure, which follows the general governance of Aava and Pikkujätti, is illustrated in the adjacent diagram.





Strategy, Business Model and Value Chain

Our strategic goal is to be the best place for professionals and to ensure that we have the most satisfied customers. Our vision is that by 2026 we will be a family-owned Finnish company widely recognized by the public, standing out as a people-responsible and high-quality operator. The most important sustainability aspects of our business relate to people: the health, well-being, and safety of our employees and our customers.

Aava and Pikkujätti provide a wide range of healthcare services and specialties. All our services are listed on our websites, aava.fi and pikkujatti.fi. We invest both in medical treatment and prevention. We create value for individuals, companies, and society by supporting the holistic well-being of our customers. We continuously develop our service offering to respond to current and future health challenges.

We serve private, insurance company, and corporate customers. We also act as an overflow channel for public healthcare, for example through service vouchers.

During the financial year 2024–2025, Aava and Pikkujätti recorded approximately 593,000 physician visits. At Aava, private customers (including insurance company customers) accounted for 41 % of revenue, and occupational healthcare customers for 52 %. At

Pikkujätti, private customers (including insurance company customers) accounted for 99 % of revenue.

Our business model is based on the integrated provision of healthcare services, combining physical medical centers and digital health platforms to provide continuous support to our customers.

We invest in the recruitment and training of highly skilled staff, which is essential for delivering high-quality healthcare services. All Aava and Pikkujätti employees work in Finland (100 %). At the end of the financial year 2024–2025, we employed 895 people and approximately 1,156 private practitioners. The combined revenue of Aava and Pikkujätti was EUR 177.2 million.

Our value chain extends from the design of services to their delivery and aftercare. Procurement is a significant area of our sustainability impact. Aava and Pikkujätti's supplier register contains nearly 3,000 companies. Measured in euros, the largest procurement categories are facility leases, ICT services, subcontracted occupational health services, care supplies and equipment, laboratory services, pharmaceuticals, and cleaning. We have initiated cooperation with our key suppliers to ensure and develop sustainability.

Stakeholder Interests and Perspectives

Our objective is to ensure that all key stakeholders are heard and that their views help us to shape our strategy and services to better meet their needs and expectations.

Aava and Pikkujätti's strategy period lasts three years. The current strategy is valid until 2026. No changes were made to the strategy during the financial year 2024–2025. The prioritization of strategic objectives is carried out together with employees.

Aava and Pikkujätti's key stakeholders, engagement methods, material topics, and their impact on business and strategy are presented in the table on the following page.



Stakeholder	Customers	Personnel and Independent Practitioners	Corporate Clients	Insurance Companies
Communication	• Personal contact during appointments • Customer surveys • Feedback forms • Newsletters • Service messages via digital channels (incl. chat)	• Employee surveys • Goal-setting and development discussions, incl. one-on-one sessions • Meetings • Ethical reporting channel • Collaboration with employee representatives • Staff briefings	• Contracts • Customer and decision-maker satisfaction surveys • Meetings and negotiations • Invitation-only events • Newsletters	• Contracts • Joint steering groups • Medical forums • Operational cooperation on claims services • Direct customer referrals • Bilateral meetings and negotiations
Key Topics	• Privacy • Availability of high-quality information • Health and safety • Personal protection • Protecting children	• Health and safety • Freedom of association, rights to information and participation • Work-life balance • Working hours • Employment security • Collective agreement negotiations • Training and skills development • Equality	• Privacy • Availability of high-quality information • Health and safety • Personal protection	• Business ethics • Data protection and privacy • Reliability as a partner • Cooperation and dialogue • Staff competence and professionalism • High-quality and safe patient care, equal treatment, and non-discrimination
Impact on Business and Strategy	• Quality work and metrics • Training programs • ISO information security standard • Considering customer feedback in operations and development • Building trust	• Considering survey results (continuous improvement) • Goal-setting and monitoring • Training programs • Recruitment • Leadership development • Community-driven work culture • Building trust	• Service offering • Contracts and related obligations • Responses to surveys and evaluations • Audits • Data protection and security practices • Achievement of financial objectives (incl. billing) • Building trust	• Contracts and related obligations • Responses to surveys and evaluations, audits • Data protection and security practices • Developing responsibility in collaboration • Achievement of financial objectives (incl. billing) • Building trust

Stakeholder	Authorities and Healthcare Advocacy Organizations	Equipment and Goods Suppliers	Owners
Communication	• External audits and regulatory inspections • Bilateral meetings • Working groups • Public communication • Seminars and events	• Negotiations and contracts • Bilateral meetings	• Board meetings and communication between the boards within the Group • Industry reviews for the Aho Group Board • Aho Group Board's healthcare sector days
Key Topics	• High-quality and safe healthcare and services • Business ethics • Ensuring responsible operations across the value chain • Data protection and privacy • Cooperation and dialogue	• Responsibility within the value chain • Environmentally friendly procurement • Climate change mitigation • Cooperation and dialogue	• Good governance practices • Transparency in administration and management • Implementation of values in operations • Employee and practitioner work ability, competence, and satisfaction • Community-driven work culture • Transparency in financial and tax administration
Impact on Business and Strategy	• Self-monitoring program • Audits • Consideration of legislative changes • Continuous improvement • Building trust	• Quality and safety of procurements • Considering responsibility criteria in purchasing decisions • Developing responsibility in collaboration • Supplier Code of Conduct	• Ownership steering, strategic guidelines, values, and corporate culture management • Major investment decisions • Governance principles



Material Impacts, Risks and Opportunities and Their Interaction with Strategy and the Business Model

The sustainability topics of Aava and Pikkujätti that have been identified as having a material impact on the environment, people, or society, and that are associated with a material financial opportunity or risk, are presented in the accompanying table.

No risks or opportunities were identified that would require a material adjustment to the carrying amount of assets or liabilities reported in the financial statements during the next financial year.



N = negative impact, P = positive impact,
O = financial opportunity, R = financial risk

Materiality assessment

Topic	Subtopic	Impact Description	Description of Financial Risk or Opportunity
E1 Climate Change	Mitigation of Climate Change	The emissions generated by Aava and Pikkujätti's operations have a negative impact on the climate. These emissions are extremely difficult to remediate. (N)	
S1 Own Workforce	Health and Safety	A well-designed and comprehensive occupational health and safety system prevents work-related accidents and health issues, improving employee well-being, quality of life, and work ability. (P)	Investments in improving occupational health and safety reduce sickness absences, costs caused by accidents, and employee turnover, thereby decreasing losses arising from HR disruptions and production interruptions. (O) In safe and well-being-oriented working conditions, employees are more productive and capable of innovating more sustainable practices, which supports the company's overall responsibility. (O)
S1 Own Workforce	Freedom of Association, Existence of Works Councils, and Employees' Rights to Information, Consultation and Participation	Employees' rights to information, consultation, and participation ensure that staff can influence decision-making and raise their concerns. (P)	
S1 Own Workforce	Work-Life Balance	Our company supports freedom of association, which promotes employees' rights and improves workplace atmosphere as well as staff well-being. (P)	
S1 Own Workforce	Working Time	Aava and Pikkujätti's measures to promote work-life balance affect employee well-being by providing parental leave, flexible working hours, and opportunities to influence their own shifts. These measures also support employees' endurance and quality of life and promote equality. (P)	

N = negative impact, P = positive impact,
O = financial opportunity, R = financial risk

Topic	Subtopic	Impact Description	Description of Financial Risk or Opportunity
S1 Own Workforce	Employment Security	Compliance with the Working Hours Act supports employee well-being. Flexible arrangements, such as reduced hours, improve work-life balance, boosting productivity, job satisfaction, and commitment. Greater well-being also benefits communities, as employees have more time and energy for family, hobbies, and social life. (P)	
S1 Own Workforce	Collective Bargaining, Including the Share of Employees Covered by Collective Agreements	Measures related to employment security, such as training opportunities and career development, can improve employees' sense of security, motivation, and mental well-being. If we are required to reduce staff, we do so responsibly and ensure by all possible means that our employees are re-employed elsewhere. (P)	There is a risk of rising costs in collective bargaining negotiations. We cannot influence the outcome as much as we would like. (R)
S1 Own Workforce	Training and Skills Development	Aava and Pikkujätti's investments in training and skills development impact employees by improving quality, expertise, career opportunities, and labor market value. (P) Equal training opportunities promote equality in the workplace and ensure that every employee has the chance to develop and contribute to the company's success. (P)	
S1 Own Workforce	Gender Equality and Equal Pay for Work of Equal Value	Healthcare is generally a female-dominated field. The company's efforts to promote gender equality and equal pay have a significant impact on people. Equal rights and opportunities reduce experiences of discrimination and improve workplace climate, which supports employees' mental and physical health. In addition, equal pay and fair distribution of resources strengthen employees' financial security and promote social justice. (P)	

N = negative impact, P = positive impact,
O = financial opportunity, R = financial risk

Topic	Subtopic	Impact Description	Description of Financial Risk or Opportunity
S4 Consumers and End Users	Privacy	Ensuring privacy enables safe and successful healthcare for customers. Data protection and information security play an important role in safeguarding privacy. (P)	
S4 Consumers and End Users	Availability of High-Quality Data	Customers have the right to their own health data, and Aava and Pikkujätti have the duty to ensure its accessibility, accuracy, and timeliness. Guaranteeing access to data enables successful healthcare. (P)	
S4 Consumers and End Users	Health and Safety	Successful management of health and safety improves customers' personal health and well-being. Success in this area also has a wider impact on public health and well-being at the societal level. (P) Aava and Pikkujätti serve as an overflow channel for public healthcare, thereby also promoting health at the societal level. (P)	Success in ensuring customer health and safety is the foundation of the entire business and enables its development and growth. (O)
S4 Consumers and End Users	Personal Protection	Ensuring personal protection enables safe and successful healthcare for customers. (P)	
S4 Consumers and End Users	Protection of Children	Ensuring children's safety guarantees successful and safe healthcare, which has a significant impact on a child's physical and psychological health—often for their entire lifetime. (P)	

