



# Akind Sustainability Report 2025

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# Content

## Introduction

We are Akind	04
A word from the CEO	05
Our approach to sustainability	06
Stakeholder engagement	08
About this report	09



## People

Best place to work	11
Careers, growth, and development	13
Wellness and well-being	14
Diversity and equal opportunities	16
Community engagement	19
The 1% Movement	20

## Society

Contributing to a sustainable, dynamic labor market	23
Evidence-Based Recruitment	25
Lifelong learning is the key to a sustainable society	26
Providing skills for a sustainable society	27

## Planet

Our goal: a net-zero business	29
Our science-based targets	31
Our emissions	32
Sustainable sourcing	33



## Sustainable business

Sustainable growth	35
Contribution through tax payments	36
Ethical business and anti-corruption	37
Respecting human rights	38
Fair and proper employment conditions	39
Innovation and technology	40
Potential risks	41

## Tables

People outcome	45
Society outcome	47
Planet outcome	47
Sustainable business outcome	48
GRI-index	49

# Introduction

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



# We are Akind

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

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

As we and our partners grow, so does our ability and responsibility to have a positive impact on people, society, and the planet. We continually strive to stay at the forefront of labor market developments, learning, improving, and innovating while keeping our responsibilities to the planet at the core of our actions. Today, we operate with a much broader scope and greater capacity as a business and as contributors to society.

## Our brands

### Academic Work

An expert in recruiting early-career professionals.

### Brights Learning

Tailor-made learning solutions to unlock brilliance through upskilling and reskilling.

### Crowd Collective

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

### Winona

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

### Akind in numbers throughout 2025

**302** MEUR in revenue

**197,000** EUR

Social impact investments

**2.1%** EBITDA

**914**

Average number of internal employees (full-time)

# A word from the CEO

Some of the world’s most resilient economies have been built on the simple principle that long-term success comes from balancing economic strength with social responsibility. This belief continues to shape how Akind approaches sustainability today.

Sustainability is a fundamental part of Akind’s success. It strengthens our brand, creates engagement and pride among our employees and attracts candidates both for internal positions and consultant assignments. It supports us in our central mission - to make people grow.

Economic sustainability remains the foundation of our strategy. Our ambition to excel in sustainability is driven by both a business and ideological perspective. It is evident that investments in sustainability yield returns. For example, our most important stakeholders – clients, internal employees and consultants – have demonstrated their support for our sustainability initiatives. They actively seek to engage with companies that contribute to sustainable development.

Seizing opportunities is a fundamental part of our sustainability work. Since our beginnings, we have striven to build a culture in which we provide support and care for one another and for society. Our conviction that sustainability and profit are closely connected has over the years motivated us to deepen our commitment to sustainability even further. As an

example, in 2024 our science-based targets were validated and approved by the Science Based Targets initiative (SBTi). In 2025, we have made significant progress toward our science-based targets, and compared to the previous year we have achieved reductions across nearly all scopes and categories.

2025 also brought some big economic, environmental, and social challenges, highlighting how connected our world is and the importance of acting responsibly.

While the year started with cautious positivity, the macroeconomic landscape shifted rapidly with the implementation of new tariffs. These trade barriers effectively stifled the recovery we had begun to see. However, actions were taken during previous years which allowed us to navigate this stagnating market with maintained control, despite unexpected global hurdles.

We also saw continuing record-breaking heatwaves and extreme weather during the year, once again reminding us how urgent it is to tackle global warming. Increased geopolitical tensions have continued to contribute to humanitarian crises as well as economic

*"Sustainability is about seizing opportunities as well as tackling local and global challenges. Collective action, shared responsibility and the ability to embrace change is key in succeeding with the sustainable transition that is needed."*

Johan Skarborg, Founder and CEO, Akind Group

instability, reminding us of the need for compassion and collective action.

A key pillar of our company culture has always been embracing change, because without change growth is impossible. The sustainable transition that is needed, within Akind and within society, is about changing the way we work and the way we act. It is not the easiest way to go but it is necessary that we embrace the challenges we will meet along the way and turn them into our success. As we look ahead, we are more driven than ever to pursue our mission with sustainability, responsibility, and a deep alignment

with our values – supporting our clients and the global community alike.

Our journey reflects a simple but powerful belief: when people grow, businesses and societies grow with them. We are making sure the path is sustainable.



**Johan Skarborg**  
CEO of Akind

# Our approach to sustainability

Akind’s ambitions within the area of sustainability are high – from both a business and an ideological perspective. It is more important than ever that companies take action to protect the environmental, social, and economic welfare of our planet, and we want to be part of the sustainable transition.

Sustainability at Akind is about taking a step forward instead of laying low. We take accountability for the environmental, social and economic impact we have – however small. As experts within the fields of upskilling, reskilling, training, and recruitment, we believe our potential for positive impact on people, society, and the planet should not be underestimated.

## Our sustainability roadmap

Our sustainability roadmap consists of three main areas:

- **People** – We make people grow
- **Society** – Providing skills for a sustainable society
- **Planet** – A net-zero business

Its main purpose is to continuously support us in our daily work and contribute to building and maintaining sustainability work that is **Compliant and Trustworthy, Excellent,** and **Engaging and Attractive.**

## Change starts with people

Transition is about change, change starts with people – and we are in the people business. That puts us in a unique position to contribute to the sustainable transition by providing skills needed to make it possible.

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

## OUR SUSTAINABILITY STRATEGY

### People

#### We make people grow

Creating The Best Place to Work for our coworkers.

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

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

### Society

#### Providing skills for a sustainable society

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

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

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

### Planet

#### A net-zero business

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

Making yearly climate investments to offset our known CO<sub>2</sub> emissions.

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

### Supporting the 17 goals

Akind fully supports all 17 Sustainable Development Goals (SDGs) set by the United Nations.

Even though these goals are all intertwined, we put our emphasis on SDGs 3, 4, 5 and 8, as these relate most to our core business. We also focus on SDG 12 and 13 due to our overall responsibilities towards the ongoing climate crisis. It is within these areas we can have the greatest impact.