N = negative impact, P = positive impact,
O = financial opportunity, R = financial risk

Topic	Subtopic	Impact Description	Description of Financial Risk or Opportunity
G1 Business Conduct	Corporate Culture	A responsible corporate culture creates reliable and safe working conditions for employees and practitioners, promoting their commitment to Aava and Pikkujätti. (P)	A responsible corporate culture enhances employer reputation, increases the attractiveness and retention of employees and practitioners, and reduces recruitment costs. (O) Corporate culture acts as an attraction factor and supports the recruitment of high-quality talent, which enables the implementation of the strategy. (O) Maintaining and developing a responsible corporate reputation positively impacts Aava and Pikkujätti's competitiveness. A responsible corporate culture upholds Aava and Pikkujätti's good reputation and competitiveness as a responsible Finnish family-owned company. (O)
G1 Business Conduct	Relations with Goods and Service Providers, Including Payment Practices		Good supplier relationships promote the safeguarding of business continuity. (O)



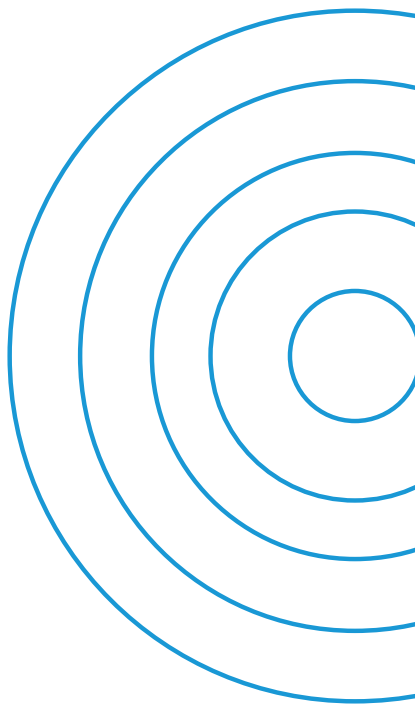
Process for Identifying and Assessing Material Impacts, Risks and Opportunities

Aava and Pikkujätti's materiality analysis was conducted for the first time in 2023 and updated during the financial year 2024–2025. The update was carried out in Executive Management Team workshops with the support of an external consultant. The update utilized the survey and interview results from the first analysis, in which a total of 415 individuals from different stakeholder groups participated, including employees, practitioners, customers, partners, and owners.

The materiality analysis identified Aava and Pikkujätti's material sustainability topics, their impacts on people, the environment, and society, as well as the related financial risks and opportunities, both from the perspective of the company's own operations and its value chain. The significance of the impacts, risks, and opportunities was assessed based on their scale, scope, and remediability. A scoring scale of 0–16 was applied, with a materiality threshold of 12. Financial significance was assessed in relation to operating profit. The time horizon of the impacts was also taken into account: short-term was defined as 1 year, medium-term as 1–5 years, and long-term as over 5 years.

The identification of material topics began with the preparation of a so-called long list using the ESRS (European Sustainability Reporting Standard) framework. The topics were then assessed, scored, and prioritized. Topics that were excluded from the long list were considered not relevant for Aava and Pikkujätti's business. Topics whose score did not exceed the threshold value (12) were deemed non-material.

The results of the updated materiality analysis were approved by the Board of Directors of Aava and Pikkujätti in March 2025.





Climate Change

Material Impacts, Risks, and Opportunities and Their Interaction with Strategy and the Business Model

The healthcare sector is estimated to account for around 4–5 % of global carbon dioxide emissions. The largest sources are pharmaceuticals and chemicals, energy consumption in buildings, disposable instruments, and the transportation of patients and staff. In Finland, medicines and medical supplies account for an average of approximately 25–30 % of the sector's climate emissions. For Aava and Pikkujätti, over 99 % of operational emissions originate from the value chain (scope 3).

In Aava and Pikkujätti's materiality analysis (summary on pages 17–20), climate change mitigation emerged as a key topic. Our operations generate emissions that we will not be able to fully eliminate in the coming years, and removing them from the atmosphere is extremely difficult or even impossible. We also recognize that climate change has such severe consequences for the environment and society that every organization must take responsibility for reducing its own emissions.

In the materiality analysis, regulatory risks, particularly the costs arising from increasing regulation, were identified as the most likely. Physical risks related to the impacts of climate change, such as floods and droughts, were not considered significant in the short or long term. This assessment will be updated in the coming years.

Climate Change Mitigation

Aava and Pikkujätti are committed to mitigating climate change. We are reducing our direct emissions (scope 1) by increasing the share of electric vehicles in our leasing fleet. Indirect emissions from our own operations (scope 2) are being reduced by increasing the use of renewable and emission-free energy in our facilities. In the financial year 2024–2025, 83 % of the electricity used came from renewable sources (compared to 22 % in the previous year), and the share of renewable energy in heating was 66 % (59 % in the previous year).

We operate as a tenant in all our facilities. Heating, cooling, and water, and in some cases also electricity, are included in the rent, which limits our ability to make independent decisions regarding energy sourcing. Therefore, contract management and negotiations with landlords play a key role in our climate change mitigation strategy.

We calculated our value chain emissions (scope 3) for the first time for the financial year 2024–2025. Planning for reducing these emissions will begin during the same period. One of the tools for this is our new procurement strategy, where sustainability is one of the main criteria.

Energy Consumption

Aava and Pikkujätti's energy consumption consists of electricity, heating, cooling, and water used in our facilities.

Energy consumption for the financial year 2024–2025 is presented in the accompanying table. District heating, district cooling, and water consumption have been calculated based on the proportion of rented floor area relative to the total property size, as the leased premises do not have separate sub-meters for Aava and Pikkujätti's usage. For the same reason, the electricity consumption of one location has also been calculated based on floor area.

Due to the landlord, data on electricity, district heating, and water consumption is missing for one site. The missing location accounts for 2 % of the total rented floor area.

Energy consumption during the financial year

Form of energy	Total	Renewable sources	Nuclear power	Other
Electricity	1 330 mwh	1 101 mwh	40 mwh	189 mwh
District heating	2 234 mwh	1 476 mwh		758 mwh
District cooling	622 mwh	492 mwh		130 mwh
Water	7 088 m3			

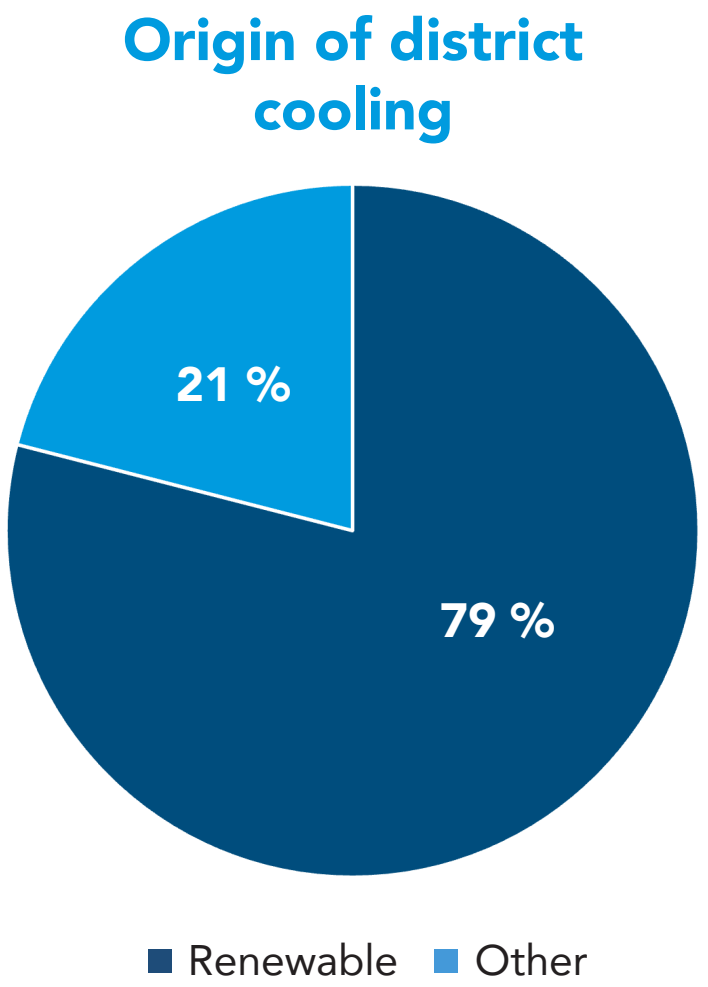
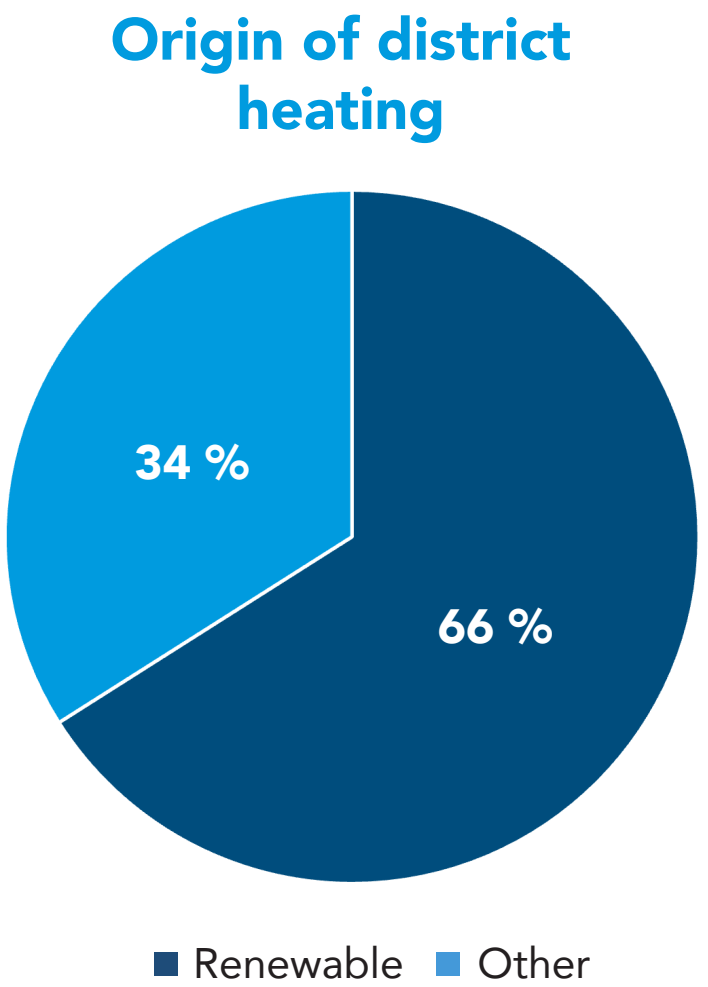
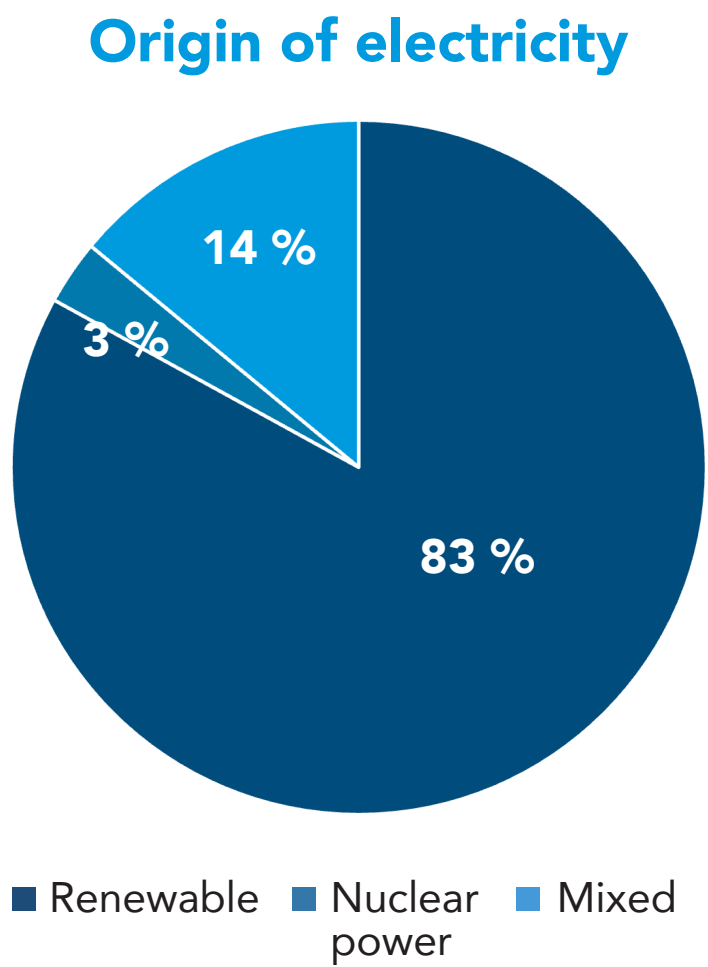
The percentage breakdown of the origins of the electricity, heating, and cooling used in Aava and Pikkujätti's facilities during the financial year 2024–2025 is presented in the accompanying charts. Mixed electricity is a combination of fossil-based, renewable, and nuclear energy. District heating categorized as “other origin” includes energy produced from waste, coal, natural gas, peat, oil, and recovered fuels, as well as recovered waste heat.

CO2 Emissions

Aava and Pikkujätti's greenhouse gas emissions for the financial year 2024–2025 are shown in the accompanying table. For scope 1 emissions, fuel-related emissions were calculated based on purchase data combined with the average consumer prices of fuels provided by Statistics Finland.

For scope 3 emissions, categories 3.8–3.15 have been excluded as they are not material to Aava and Pikkujätti's business. The calculations are mostly based on expenditure data, as actual quantity-based information or supplier-specific product and service data was not available. Employee commuting emissions were calculated based on responses to a staff survey. Waste-related emissions include data from only one medical waste processing supplier. There are no separate statistics available for municipal waste, as Aava and Pikkujätti operate in leased properties where multiple tenants share the same waste containers.

The calculation methods for all emission categories will be further developed and refined in the coming years.



Emissions	tCO ₂ e
Scope 1: Direct emissions from own operations	
Vehicle fuels	6,88
Total direct emissions from own operations	6,88
Scope 2: Indirect emissions from own operations	
Electricity	8,68
Heating	54,42
Cooling	8,98
Total indirect emissions from own operations	72,08
Scope 3: Emissions in the value chain	
Category 3.1: Purchased goods and services	18 440,58
Category 3.2: Capital goods	3 105,33
Category 3.3: Fuel and energy production	340,80
Category 3.4: Upstream transportation and distribution	82,06
Category 3.5: Waste	12,31
Category 3.6: Business travel	30,86
Category 3.7: Employees' commutes	484,58
Total emissions in the value chain	22 496,52
Total emissions	22 575,48



Own Workforce

Significant impacts, risks, and opportunities related to own workforce

Aava and Pikkujätti's operations rely on skilled and sufficient personnel, making workforce-related issues central to both strategy and business operations. Our staff consists of employed personnel, self-employed practitioners, most of whom are physicians, and leased workforce. Unlike employees, self-employed practitioners are not subject to the same employer's right of direction, which requires clear collaboration, well-defined contracts, and the development of common practices.

Our strategic objectives include being the best workplace for professionals. We focus on improving work efficiency, fostering a sense of community, supporting appropriate autonomy, and developing competencies. Acting in accordance with our values and ensuring good leadership are also highly important to us.

The availability of personnel, particularly physicians, is a shared challenge across the entire industry. The age distribution of the workforce also affects future resourcing needs. Additionally, the sector's female-dominated structure is reflected in our staff com-

position and highlights the need for continuous evaluation of equality and nondiscrimination.

All Aava and Pikkujätti employees work in Finland. We have not identified any risks related to forced labor or child labor in our operations, nor roles that would have significantly higher negative impacts than others.

In Aava and Pikkujätti's materiality analysis (summary on pages 17–20), key workforce-related topics identified were working conditions as well as equal treatment and equal opportunities for all. Material topics related to working conditions include:

- Health and safety (positive impact)
- Freedom of association, works councils, and employees' rights to information, consultation, and participation (positive impact)
- Work-life balance (positive impact)
- Working hours (positive impact)
- Employment security (positive impact)
- Collective bargaining, including the proportion of employees covered by collective agreements (risk)



The material topics related to equal treatment and equal opportunities are:

- Training and skills development (positive impact)
- Gender equality and equal pay for work of equal value (positive impact)

The assessment of material impacts, risks, and opportunities has been conducted for the entire workforce, including self-employed practitioners. Transition plans and measures aimed at reducing climate emissions are not expected to have any significant impacts on personnel.

Principles Related to Our Own Workforce

Values and Company Culture

Our company culture is built on Aava and Pikkujätti's values, ethical principles, and strategic objectives. At its core lies human responsibility, which combines sustainability, well-being, and social impact. This means that Aava and Pikkujätti operate in the best

possible way for the benefit of people – customers, employees, and society alike.

Aava and Pikkujätti's shared values are understanding people, courage and joy at work with an entrepreneurial mindset, and responsible, long-term operations.

Our ethical principles are published on the intranet, and their update was initiated during the 2024–2025 financial year as part of the development of our sustainability efforts. The ethical principles are described in more detail in the section *Business Conduct*.

We continuously develop our company culture. During the 2024–2025 financial year, we began defining our target culture, and this work will continue in the next financial year. Our culture is based on open communication, respectful collaboration, and a shared desire to do meaningful work.

We comply with all applicable laws and regulations in Finland. In the financial year 2024–2025, we joined the UN Global Compact initiative and committed to adopting, supporting, and implementing the Ten Principles of corporate responsibility within our operations.



Training and Skills Development

Aava and Pikkujätti systematically develop their work community as part of the company's strategy. Key focus areas include continuous competence development, strengthening self-directed teamwork, and fostering an inclusive and open organizational culture.

The practices for employee development and the framework for self-directed teamwork are described on the intranet, where training offerings, calendars, and descriptions are also published. Mandatory trainings are listed separately. Employee onboarding is conducted through both practical orientation and a digital learning platform, which includes general, unit-specific, and role-specific sections. Goal and development discussions as well as regular one-on-one meetings are central tools for developing both competence and the work community.

The implementation and impact of training are monitored through the HR system and in dialogue between management and supervisors. The training budget is planned annually as part of the overall company budget. Equality in workforce development is supported by a separate equality promotion plan, and training opportunities are offered equally to all employee groups, regardless of working hours, type of employment, or other background factors.