3. Good health and wellbeing



4. Quality education



5. Gender equality



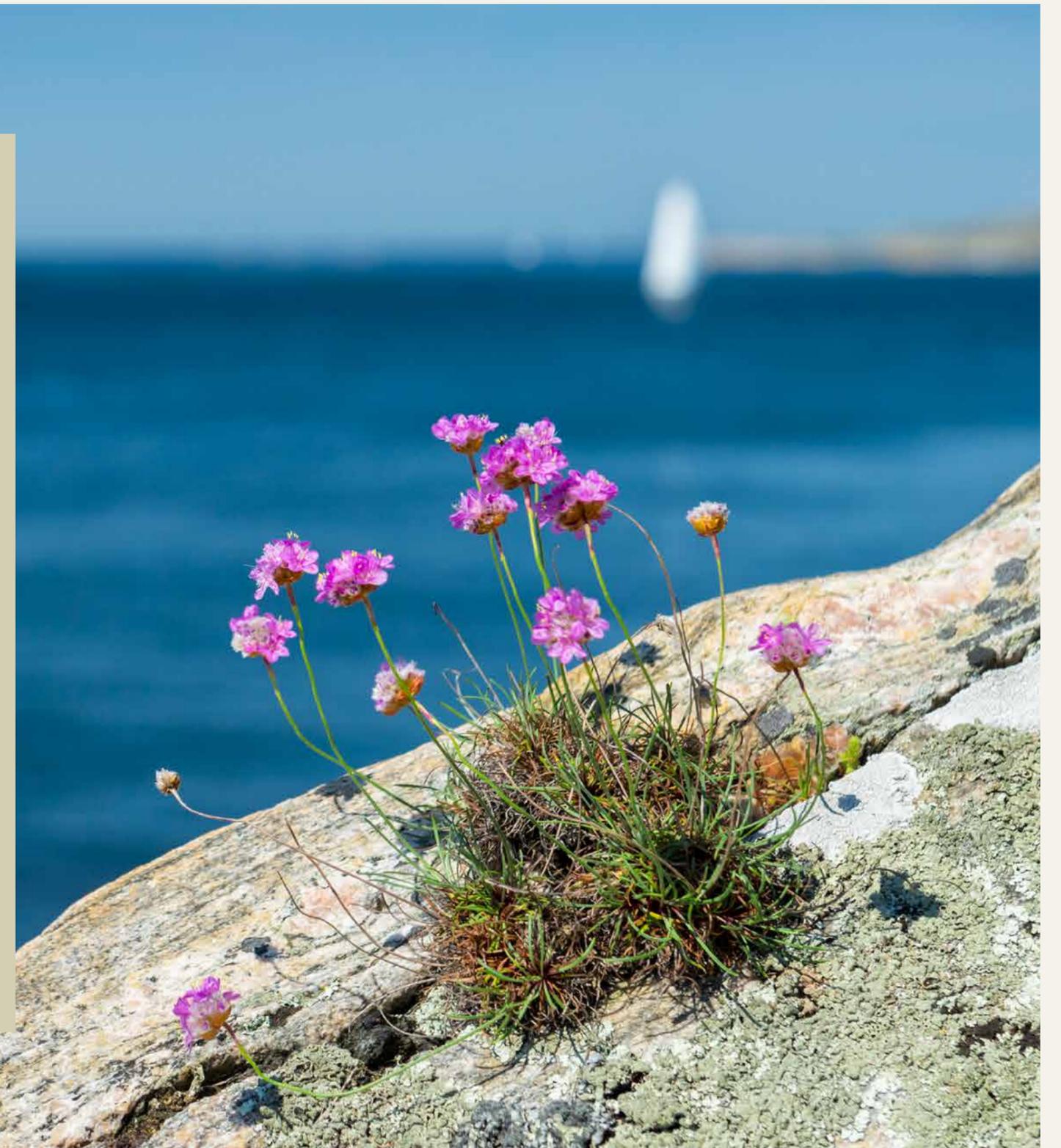
8. Decent work and economic growth



12. Responsible consumption and production



13. Climate action

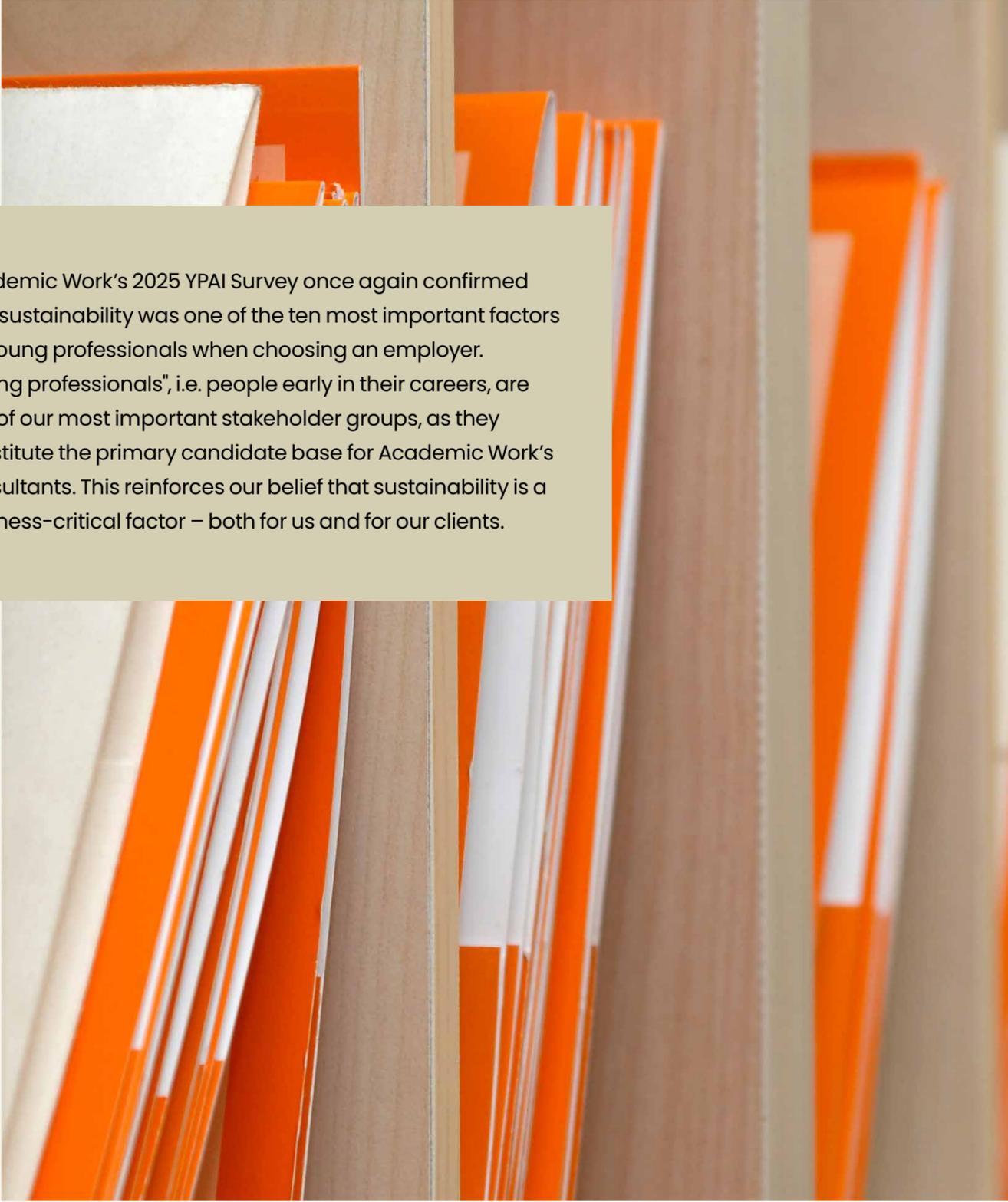


# Stakeholder engagement

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

STAKEHOLDER	TYPE OF DIALOGUE/CHANNEL
Clients	Client Experience survey (CX Survey), Client Touchpoint survey and Face to Face client meetings.
Consultants	Yearly Satisfaction survey, monthly NPS survey, Face to Face consultant meetings.
Candidate base	YPAI (Young Professional Attraction Index), NPS survey.
Internal employees	Weekly OfficeVibe surveys, monthly 1:1 meetings, annual performance reviews.
Shareholders	Annual general meeting and quarterly shareholder update.
Suppliers	Supplier assessment and evaluation.
NGO	Quarterly narrative reports and follow-up meetings, bi-annual outcomes and financial reports, yearly budget process and on-site visit.