Principles on Health and Safety

Aava and Pikkujätti are committed to ensuring a safe, healthy, and well-being-oriented work environment for all employees. Occupational health and safety principles guide everyday practices at all organizational levels.

Health

Employee health is supported in collaboration with occupational healthcare based on a joint action plan. The plan includes an annual schedule of measures and guidelines, available to all employees on the intranet. We use an early intervention model that helps supervisors identify and address work ability challenges proactively. Supervisors have been trained to use this model, and its implementation is monitored, for example, by tracking the number of related discussions. In line with our values, employees are also encouraged to speak up if they notice well-being-related concerns among colleagues.

In the financial year 2024–2025, Aava and Pikkujätti appointed a new in-house work ability specialist. Their role is to develop work ability management and support supervisors on matters related to employee well-being and capacity to work. The goal is to promote well-being through preventive measures and provide practical support for everyday leadership.

Additional workplace well-being measures include a substance abuse program, guidelines for addressing inappropriate behavior, workplace rules, and frameworks for building a well-functioning work community.

Safety

Occupational safety is managed according to the occupational safety action plan. Activities are based on systematic risk assessment, preventive safety measures, and the utilization of safety observations. The occupational safety committee meets regularly, while the safety manager and safety representatives oversee implementation in collaboration with employees and occupational healthcare. First aid and safety training are an integral and recurring part of workplace safety practices.

Engagement with Employees and Workforce Representatives

At Aava and Pikkujätti, we maintain active, regular, and multi-channel communication with employees and their representatives to ensure that everyone has the opportunity to influence their own work, working conditions, and organizational practices.

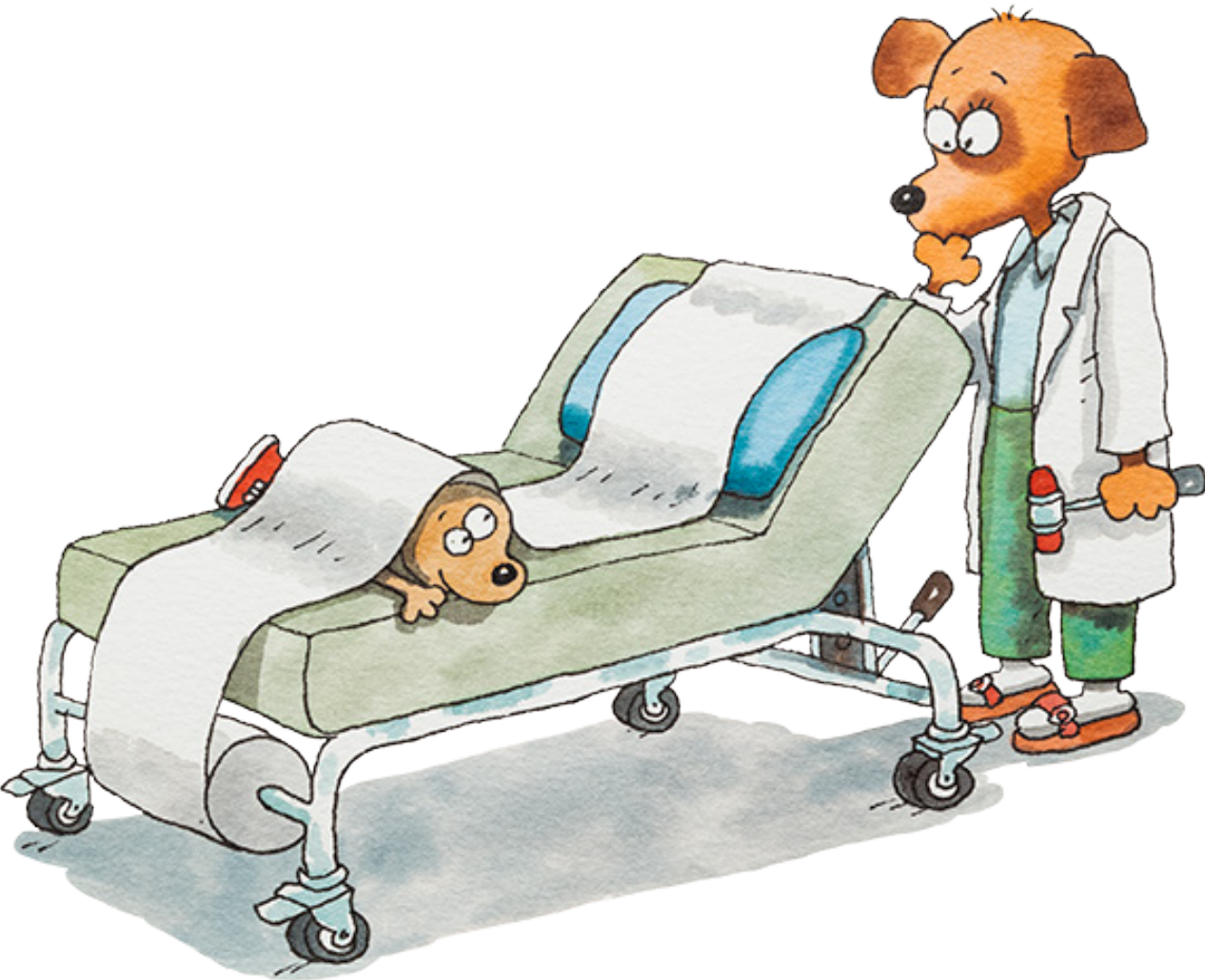
Key practices include:

- Goal and development discussions, held twice a year, based on the annual unit and function plans derived from the company's strategy.
- One-on-one discussions, supporting continuous dialogue between supervisors and employees to ensure smooth workflows, strengthen collaboration, and address current topics. These are typically arranged once a month.
- Collaboration with occupational safety representatives and employee representatives to address matters related to well-being, employment relationships, and the work environment.
- Regular briefings and meetings, such as unit-specific professional meetings. In June 2024, we also launched quarterly company-wide briefings via Teams, which are recorded for later viewing and focus on strategy-driven themes.

- Intranet, which is widely used to share information, including schedules for briefings, ensuring employees can participate.
- Aisti employee surveys, which play a key role in monitoring well-being. Results are analyzed by the occupational health team with the support of a well-being architect. The team is responsible for planning actions, reporting to management, and reviewing results with work communities.

We are committed to developing self-directed teamwork, with key objectives to:

- Enhance customer experience and productivity
- Increase employee satisfaction and commitment
- Strengthen understanding of the strategy and its implementation in daily work
- Improve the organization's attractiveness and employee retention





Processes for Addressing Negative Impacts and Channels for Raising Concerns

Aava and Pikkujätti provide several channels and practices for employees to raise concerns, which are described below.

Confidential Whistleblowing Channel

We encourage employees to first discuss any issues directly with their supervisor or the relevant responsible person within the company. If this is not possible, employees can report suspected misconduct anonymously through a confidential whistleblowing channel.

The channel complies with the EU Whistleblowing Directive and the Whistleblower Protection Act (1171/2022). It can be used to report suspected crimes, misconduct, or actions that conflict with the company's values. The channel is also available to external stakeholders via our website.

All reports are encrypted using a strong encryption algorithm and can always be submitted anonymously. Handlers only have access to the time and content of the report. If preferred, the reporter may voluntarily provide their name and contact details. Access to reports is restricted to authorized personnel only – specifically, Aava and Pikkujätti's HR Director and Aho Group's Legal Counsel. Information is not shared with third parties without consent, unless disclosure is required by authorities for proper handling.

One-on-One Discussions and Development Dialogues

Regular one-on-one discussions and development dialogues are held between employees and supervisors. These confidential meetings provide employees with a safe space to raise concerns and help identify solutions to potential issues.

Occupational Safety Representatives and Committee

Occupational safety representatives are key contacts through whom employees can raise their concerns. They play an important role as employee representatives and can escalate issues to the occupational safety committee, company management, or, if necessary, external authorities.

The occupational safety function conducts regular assessments to improve workplace safety and well-being, gathers employee feedback, and maintains open dialogue with staff. This ensures that we can respond quickly to concerns and take necessary actions to resolve issues.

Guidelines and Communication

We inform employees about their rights and how they can raise concerns. Communication channels include the intranet, open dialogue with occupational safety representatives, and employee onboarding sessions. This ensures that all employees are aware of the available processes and reporting channels.

Measures and Practices Related to Our Workforce

Topics related to this disclosure requirement are described in the sections: *Principles Related to Our Own Workforce, Engagement with Employees and Workforce Representatives, Processes for Addressing Negative Impacts and Raising Concerns.*

Workforce-Related Objectives

Aava and Pikkujätti's workforce objectives are an integral part of strategic people management and cultural development. They aim to ensure the well-being, competence, commitment, and smooth workflows of our professionals in a rapidly changing environment.

For the 2024–2025 financial year, the following operational objectives were set:

- **Leadership development:** Implement common leadership principles, introduce a 360-degree feedback process, support the organizational restructuring, and define clear management chains.
- **Reward structure renewal:** Develop salary structures, titles, and bonus systems while preparing for the implementation of the EU Pay Transparency Directive.
- **Strengthening self-directed teamwork:** Continue training and certification, enhance employee influence, and increase unit-level accountability.
- **Workplace well-being and smoother daily operations:** Improve systems, communication, and information accessibility while fostering a culture of openness, trust, and psychological safety.
- **Competence development:** Support training opportunities, career planning, and individual skills development.



Employee Well-being and Experience

Employee well-being and overall employee experience are monitored through several indicators. Our goal is to increase the eNPS score to 25 (2023: 22) and raise the Aisti survey result to 75 (2023: 73). We also aim for over 94 % of respondents to recommend Aava or Pikkujätti as a place of care (2023: Aava 93 %, Pikkujätti 94 %).

Impact is also measured by tracking the number of leadership trainings and early intervention discussions, as well as the sick leave percentage and the number of employees at risk of work disability.

Employees are actively involved in setting and monitoring goals through goal and development discussions, follow-up actions based on Aisti surveys, one-on-one meetings, and unit-level meetings. Feedback is collected continuously, and development actions are planned together with the teams.

Training-related Objectives

The target for onboarding completion is 100 % coverage, with all completions documented in the HR system. The implementation of mandatory trainings – such as medication training, as well as data protection and information security trainings – is systematically monitored in the HR system.

Legislation and official guidelines define part of the training requirements, and certain professional groups have specific competence requirements. Licensed trainings, such as LOVE medication trainings, are recorded in the HR system to ensure proper monitoring and documentation.



Employees in the Company

Gender distribution

Gender	Amount of employees
Male	95
Female	798
Other	
Not specified	2
Total	895

Gender distribution, %



Of the monthly-paid employees, 28 were employed by both companies. Most of the temporary workers had contracts with both companies.

During the reporting period from April 1, 2024, to March 31, 2025, the total number of monthly salaried employees who left the company was 81 (12 %).

Gender	In an employment relationship	Permanent employment	Fixed-term employment	Variable working hours	Full-time	Part-time, monthly salary	Part-time, gig workers
Male	95	64	4	27	49	19	27
Female	798	585	27	186	473	139	186
Other							
Not specified	2	1	0	1	0	1	1
Total	895	650	31	214	522	159	214



Self-employed Practitioners and Temporary Agency Workers

The data was collected from Aava and Pikkujätti's human resources management system at the end of the reporting period. The figures are reported as numbers of persons (not FTE figures).

	Amount of people
Total number of non-employed workers included in Aava and Pikkujätti's own workforce*	1156
Total number of non-employed workers — individuals who have a workforce supply agreement with the company ("self-employed practitioners")	1156
Total number of non-employed workers — individuals supplied by companies primarily engaged in employment services	0
* The figure includes only self-employed practitioners. No report is available for other temporary agency workers.	

Coverage of Collective Bargaining Agreements and Social Dialogue

All (100 %) Aava and Pikkujätti employees are covered by collective bargaining agreements, excluding those working under executive contracts.

Diversity

Gender distribution of top management, shown both as absolute numbers and percentages:

	Members of the management team	Percent
Female	4	50 %
Male	4	50 %
Total	8	

Age distribution of employees

Information from the HR system.

	Total	Percent
under 30 y	123	14 %
30–50 y	456	51 %
over 50 y	314	35 %



Fair Pay

At Aava and Pikkujätti, all employees receive a fair and sufficient salary based on applicable collective bargaining agreements and industry benchmarks. Our salaries are aligned with average levels in the sector, and we are committed to fair, transparent, and competitive compensation that supports employee well-being, motivation, and retention.

Principles of Compensation

In the financial year 2024–2025, we continued to develop our strategic compensation model as part of our goal to build a transparent, motivating, and competitive framework. This work will progress step by step throughout the current strategy period.

The introduction of a job-demand-based salary structure is planned for 2025–2026, supporting compliance with the upcoming EU Pay Transparency Directive. For roles covered by collective agreements, we reviewed and updated site structures and roles to reflect current needs, refined the definition of individual salary components, and updated the salary tables accordingly.

In 2024–2025, we also established a Board-level Compensation Committee to set principles and guide the development of compensation policies across the organization.

Social Protection

We operate in Finland, where all employees benefit from comprehensive social protection provided by the national welfare system. Finland's social security framework safeguards employees' livelihoods in various life situations, including illness, unemployment, workplace accidents, parental leave, and retirement.

Employees are entitled to sick leave benefits to secure income during periods of incapacity to work. In case of employment termination, they may receive unemployment benefits if eligibility criteria are met. All employees are covered by occupational accident insurance, which provides compensation in case of accidents or occupational diseases. During parental leave, income is secured by parental allowances, and upon retirement, employees are entitled to a statutory earnings-related pension based on their employment history.

In addition to these statutory benefits, employees' well-being is further supported through occupational healthcare and preventive work ability management.

Training and Development

Information from the HR system.

	Female	Male	Total
Employees participating in regular performance and career development reviews	373	22	395
Percent	61 %	32 %	58 %
Average number of training hours per employee			9 h

Currently, regular goal and development discussions are conducted only with salaried employees. The percentage figure is therefore calculated relative to the total number of salaried staff.

Health and Safety Indicators

We monitor employee health and safety using several key indicators to assess the effectiveness of preventive measures and work ability support initiatives. For the 2024–2025 financial year, our main indicators are:

- Sick leave percentage: Target to reduce the current level by 0.2 percentage points.
- Number of employees at risk of work disability: Monitored in collaboration with occupational healthcare to enable early identification and individualized support.
- Number of early intervention discussions: Measures supervisors' proactivity in addressing and supporting employee well-being.
- Aisti survey results on well-being: Target score 75 (latest result 2023: 73), measuring perceived well-being and working conditions at team level.
- Number of accidents: While workplace accidents are rare, we track and report them regularly to support continuous safety improvements.

In 2024–2025, no fatalities related to occupational injuries or health issues were reported. This includes both our employees and value chain workers at company locations.

A total of 42 recordable work-related accidents occurred 18 workplace accidents and 24 commuting accidents. The estimated accident frequency rate was 27.6, meaning approximately 28 recordable accidents per one million working hours. The calculation is based on estimated total working hours, using average working time per employee.

For employees under an employment contract, there were no cases involving legal restrictions related to recorded work-related health issues. Similarly, there were no fatalities due to occupational injuries, accidents, or health-related problems.

Work-Life Balance

100 % of our employees are entitled to parental leave under Finnish law. During the latest financial year, 4.6 % of employees (41 people) used parental leave. Of those, 88 % were women and 12 % were men.

Cases, Complaints, and Serious Human Rights Impacts

No cases of discrimination, including harassment, have been reported. Six complaints were submitted through the channels available to our workforce. The company has not been subject to any fines, sanctions, or compensation payments. No serious human rights cases related to the workforce have been reported, nor have any violations of the UN Guiding Principles, the ILO Declaration, or the OECD Guidelines been identified. Likewise, no fines, sanctions, or compensation payments have been imposed in connection with serious human rights cases.





Consumers and End Users

Material Impacts, Risks, and Opportunities Related to Consumers and End Users

Aava and Pikkujätti play an important societal role in promoting the health and overall well-being of the Finnish population. The sustainability impacts of our business on customers are primarily positive. Our business and strategy are described in more detail in the section *General Information – Strategy, Business Model and Value Chain*.

In Aava and Pikkujätti's materiality analysis (summary on pages 17–20), the following were identified as material topics related to consumers and end users:

- Impacts on Consumers and End Users Related to Data
- Personal Safety of Consumers and End Users

Impacts on Consumers and End Users Related to Data

Impacts related to data concern ensuring customer privacy and the availability of high-quality data, both of which are key requirements for successful and safe healthcare delivery.

Privacy in healthcare means the patient's right to decide how their personal data is processed. The GDPR sets the rules for the processing of personal data and protects individuals' privacy within the EU. Practitioners have a lifelong duty of confidentiality regarding patient information. In addition to the general service agreement, they sign agreements on data processing and record-keeping, confidentiality and user commitments, as well as agreements concerning the use of the Kanta services.

The availability of high-quality data means ensuring that customer information is up to date, accurate, and accessible, which enables successful healthcare. The transfer of data to Kanta and the integrity of data within Kanta are important patient rights. Customers do not have the right to prevent their data from being transferred to Kanta.

Personal Safety of Consumers and End Users

Patient safety includes safe healthcare, ensuring personal protection, and safeguarding children. Safe healthcare is a prerequisite for Aava and Pikkujätti's business operations. Healthcare is licensed, its safety is regulated by several laws, monitored by authorities, and providers are subject to extensive self-monitoring obligations. We monitor the quality, safety, and effectiveness of care through various indicators. Reports are made of hazards and near-miss situations. The ISO 9001 quality certificate also guides patient safety work.

Personal protection in healthcare refers to the physical and psychological safety of the patient as well as the respect for human rights during care. Physical privacy in treatment is taken into account as part of facility design.

The protection of children in healthcare is especially critical due to their vulnerable position. Legislation defines what information must be communicated to parents. Guardians have the right to act on behalf of a minor, unless the child is old and capable enough to make decisions about their own care. For minors, decision-making capacity is assessed at each visit. Based on this, it is decided whether the guardian may act on behalf of the minor. A young person deemed competent has the right to decide whether their guardian can access information related to the care, such as diagnoses, referrals, and prescriptions. If it is assessed that

parental decisions are not in the child's best interests, healthcare professionals are obliged to intervene and, if necessary, report the matter to authorities.

Aava and Pikkujätti's Services

Aava's service offering covers a wide range of general practitioner and specialist services for both private and occupational health customers. For corporate occupational health customers, we provide high-quality and cost-effective occupational healthcare that supports work ability and well-being, prevents illnesses, and reduces sickness absence costs. Pikkujätti focuses on comprehensive healthcare for children and young people. Both Aava's and Pikkujätti's services are also available remotely.

Aava's surgical services are centralized at the Kamppi unit in Helsinki. Our hospital's key focus areas are orthopedic day surgery, cataract surgery, plastic surgery, gynecological and urological surgery. Pikkujätti offers surgical services in addition to Kamppi also in Tapiola and Itäkeskus. All up-to-date Aava and Pikkujätti services can be found on our websites.