Academic Work's 2025 YPAI Survey once again confirmed that sustainability was one of the ten most important factors for young professionals when choosing an employer. "Young professionals", i.e. people early in their careers, are one of our most important stakeholder groups, as they constitute the primary candidate base for Academic Work's consultants. This reinforces our belief that sustainability is a business-critical factor – both for us and for our clients.



# About this report

**Covering the entirety of Akind and intended for all stakeholders, this report aims to communicate our sustainability efforts from an environmental, social and governance (ESG) perspective. It also outlines how we contribute to the UN Sustainable Development Goals and how we comply with current legislation.**

The sustainability report constitutes Akind's statutory sustainability report in accordance with the Swedish Annual Accounts Act and covers the period from January 1 to December 31, 2025. It includes all companies within the Akind Universe Group and applies in particular to Academic Work Sweden AB, Academic Work HR Service AB, Academic Work Consulting AB, and Academic Work Technology AB, each of which is legally required to prepare a sustainability report.

Due to amendments to the EU CSRD directive and the

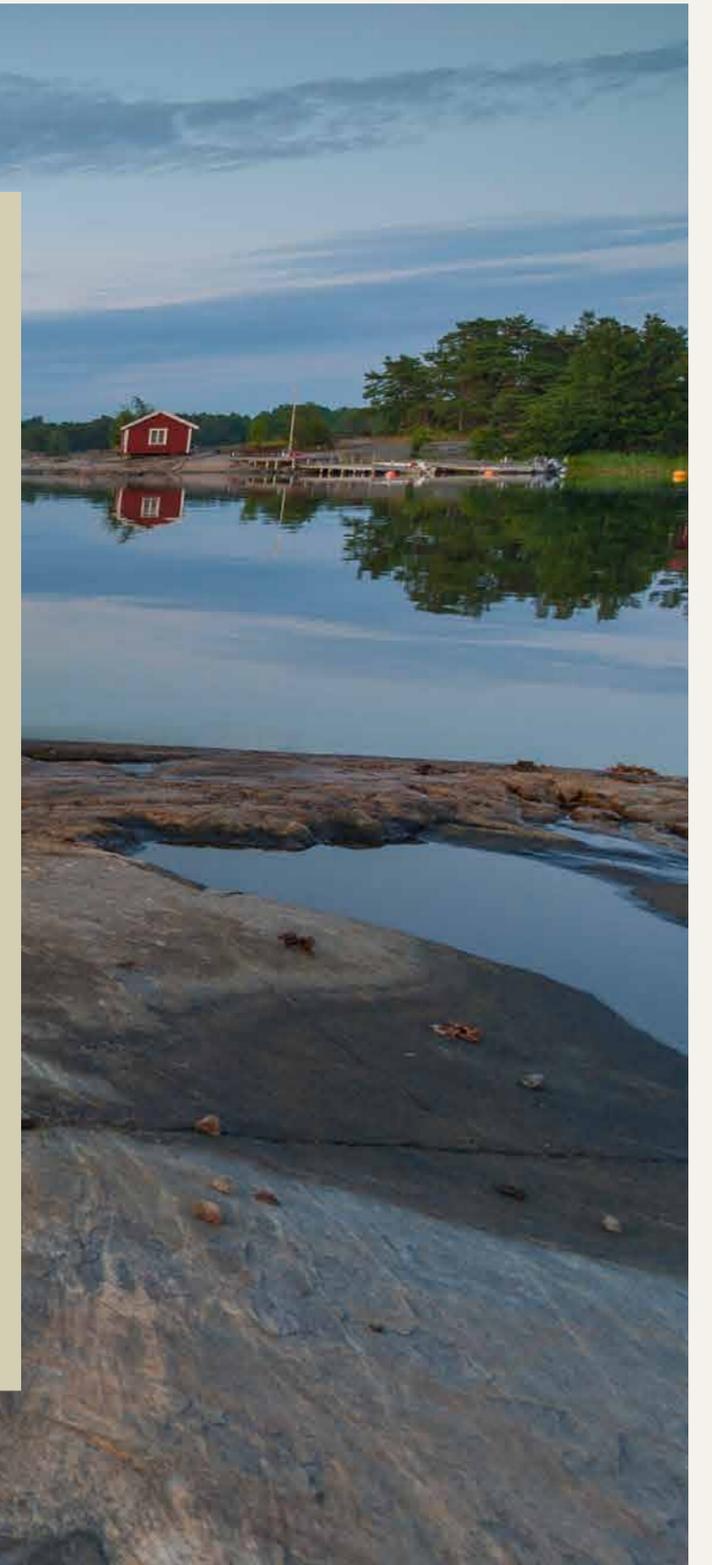
Swedish Annual Accounts Act, entering into force in 2025, Akind is not required to report in compliance with the EU CSRD directive until, at the earliest, the 2027 sustainability report, to be published in early 2028. We are closely monitoring the development in this area and decisions regarding the continuous development of our sustainability reporting are based on legal requirements as well as input from our key stakeholders and other strategic considerations.

Akind has reported the information cited in the GRI content index on page 49–51 for the period January 1 to December 31, 2025, with reference to the GRI Standards. The Global Reporting Initiative (GRI) is an independent international organization that has developed a set of standards for sustainability reporting. These standards provide guidance on how companies should communicate their impacts on sustainability matters to stakeholders and determine

which topics are considered material. Our sustainability agenda is informed by ongoing dialogue with our stakeholders. We have used these discussions to assess the topics within the GRI sustainability framework that are most relevant to Akind.

Reporting on our emissions is a central component of this report. Since 2022, our emissions have been calculated in accordance with the Greenhouse Gas Protocol, covering Scope 1, Scope 2, and Scope 3 emissions. In 2024, our science-based targets were validated and approved by the Science Based Targets initiative (SBTi).

This report provides an opportunity to summarize our annual sustainability performance and identify areas that require further attention.



# People

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



# Best place to work

## Employee engagement

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

## Measuring engagement

We believe that employee engagement is vital to our success, so we measure it every week. Using an external survey tool, we send our coworkers a weekly

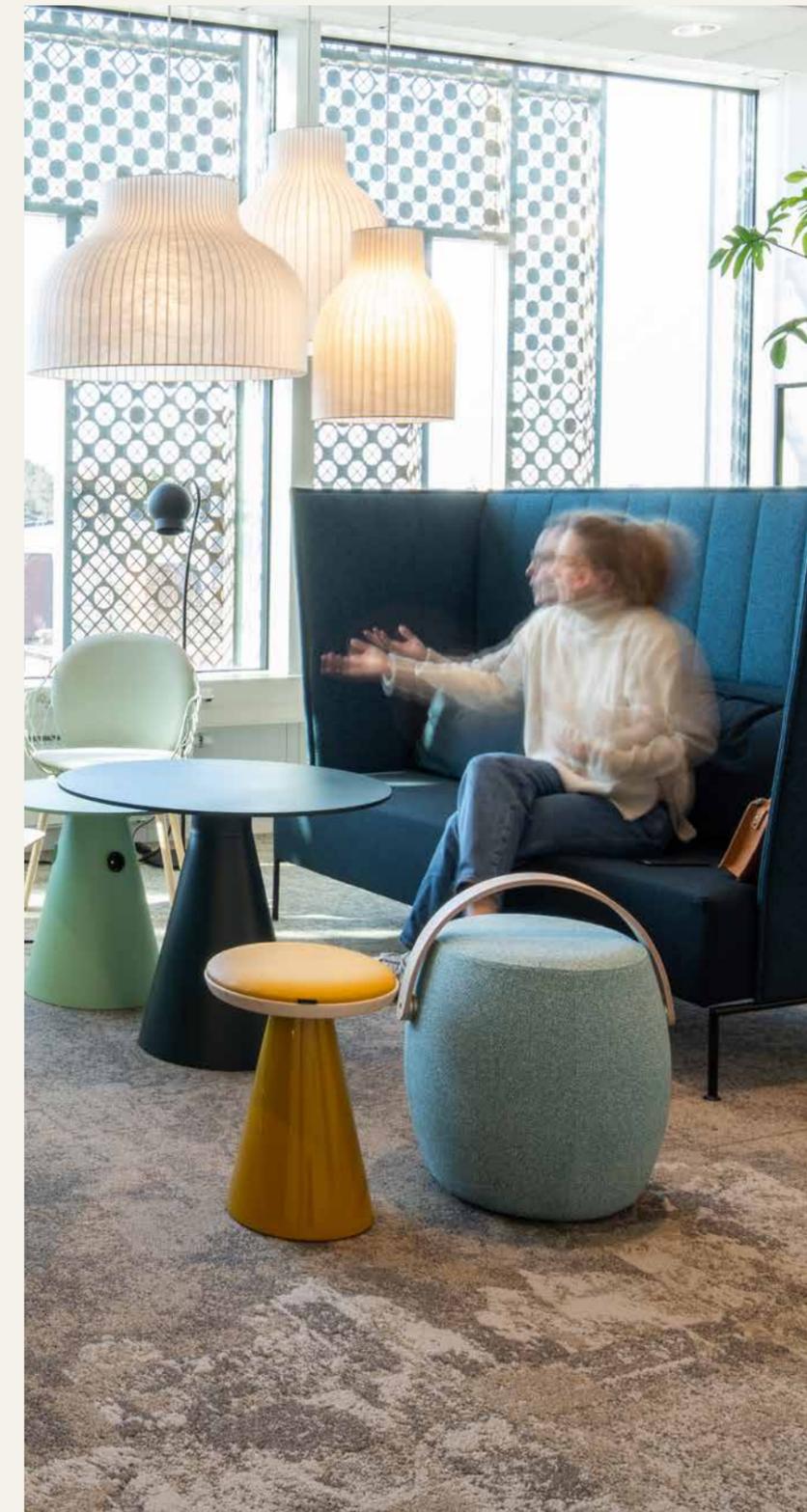
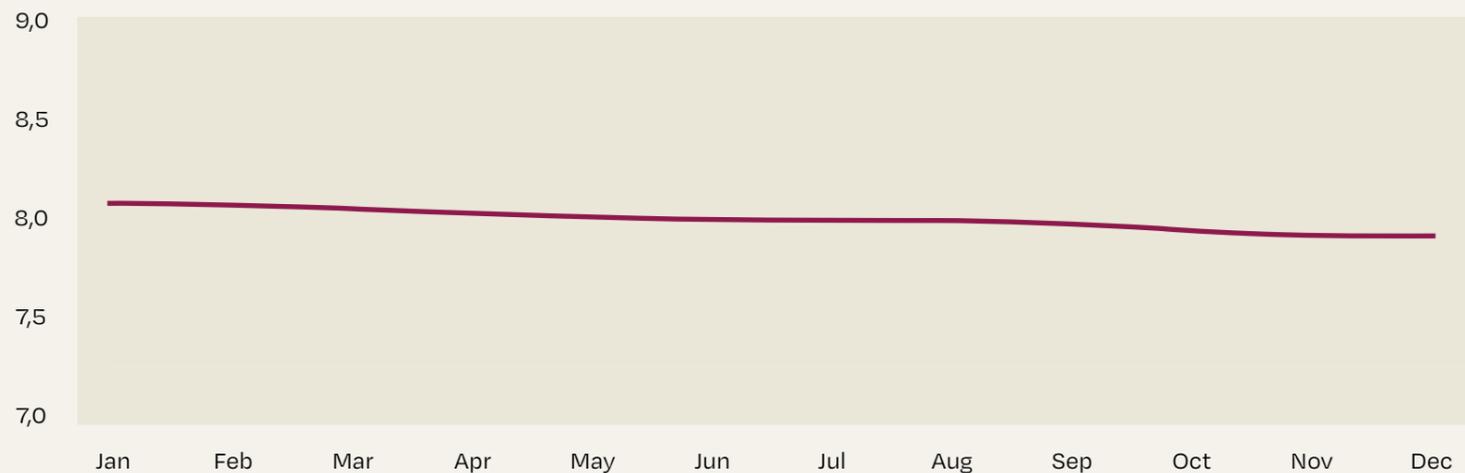
pulse survey and gather their honest feedback. The result from the survey allows us to promptly address any issues and measure trends over time. These real-time updates enable an agile approach to employee engagement, ensuring that our actions are relevant and timely.

Our tool calculates an overall engagement score, derived from a weighted average of 10 key metrics. This allows us to compare every company within Akind not only with one another, but also against external industry benchmarks provided by the survey tool – both on the overall score and on specific sub-metrics. By doing so, we can identify challenges as well as best practices to share.

In 2025, Akind’s average employee engagement score was 7.9, representing a slight year-over-year decrease. This result occurred during a year marked by organizational changes and challenging market conditions. Maintaining a 7.9 score under these prolonged circumstances reflects the commitment of our employees and the focused efforts of our leaders.

During periods of market pressure and uncertainty, employee engagement and sentiment are often affected across organizations. As market conditions gradually improve, we expect employee sentiment to strengthen and the overall engagement score to trend upward over time.

Employee engagement trend during 2025



## The HR ecosystem

Data-driven decisions and digitalization are integral parts of our strategy. Since integrating our HR core system in 2022, we have continued to build upon that foundation. In 2025, our efforts have focused on enhancing existing systems, driving automation, and improving efficiency. These initiatives are designed to position us for a more execution-focused approach in 2026, enabling us to achieve our goals with greater precision and effectiveness.

By improving system efficiency, integrating AI-supported ways of working, and further digitalizing work tasks, managers and coworkers can dedicate more time to other value-creating priorities. This reduces repetitive tasks and allows us to focus on becoming the Best place to work.

Our partnership with test supplier Alva Labs remains a key component of our commitment to data-driven recruitment. Their psychometric assessments have been fully integrated into our global recruitment framework, providing validated measures of personality and logical ability.

By applying these assessments, we align our hiring practices with the principles of evidence-based recruitment, using scientifically validated methods to improve the prediction of job performance. This approach supports a standardized and objective evaluation process, helping to mitigate the influence of unconscious bias. In doing so, we strengthen our ability to build a diverse workforce by focusing on measurable potential and robust scientific methodology rather than subjective judgment.