Principles Related to Consumers and End Users

At Aava and Pikkujätti, several principles are in place to guide our operations and ensure safe and successful healthcare. These principles support the strategic objectives of Aava and Pikkujätti and ensure compliance with laws and regulations. The principles apply to all Aava and Pikkujätti units.

We are committed to adhering to the UN Declaration of Human Rights and other international and national human rights standards, ensuring that all services and products respect the fundamental rights of our customers.

The strategically most important principles are described below.

Self-Monitoring Program and Plans

Self-monitoring refers to the responsibility of social and healthcare providers to supervise and ensure that their operations are of high quality, safe, customer-oriented, and lawful. Its goal is to prevent problems and intervene in them early.

The self-monitoring obligation covers, among other things, patient safety, infection safety, data protection, staff competence and training, and customer feedback. The program must be prepared in writing, kept up to date, and published on the company's website.

The self-monitoring program also includes unit-specific self-monitoring plans and medication management plans.

The preparation of Aava and Pikkujätti's self-monitoring program is the responsibility of the Quality Unit under the leadership of the Quality Director, and it is approved by the Executive Management Team. Aava and Pikkujätti's self-monitoring documents are available internally on the intranet and externally on our website. We publish a self-monitoring follow-up report every four months on the intranet and the website.

Quality Manual and Policy

Aava and Pikkujätti's Quality Manual, based on the ISO 9001:2015 standard, covers all units and operations and includes the quality policy. It defines the framework for managing, planning, evaluating, and improving operations, outlining organizational principles, responsibilities, and continuous development practices – essentially describing Aava and Pikkujätti's way of working.

The occupational healthcare Quality Manual further guides quality management in occupational healthcare, in line with the Occupational Healthcare Act (1383/2001) and the Government Decree on Good Occupational Healthcare Practice (708/2013).



Risk Management Policy

Aava and Pikkujätti's Risk Management Policy defines responsibilities and practices for managing risks and is currently approved by the Quality Management Team. Following the updated due diligence obligation in 2024–2025, it will be approved by the Executive Management Team and Board of Directors.

Top management holds primary responsibility for risk management and ensures its implementation across all business units. Using an enterprise risk management (ERM) framework, risk management is integrated at all levels, with every employee contributing in their role. An electronic risk management system supports identifying strategic, financial, operational, and hazard risks.

Data Protection and Information Security Policy

The Data Protection and Information Security Policy is the strategic main document of the information security management system, approved by the Executive Management Team and the Board of Directors. It defines the principles, objectives, responsibilities, as well as monitoring and control practices that Aava and Pikkujätti follow to ensure privacy, confidentiality, legal protection, information management efficiency, and information security for our customers and employees. Data protection and security matters are reported to management as part of the annual information governance statement.

Aava and Pikkujätti hold an ISO 27001 Information Security Certification, which defines the requirements for information security. It covers risk management, information security practices, continuous improvement, and both external and internal auditing.

The information security management system in accordance with the ISO 27001 standard includes several documents guiding information security and data protection work, listed below:

- Information Security Plan (statutory, not public)
- Data Protection Manual
- Asset Management Documentation
- Supplier Information Security Policy
- Access Management Policy
- Information Security Continuity Plan
- Premises Security Policy
- Documentation Governing the Operational Activities of IT Systems
- Secure Development Policy
- Secure Software Development Policy
- Principles of Email Communication
- Sending Encrypted Email
- Information Security Guidelines (Handbook)
- Remote Work Instructions

The overall responsibility for leading data protection and information security work, record-keeping, and resourcing of data protection and information security lies with Aava and Pikkujätti's Executive Management Team. Appointed Data Protection and Information Security Officers prepare the annual calendars for data protection and information security and are responsible for their implementation. They also prepare the annual information governance statement.

Operating Models and Principles of Occupational Healthcare and Insurance Company Cooperation

Our occupational healthcare is built on partnership, proactivity, expertise, transparency, and multidisciplinary collaboration. We support employees' work ability throughout their careers by identifying risks early, reducing sickness absences, and promoting well-being at work.

Services are based on evidence, best practices, and effective care pathways, supported by systematic reporting and data analytics for measurable results. Multidisciplinary teams, including physicians, nurses, physiotherapists, psychologists, and work ability coaches, work closely with customers. Cooperation models with insurance companies are developed individually with each insurer.



Processes for Communication with Consumers and End Users

Aava and Pikkujätti's operations are systematically monitored through various feedback mechanisms with the goal of developing and streamlining processes. Based on the information received, necessary measures can be targeted at root causes to prevent the recurrence of deviations in the future.

The analysis of collected information is the responsibility of supervisors and management. Issues are regularly addressed in unit meetings. At the level of Aava and Pikkujätti, summaries of feedback, deviations, and corrective measures are handled, among others, in the Quality Management Team and the Medical Leadership Team. The management review also includes summaries of data from feedback channels. Unit-level self-monitoring plans describe in more detail the process for handling feedback.

Communication with customers takes place through multiple channels: in person at service units as well as through digital channels such as phone, email, website feedback forms, chat, and social media. When necessary, we also use trusted authorized par-

ties, such as consumer organizations and legal representatives, to ensure broader representation.

We evaluate the effectiveness of communication by using customer satisfaction surveys, Net Promoter Score (NPS) metrics, and by analyzing feedback, customer service response times, and the effectiveness of solutions. Results are reported regularly to management. NPS surveys are not sent to minors.

Communication with corporate customers takes place through multiple channels. A customer satisfaction survey is conducted at least every two years, and decision-maker satisfaction surveys are conducted annually. In addition, communication takes place in meetings and negotiations, at invitation-only events, and through newsletters.





Processes for Addressing Negative Impacts and Channels for Consumers and End Users to Raise Concerns

Patient safety is a core value of Aava and Pikkujätti's healthcare and a model of operation that ensures the quality and safety of care and services while protecting customers from harm. The key patient safety processes at Aava and Pikkujätti include care safety, information security and data protection, medication safety, equipment and radiation safety, infection control, appropriate and safe use of facilities, and effective communication.

Measures that promote the safety of care must be evidence-based and measurable, carried out correctly and at the right time. They prevent system-related errors and support professionals in performing their work with high quality. Events that jeopardize patient safety are reported in the reporting system. Reporting and processing these notifications helps prevent similar incidents in the future.

Data protection and information security are the responsibility of every Aava and Pikkujätti employee. Data protection establishes the rules for handling personal data, while information security provides the means to safeguard it. The Data Protection and Information Security Group is responsible for ensuring lawful

practices and privacy in data processing. Annual training on data protection and information security is provided to employees and practitioners.

Medication safety is based on unit-specific medication management plans and jointly agreed practices. Every nurse involved in medication administration must hold a medication permit granted by the physician responsible for the unit's medication management, which is renewed every three years. Staff involved in pediatric medication must complete the Children's Medication course.

Equipment safety covers both the safety of medical devices and their safe use, which includes radiation safety. Aava and Pikkujätti's Equipment Safety Plan describes the procedures related to medical device safety, the responsibilities of designated persons, the assurance of competence, and the identification of usage-related risks. The plan is part of the self-monitoring program.

The Infectious Diseases Act requires all healthcare and social service providers to systematically prevent healthcare-associated infections. Aava and Pikkujätti's hygiene guidelines and hygiene plan are published on the intranet. We monitor post-procedural and post-surgical infections. Monitoring is a central and essential

part of infection prevention work, and infection prevalence is one of Aava and Pikkujätti's quality indicators.

We have several channels and mechanisms through which customers can raise their concerns. Below are described our feedback, reminder, and complaint processes, which are part of ensuring the quality of healthcare.

Customer Feedback

Customers can provide feedback through the Give Feedback link on Aava and Pikkujätti's website. All feedback is recorded in the customer feedback system. Feedback is directed via the customer service unit to the designated responsible person of the selected unit for processing. If the customer has provided contact details when submitting feedback, they are always contacted.

The feedback handling process includes immediate response, contacting the person who submitted the feedback, as well as root cause analysis and the definition and implementation of corrective actions.

Incident Reporting

At Aava and Pikkujätti, there is a reporting system for events that jeopardize patient and customer safety. Both near-miss incidents and adverse events are reported to the system. Deviations within a unit are handled by the designated responsible person. An organization-level guideline describes the procedures, such as processing deadlines and the intervals for monitoring and reporting.

Individual feedback and deviations are reviewed in unit meetings to enable learning, root cause analysis, and the definition of corrective actions. In unit meetings and in the unit's management review, the allocation of feedback and deviations is also monitored to identify systemic issues. In addition, the Quality Director presents feedback and deviation summaries to the Quality and Medical Leadership Teams, which are also included in the management review. The Unit Director is responsible for the actions within their unit and for ensuring their implementation.

Reminders and Complaints

According to the Act on the Status and Rights of Patients (785/1991), customers have the right to file a reminder if they are dissatisfied with the care or treatment they received. A reminder can be submitted via the form available on Aava and Pikkujätti's website or by an informal letter indicating that it is a reminder.

The Chief Physician is responsible for handling reminders and requests the necessary clarifications from the healthcare professionals and responsible specialty physicians involved in the care. A written response is always provided to the reminder. The processing time is approximately one month. Careful handling of reminders is part of our continuous improvement and development efforts aimed at preventing similar errors in the future.

If the patient is not satisfied with the response to the reminder, they may file a complaint with the Regional State Administrative Agency, which will take the matter under review. In suspected cases of patient injury, patients are directed to file a report with the Patient Insurance Centre.