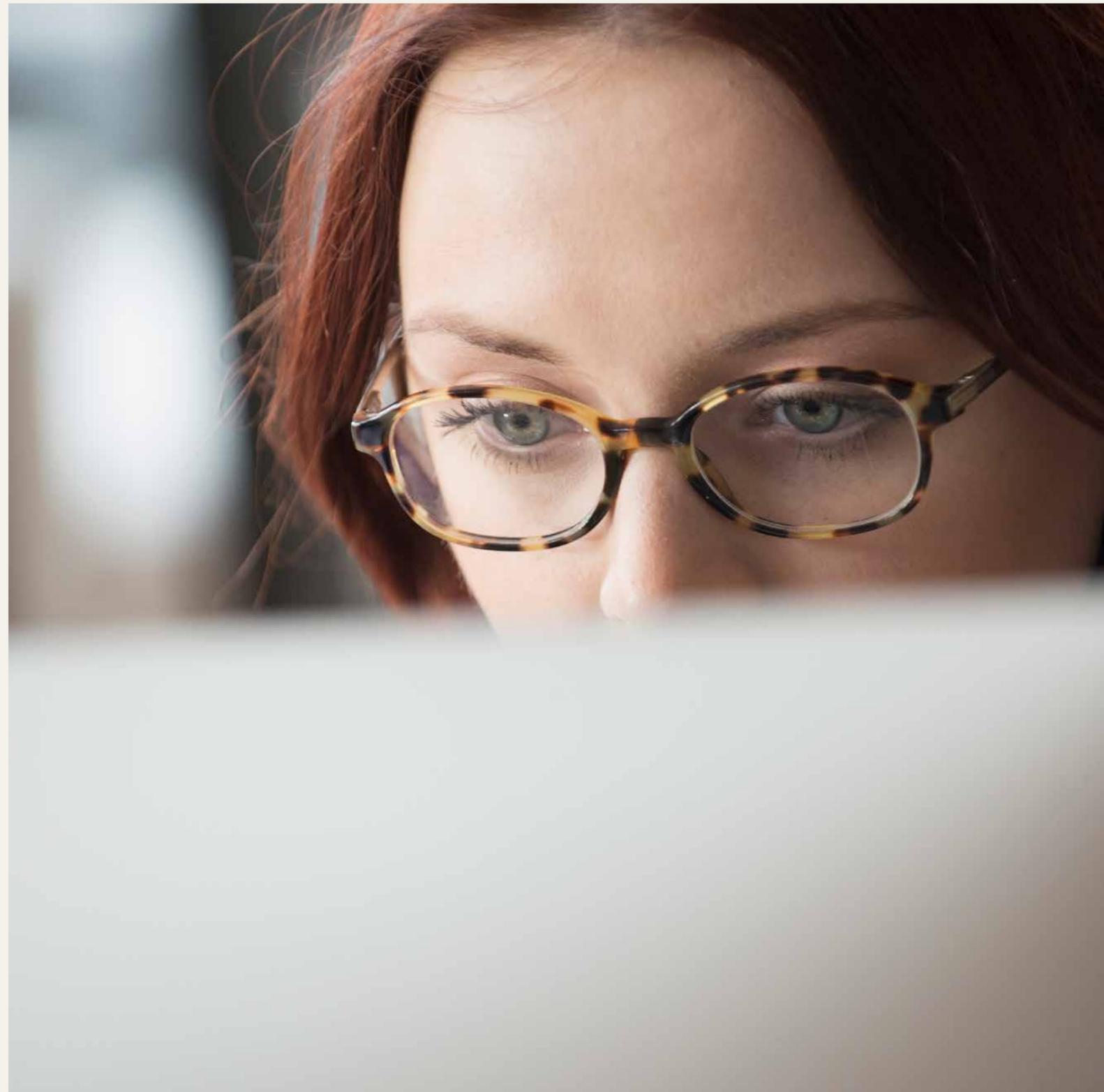
## Job architecture

In 2025 we continued to develop and refine our job design process, with the primary objectives of creating a robust framework that provides clarity in roles and responsibilities while also ensuring fair, justifiable, and competitive compensation practices. As of 2023, we have ensured that all job descriptions are up to date and fully aligned with our new job architecture.

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

Starting in 2026, gender analysis will be expanded to include all EU countries. To better prepare for gender analysis, career path planning, and resource allocation, the Akind Group launched a job transparency project in 2024. This project has continued during 2025 and will extend into 2026 to ensure fair and transparent pay structures.

Our goal is to provide managers with the necessary tools and support to ensure equitable pay practices and to guide their team members in their professional growth. Our commitment is to maintain a system that values and recognizes performance while empowering our workforce for lasting success.



# Careers, growth, and development

We make people grow. At Akind, our commitment is to cultivate an environment where individuals can thrive, develop, and achieve successful careers. We aim to foster a culture in which our colleagues feel empowered to grow, supported by their employer. Maintaining and enhancing this culture is of utmost importance to us.

## Learning and development

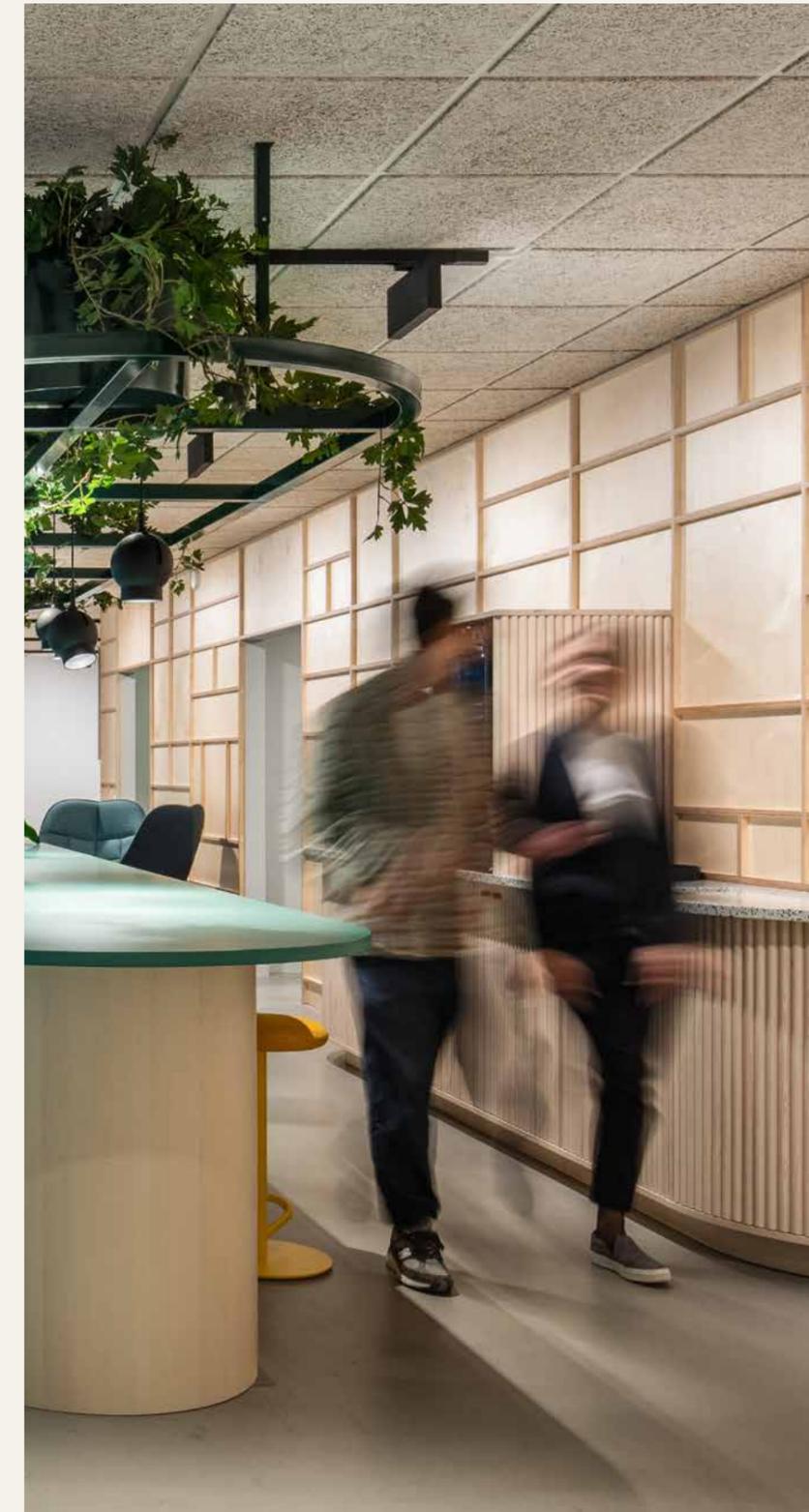
To consistently deliver high-quality and impactful training and development initiatives we need to take inspiration from the fast-paced world around us, adapt to new market realities, technologies, ways of working, habits, and the evolving expectations of our target groups.

We aim to broaden the organization's understanding of learning. We see learning as a continuous journey centered on an individual's strengths and needs, with learning materials closely linked to daily work and integrated into the work process.

This shift requires a higher level of commitment and involvement from managers than the organization has been accustomed to in the past. However, it promises significant benefits by improving the efficiency and effectiveness of our learning initiatives.

### In practice, this means:

- Each "training" should be delivered in the format best suited to the content. Be it online learning, peer-to-peer learning, on-site training sessions, or other relevant methods.
- Not everything needs to take the form of "training". Many topics historically communicated through a training format can be delivered more effectively through other methods such as a meeting, an email, or changes to routines or systems.
- Training initiatives should be designed based on clear business needs and be directly connected to employees' work tasks. This ensures that they represent a relevant investment of time and effort for all involved. This approach is also aligned with dominant adult learning theory.
- Each training initiative must ensure a prepared and receptive audience before starting production. This involves anchoring the project with the relevant part of the organization that will participate in the training and ensuring that the adequate time and resources are allocated to implement the project successfully.
- We are moving away from a "one size fits all" approach to recurrent, mandatory training. Instead, we are focusing on individual development plans for employees and managers. We design general introductory training to be adaptable, and reducing the overall volume of standardized training across the organization.



# Wellness and well-being

Within Akind, we encourage our coworkers to embrace a healthy lifestyle. We take a holistic approach to occupational health management that incorporates physical, emotional, and mental well-being. We believe this is an essential part of creating the Best place to work.

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

Research shows that incorporating daily activities that elevate your heart rate, even in short bursts, benefits both the heart and the brain. These activities help reduce stress levels, increase our ability to concentrate, and improve memory. In light of this, we actively encourage our coworkers to stay physically active and have worked to create a workplace that fosters a healthy lifestyle.

## Work flexibility

Since 2021, we have actively explored and implemented new strategies to address the changing demands and opportunities in the market. Recognizing

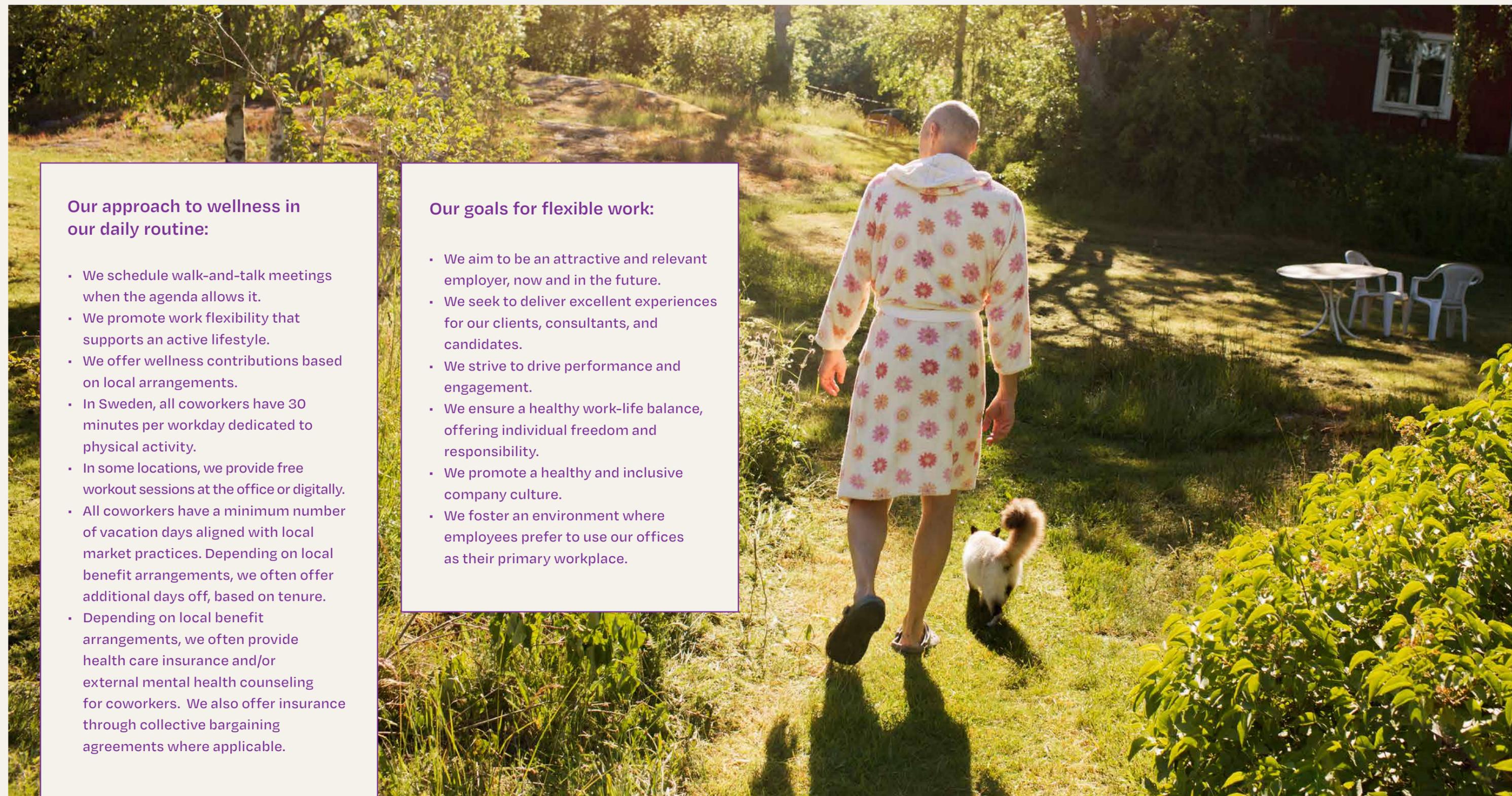
that work flexibility is a vital aspect of these efforts, we have made it a key focus. After consulting with our coworkers, we have established a hybrid work model that combines remote work and in-office collaboration. Our goal is to provide our coworkers with the tools to balance their professional ambitions with their personal lives, creating a flexible work environment that aligns with both individual and business needs. We believe work flexibility should be built on trust, forming a solid foundation for engagement and performance.