Confidential Reporting Channel

Aava and Pikkujätti provide a confidential reporting channel through which customers can anonymously report observed or experienced issues. The reporting channel (whistleblowing), which is the same for both employees and customers, is described in more detail in the section *Own Workforce – Processes for Addressing Negative Impacts and Channels for Employees to Raise Concerns*.



Material Impacts, Risks and Opportunities Related to Consumers and End Users, and Their Management

The positive impacts of Aava and Pikkujätti's business on customers are created, in line with our strategy, through high-quality and preventive healthcare in which customers are treated as individuals. We create added value for our customers through seamless care pathways and by ensuring the implementation of follow-up care plans. We continuously improve the quality of services by developing processes and expanding specialist services according to customer needs.

The main objective of Aava's occupational healthcare is to safeguard people's ability to succeed at work. We engage in active and strategic collaboration that promotes the success of our clients' businesses through work ability and well-being. In occupational healthcare, we apply Aava's resource model, a modern multidimensional work ability model based on international research literature. This model enables examination of the factors affecting employees' and teams' work ability and productivity.

We also work closely with insurance companies, providing benefits such as diverse and high-quality services and cost advantages enabled by contractual pricing. With some insurance companies, we collaborate in assessing the need for care. For insurance com-



pany customers, added value is created through smooth service, easy appointment booking, quick access to care, and cost-effective treatment.

Actions in Financial Year 2024–2025

Quality Work and Patient Safety

Quality and patient safety work follow annual plans covering objectives, indicators, audits, and data protection. In 2024–2025, quality monitoring was more closely integrated into Executive Management Team operations, the management review process was renewed, and unit-specific self-monitoring plans were embedded in daily work. Data-driven management was strengthened by further defining quality indicators.

We also adopted the following target-oriented quality indicators to be publicly reported:

- Customer Experience, measured by the Net Promoter Score (NPS)
- Patient Safety Reports: the proportion of near-miss events out of all patient safety reports, compared to actual patient harm incidents
- Development of Reminders and Response Time to Reminders

In 2024–2025, quality management was strengthened through a new Self-Monitoring Report, reorganized quality groups, and integration of the Quality Manual with the Information Security Management System. A renewed document management system and a digital quality onboarding pathway were introduced.

Staff received role-specific and organization-wide quality training focused on building a safety culture. An Equipment Safety Plan was launched with related training, a steering group was established, and operational units joined the International Patient Safety Day for the first time.

Internal audits (ISO 9001) continued, now integrating information security (ISO 27001), with improved reporting and unit feedback. Additionally, a research process description was prepared in line with Good Clinical Practice (GCP) guidelines.

Information Security and Data Protection

In 2024–2025, the Data Protection and Information Security Group was expanded to include representatives from personal healthcare and HR. The full composition of the group is presented in the *General Information* section. The key information security and data protection measures during the year are described next:

- Surveillance audit of the ISO 27001 information security certification.

- The Group's legal counsel updated data protection and information security contract templates, including the appendix to Aava's occupational healthcare agreement.
- Three exercises focused on data protection and information security were conducted. Crisis group also trained for exceptional situations in the national Taisto24 cyber security exercise.
- Aava and Pikkujätti established a device steering group, which also launched a review on the processing of personal data in treatment and research equipment.
- An information security plan template was created for practitioners to support compliance with Section 77 of the Act on the Processing of Client Data in Healthcare and Social Welfare.
- Privacy statements were reviewed as part of the annual data protection calendar.
- Complementary training sessions (14 in total) were delivered according to the training annual calendar.
- A data protection liaison was appointed for corporate healthcare business operations.
- Guidelines for data protection and information security in procurement continued to be developed during the financial year.
- At the end of the financial year, work began on defining ethical principles for artificial intelligence.

Risk Management

In the financial year 2024–2025, additional investments were made in Aava and Pikkujätti's risk management by hiring a Risk Management Manager to guide and develop the work. The Risk Management Manager is responsible for developing enterprise risk management and creating the policies that steer operations. In the future, they will also support the Data Protection Officer in carrying out data protection impact assessments.

Risk management activities were reviewed in external audits of information security and quality management, which identified a need to further develop enterprise risk management. In addition, management reviews were carried out in the units. The Quality Unit also held individual guidance and advisory meetings on risk management upon request.

Occupational Healthcare Operations

Key measures in occupational healthcare during the financial year 2024–2025 included launching a reporting project as well as the development of services, internal processes, and a renewed customer promise. The aim is to reform both internal and external reporting, develop services and processes to be more customer-oriented, and renew the organizational structure to support evolving operations and strengthen customer focus.

Material Negative and Positive Impacts
Related to Consumers and End Users,
Their Objectives, and Management

The procedures for measurement and analysis are described in Aava and Pikkujätti's Quality Manual. The Act on the Supervision of Social Welfare and Healthcare, which entered into force on 1 January 2024, sets requirements for service providers regarding the monitoring of activities as described in the self-monitoring program and unit-specific self-monitoring plans, as well as the correction of identified deficiencies. Data production and publication, both internally and publicly, must take place at regular intervals.

Quality Objectives

The main objectives and results of our quality work are listed in the accompanying table. Objectives are approved by the Quality Management Team and the Executive Management Team. In addition, process-specific objectives are defined for Aava and Pikkujätti's quality work, which are monitored at the level of specific quality teams. The objectives are shared between Aava and Pikkujätti. Results are reported by company every four months, with the exception of reminders, which are reported as combined results.

Indicator	Objective	Results 2024–2025
Customer satisfaction (NPS survey)	>85	Aava: 88 Pikkujätti: 92*
Patient safety: near-misses as a proportion of patient safety reports	>60 %**	Aava: 61 % Pikkujätti: 61 %
Number of reminders in relation to the number of visits	descending	Aava and Pikkujätti together: 0,0067 %
Response time for reminders	less than 30 days***	Aava and Pikkujätti together: average 22 days

* Introduced in 9/2024

** When a unit reports more near-miss incidents compared to actual adverse event reports, it reflects a strong safety culture within the unit.

*** Response time is calculated from the moment the reminder is received by the quality contact person until the chief physician's written response has been sent to the customer.

Objectives of Occupational Healthcare and Insurance
Company Cooperation

The objective of occupational healthcare activities is to promote the health, functional capacity, and well-being of working-age people, as well as to support the continuity and sustainability of client organizations' business operations. The effectiveness of occupational healthcare is built on a proactive approach, customer orientation, and the use of multidisciplinary expertise.

The objectives of occupational healthcare support Aava's customer promise: "Building collective work ability." Our goal is to support the individual's ability to work while simultaneously building sustainable performance capacity for the entire organization.

The objectives related to cooperation with insurance companies are set annually with each insurance company. These include issues related to cooperation, customer identification and guidance, and pricing. Internal objectives for insurance company partnerships at Aava and Pikkujätti are also set annually.





Business Conduct

Principles of Business Conduct and Corporate Culture

In Aava and Pikkujätti's materiality analysis (summary on pages 17–20), the following were identified as material topics related to business conduct:

- Corporate Culture
- Relations with Goods and Service Providers, Including Payment Practices

An ethically responsible corporate culture provides the foundation for Aava and Pikkujätti's operations and is a prerequisite for the success of our business. Aava and Pikkujätti's business conduct and corporate culture are primarily guided by the company's values, strategy, ethical principles, and the community-driven model, which is described in more detail in the section *Own Workforce*.

Aava and Pikkujätti's values are:

- Desire to Understand People
- Courage and Joy at Work with an Entrepreneurial Attitude
- Responsible and Long-Term Operations

The objectives of Aava and Pikkujätti's strategy (2023–2026) are to be achieved through sustainable development. Our vision is to be the highest-quality choice for each of our customers. We aim to stand out as a people-responsible and top-quality operator. The objectives of our strategy that promote responsible business operations are:

- The best experience for professionals and the prerequisites to provide smooth service
- Community-driven practices at the heart of corporate culture
- The most recommended medical center in Finland
- Our services convey care and seamless processes
- Improvement of profitability

Our responsible corporate culture is also supported by the Aho Group's Good Governance Principles, prepared by the owners, the purpose of which is to improve corporate governance and the achievement of set objectives. The Good Governance Principles bring transparency, stability, and predictability to the operations of companies belonging to Aho Group.

We evaluate the state of our corporate culture by systematically measuring the results, quality, and compliance of our operations through various feedback mechanisms and indicators, with the aim of continuous improvement. Based on the information received from feedback, necessary actions can be targeted at root causes to prevent the occurrence of deviations in the future.

Supervisors and management are responsible for regularly addressing emerging issues in unit meetings. At the level of Aava and

Pikkujätti, the handling of feedback, deviation summaries, and corrective actions takes place, among others, in the Quality Management Team and in the Medical Leadership Team. The more detailed process for handling feedback is described in unit-level self-monitoring plans. Policies and practices related to customers are described in more detail in the section *Consumers and End Users*.

Employees and stakeholders can raise concerns anonymously through Aava and Pikkujätti's confidential whistleblowing channel. The whistleblowing channel is described in more detail in the section *Own Workforce – Processes for Addressing Adverse Impacts and Channels for Employees to Raise Concerns*.

At Aava and Pikkujätti, operations comply with Finnish and EU legislation. The prevention of corruption and integrity in business operations are included in Aava and Pikkujätti's ethical principles.

We are a member of the UN Global Compact and committed to embracing, supporting, and implementing the ten principles of the UN Global Compact in our operations, including the prevention of corruption in all its forms.

Principles of Business Conduct

This section presents key principles related to business conduct and corporate culture. The risk management policy, information security and data protection policy, as well as quality policy, are described in the section *Consumers and End Users*.

Ethical Principles

Aava and Pikkujätti's ethical principles guide the daily actions and decision-making of all employees. Managers and supervisors are responsible for ensuring compliance with the principles within their areas of responsibility. The ethical principles are published on the intranet.

Going forward, the ethical principles will be approved by the Executive Management Team and the Board of Directors in accordance with the due diligence obligation adopted during the financial year 2024–2025. The current ethical principles will be updated during the financial year 2025–2026.

Aava and Pikkujätti's ethical principles include compliance with laws, the prevention of corruption and integrity in business operations, as well as the fair and equal treatment of employees and stakeholders in accordance with the Universal Declaration of Human Rights. Respect for human rights also includes, among other things, our renunciation of child labor and forced labor, and of all forms of discrimination, harassment, intimidation, or abuse.

Through our ethical principles, we are committed to developing our services and operations to avoid harmful environmental impacts and to optimize the use of natural resources.

We treat customers fairly and equally. We sell and market our services ethically. We are committed to promoting patient safety and ensuring its realization.

Supplier Code of Conduct

Aava and Pikkujätti's ethical principles for partners were prepared during the financial year 2024–2025. The Code was approved by the Executive Management Team and the Board of Directors in March 2025. Implementation began at the start of the financial year 2025–2026, starting with the largest service providers and product suppliers in terms of euros.

The purpose of the Supplier Code of Conduct is to ensure the adoption of responsible and sustainable practices both in the operations of partners themselves and throughout their value chains. Partners include suppliers and providers of products and services, as well as other parties with whom Aava and Pikkujätti engage in ongoing cooperation.

We require our partners to operate responsibly and in compliance with legislation in all areas of sustainability. Social responsibility includes matters related to human rights, labor rights, health, and safety.

In terms of environmental responsibility, we require our partners to operate in accordance with the principles of sustainable development, both in their own operations and throughout their value chains.

Good governance requirements include, among others, fulfilling tax and payment obligations and insurance responsibilities, ensuring information security and data protection, rejecting corruption and bribery, and acting fairly and justly in competitive situations.

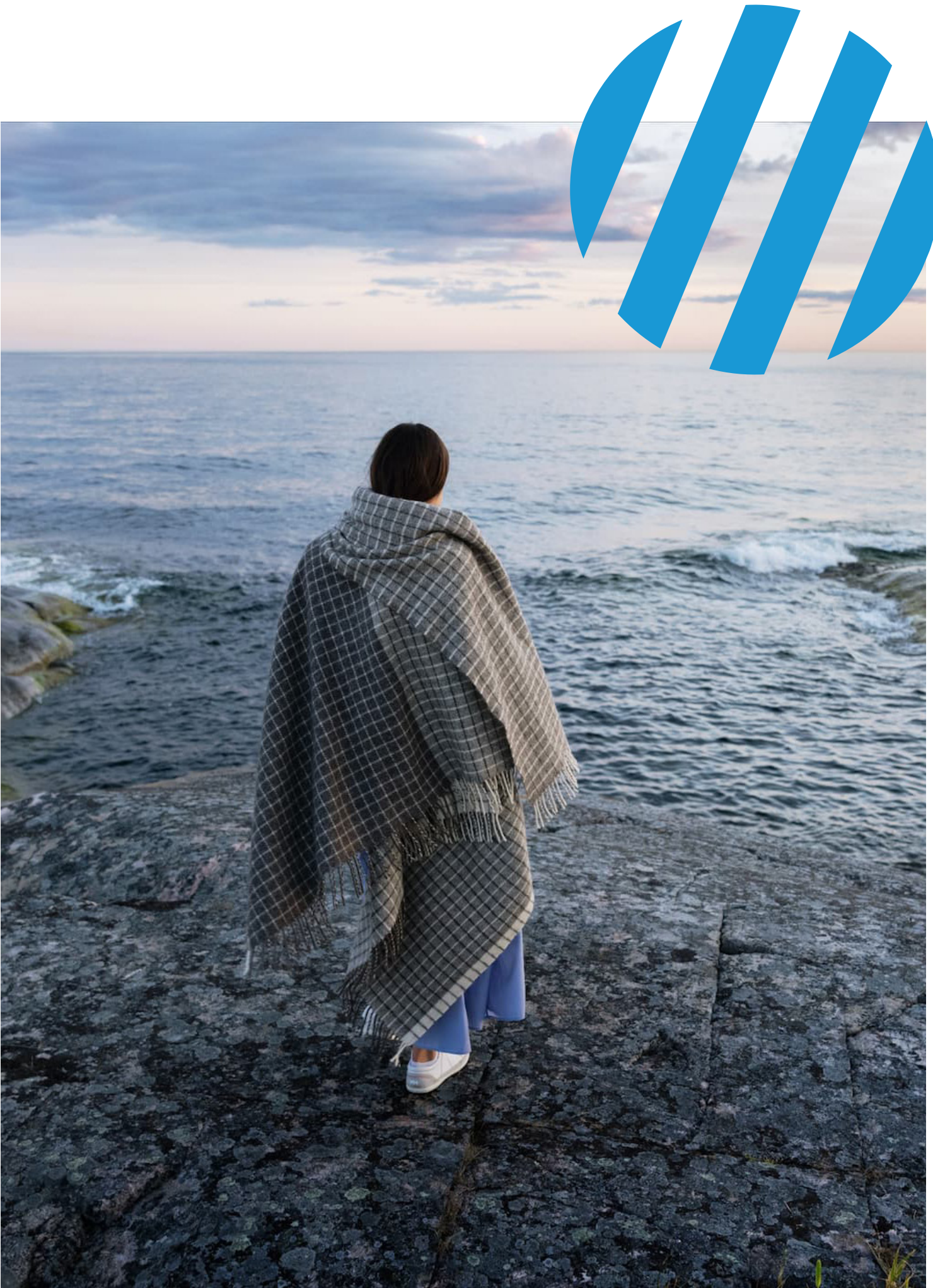
Approval Rules and Representation of the Company

Approval rules define authorization rights for approving invoices, salary payments, credit losses, and payment orders. The company's representation guidelines determine Aava and Pikkujätti's highest-level authorizations. Authorization refers to legal acts by which the company empowers an authorized person to enter into binding contracts with third parties.

Company representation includes, among other things, authorizations for entering into various agreements such as purchase agreements, practitioner contracts, employee-related contracts, and lease agreements. It also includes authorizations for managing the company's assets and bank accounts, as well as making offers and participating in tenders.

Aava and Pikkujätti are represented by the Chair of the Board, the CEO, and authorized signatories individually.

Both the approval rules and company representation are approved by the Board of Directors of Aava and Pikkujätti.



Relations with Suppliers

This includes, among other things, the supplier's or partner's commitment to responsibility in their own operations, responsibility within the supply chain, and the environmental responsibility of products and services.

Aava and Pikkujätti apply equal and fair practices to all suppliers and partners. Purchase invoices are paid according to due dates, with payments made twice a week. Operating guidelines will be updated during the financial year 2025–2026. For example, we will set targets for turnover ratios and begin systematic monitoring of accounts payable turnover.

With major suppliers related to nursing care procurement, steering group meetings are held at least 1–2 times per year. These meetings are attended by persons responsible for procurement and representatives of the supplier. The agenda of these meetings also includes topics related to sustainability, such as product emissions and emissions calculations. We also carry out product quality monitoring, which includes tracking the complaints process. In addition, we regularly monitor that the supplier has fulfilled its social responsibilities.

A new procurement strategy was prepared in the financial year 2024–2025. In this strategy, sustainability is one of four criteria for selecting a new supplier or partner. The other criteria are quality, cost efficiency, and risk management. The sustainability criteria consider, among other things, the supplier's or partner's commitment to responsibility in their own operations, responsibility within the supply chain, and the environmental responsibility of products and services.

Prevention and Detection of Corruption and Bribery

Corruption was not identified as a material topic in Aava and Pikkujätti's materiality analysis. Any possible allegations of corruption or bribery are handled on a case-by-case basis under the leadership of Aho Group's legal counsel, and reported to company management and the Board as necessary.

During the financial year 2024–2025, Aava and Pikkujätti did not have a written policy for the prevention, detection, and management of corruption and bribery. Our operations are guided by our ethical principles as well as the ethical obligations of practitioners. We operate in compliance with Finnish and EU legislation and are committed to the UN Global Compact's ten principles, including the prevention of corruption in all its forms.

As part of the materiality analysis, we identified the need for a guideline on the acceptance and giving of business gifts. The aim is to create this guideline during the financial year 2025–2026.

Cases of Corruption or Bribery

In the financial year 2024–2025, there were no cases of corruption or bribery (0 cases) and no fines (0 euros).

Political Influence and Lobbying

Aava and Pikkujätti do not make financial donations for political purposes. We also do not engage in direct personal lobbying of political decision-makers.

We seek to influence industry-related matters by participating in key national advocacy forums, including the Association of Private Healthcare Providers (LPY) and the Finnish Association of Private Social Services Providers (Hali). Aava and Pikkujätti are represented in LPY by the CEO and in Hali by the Chief Medical Officer.



Thank you for reading Aava and Pikkujätti's Sustainability Report.

We hope you found the information you needed and learned something new about our company.

We published our first Sustainability Review in 2024. This report marks the next step towards reporting in line with the EU's CSRD sustainability reporting directive. It has been prepared in an informal format, taking into account the requirements of the ESRS standards. We will continue to develop our sustainability work and reporting in the coming years.

Long-term commitment and responsibility have been important values for Aava and Pikkujätti since the beginning of our operations. We are committed to further developing our sustainability efforts and to taking better care of our customers, employees, other stakeholders, and the environment – for a better tomorrow.



Aava PIKKUJÄTTI®