We recognize that workplace relationships are a cornerstone of our corporate culture, and we firmly believe that these connections are best nurtured through time spent together. Our offices will continue to serve as an essential space for us to meet, build



relationships, and embody our values. Additionally, we believe that innovative ideas are best generated, and many aspects of work are most efficiently completed, when we can meet in person. Therefore, our offices will remain our primary workplace.

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



**Our approach to wellness in our daily routine:**

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

**Our goals for flexible work:**

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

# Diversity and equal opportunities

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

We measure diversity and equal opportunity by studying gender-based data, particularly in managerial roles, and considering ethnic backgrounds. At Akind, we are committed to achieving gender equality, striving for a 40% to 60% gender balance between those who identify as men and those who identify as women, across all levels of our organization. We also prioritize ethnic diversity to better reflect the communities in which we operate.

## Gender equality

We track gender distribution in managerial positions to evaluate whether employees are being offered equal opportunities, regardless of gender identity. Our

long-term ambition remains firm: to achieve a gender balance of at least 40% of the underrepresented gender across all levels of the organization.

Throughout 2025, we have maintained our momentum and reached several key milestones. Most notably, we have made significant progress at the Board level, where we now have 33% female representation (compared to 0% in 2024). We view this as a vital step forward and a testament to our commitment to diversity at the highest strategic level.

We are also proud to report that we meet our 40% target across all levels except two. In addition to the

Board, we are slightly below target regarding Managing Directors, which remains a focus area for our long-term succession planning. Compared to 2024 we have achieved a 40% to 60% gender balance across additionally three levels: Top Management, Branch Managers and All Managers. This stable result reflects a well-integrated gender perspective in our core processes.

For us, gender equality is a long-term commitment. We are satisfied with these stable results, as they avoid excessive fluctuations and provide a solid foundation for future female succession into senior management roles. Our ongoing initiatives – including revamped

recruiting methods, manager awareness training, and a focused effort on our succession system – continue to ensure a healthy pipeline of talent.

We are pleased to see progress and remain focused on fostering an inclusive and gender-balanced workplace.

Gender equality in managerial positions (%)



### Ethnic diversity

To gain deeper insights into ethnic diversity within Akind, we request statistics from the Swedish Central Bureau of Statistics (SCB) on the foreign backgrounds of our Swedish employees, representing 59% of our workforce. This data is collected once every two years and includes both our internal employees across all Akind companies and our consultants. SCB defines a person with a foreign background as someone who was either born outside of Sweden or has two parents born outside of Sweden.

#### Internal employees Akind Group Sweden 2024

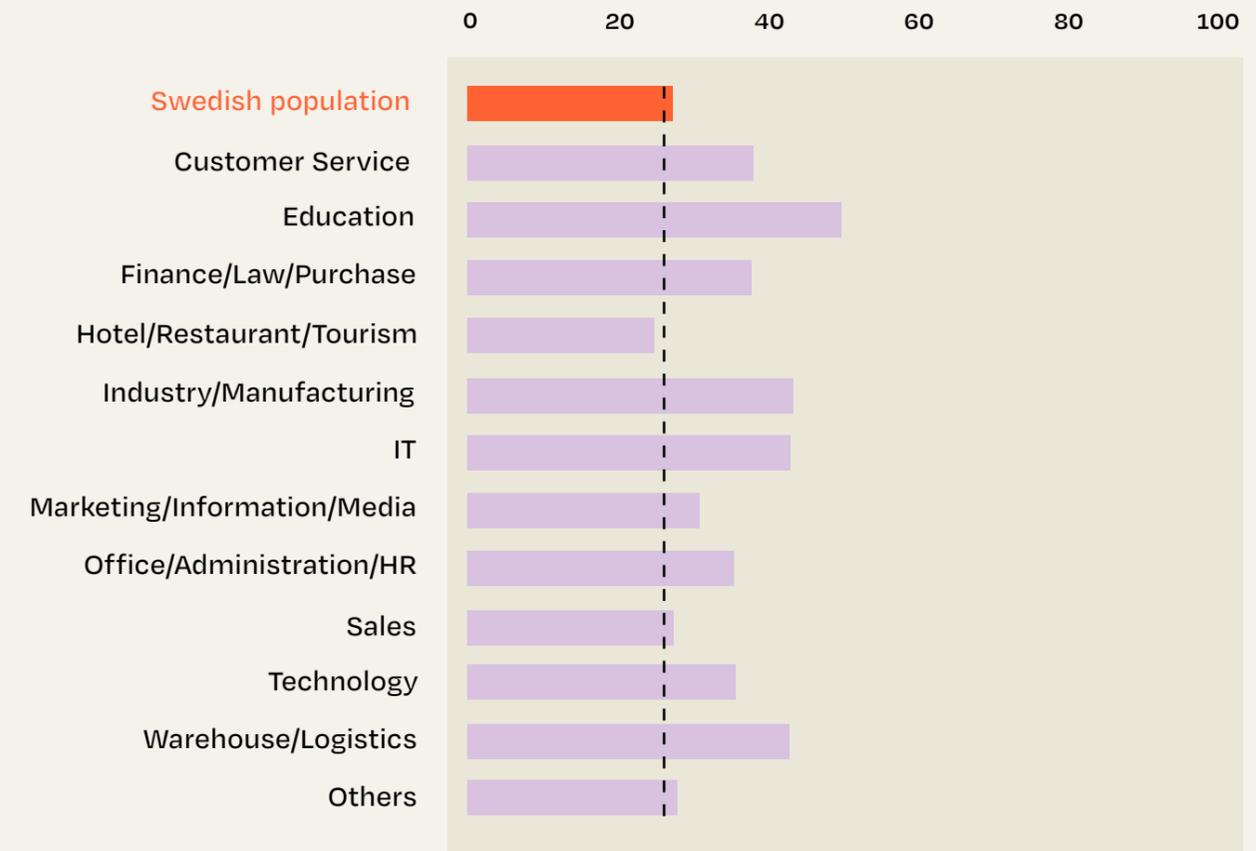
Swedish population	27.4%
Internal employees Akind Group Sweden	15.9%
Consultants Academic Work Sweden	37.7%

The latest SCB statistics, collected in 2024, show that we have achieved our goal of mirroring Swedish society when hiring consultants. Currently 37.7% of our consultants have a foreign background, compared to 27.4% of the Swedish population.

In Sweden, 15.9% of our internal employees have a foreign background, according to the 2024 statistics, highlighting room for improvement. An important action taken to address this was the implementation of evidence-based recruitment in 2023, which has been proven to be the best recruitment method for fair and equal evaluation of candidates. While we made slight progress in 2023–2024, increasing from 15.1% in 2022 to 15.9%, there is still significant work to be done to improve the ethnic diversity among our internal employees to better reflect Swedish society.



### Share of consultants with foreign background per job category (%)

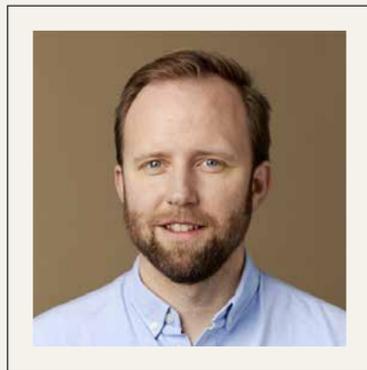


An important step in the right direction is examining the necessity of being able to speak the local language when recruiting. Over the past year, we have created more opportunities for English-speaking candidates, thereby increasing the potential for ethnic diversity. Creating an inclusive work environment where different languages and cultures can coexist and enrich our organization is a priority. When we attract and retain talent from various backgrounds and value language skills and cultural diversity, we believe our competitiveness and capacity for innovation will grow stronger.

### Equality at Crowd Collective

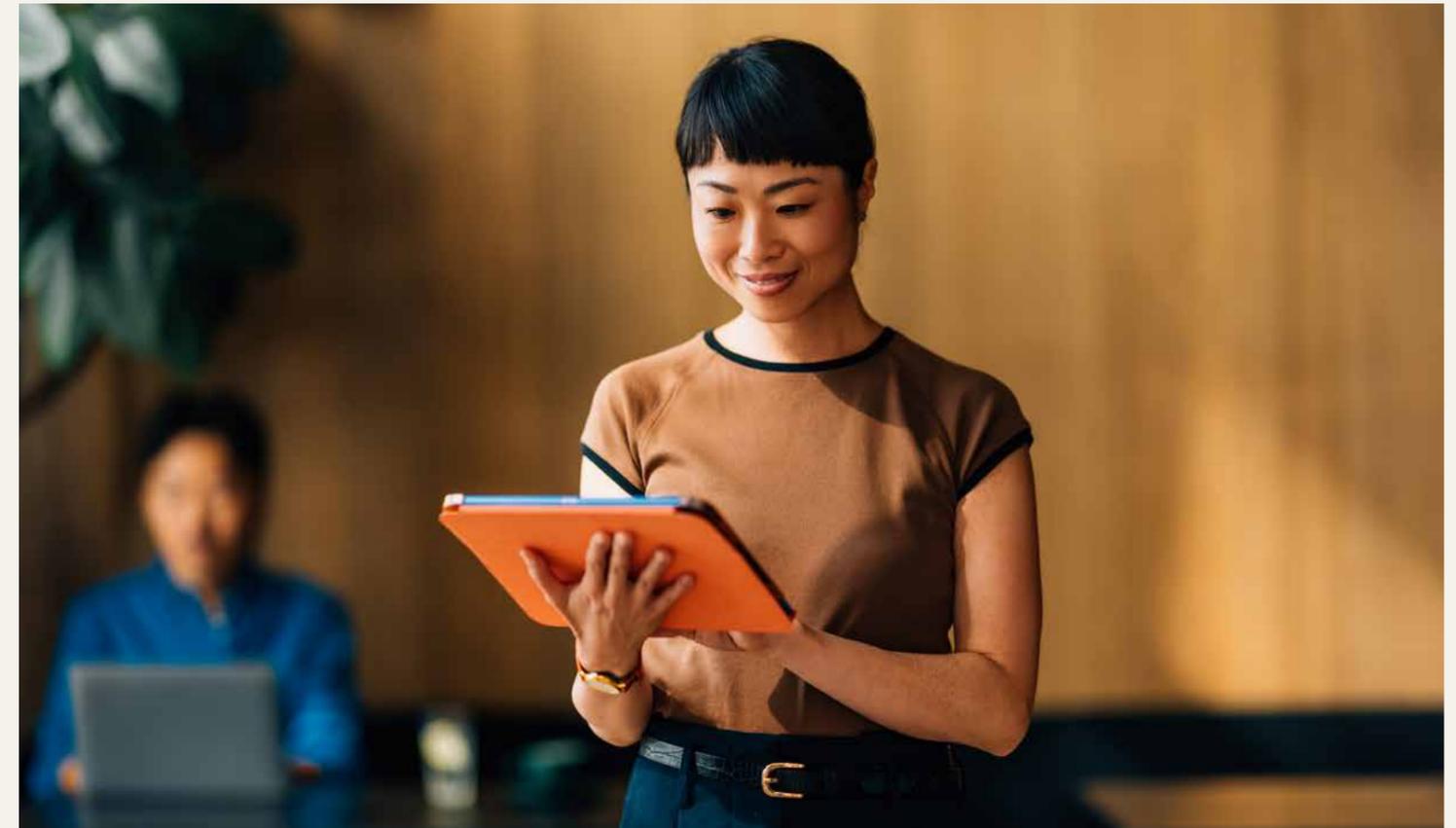
Crowd Collective has developed an equality plan and strategy to ensure the development of both numerical and experiential equality. Across our four Crowd Collective offices, a dedicated team of employees operates at both local and group levels to drive progress toward our equality goals. To further support our offices, we have implemented an annual Equality, Diversity, and Inclusion (EDI) wheel.

In addition, all employees receive EDI training. This collective approach ensures that our teams are equipped with the knowledge and skills necessary to foster a diverse and inclusive work environment.



**Michael Gårdman,**  
CEO, Crowd Collective

*“At Crowd Collective, we have a strong ambition to build a balanced organization in terms of gender distribution. While achieving a 50/50 balance is a bold objective in the IT industry, I am confident that our EDI strategy will keep us moving in the right direction and help us reach our goal.”*



### Academic Work Finland’s continued work through collaboration with deidei

In our people-focused industry, themes of Equality, Diversity, and Inclusion (EDI) play a vital role. To reinforce our commitment to EDI, Academic Work Finland partnered with the impact-driven Nordic EDI agency deidei in 2023 and 2024.

Together, we conducted a company-wide EDI survey in 2023, which provided measurable results and valuable insights. Based on the survey findings, Academic Work Finland began planning targeted actions for the coming year. In 2024, we prioritized EDI training to deepen our employees’ and leaders’ understanding of these critical topics.

The work we did in 2023 and 2024 continues to support our ongoing commitment to EDI. In 2025, we continued to monitor the situation and proceeded with our targeted actions. We can see a positive response from our coworkers regarding the collaboration with deidei, which has laid a solid foundation for future EDI efforts.

# Community engagement

We believe in the potential for excellence that exists in every individual. Given the opportunity, most people are eager to grow, no matter where they are in the world. In addition to creating the Best place to work for our coworkers and consultants, we seek to support communities both locally and globally.

We focus our initiatives on three areas of impact:

**1) Education, 2) Employment, and 3) Equality, Diversity, and Inclusion (EDI).**

These initiatives may take the form of one-time engagements or ongoing projects and may involve employees in a team, an office, a company, a country or the whole of Akind. We believe that every effort matters and that while no one can do everything, everyone can do something.

In 2025, our efforts focused on the continued support for projects and NGOs through the 1% Movement, a group-wide initiative under which 1% of Akind's annual net profit is invested to create a more sustainable world. We also collaborated with local organizations in the countries where we operate. Even though those initiatives vary in scale, they share a common purpose: building a more sustainable world in which individuals and societies have the opportunity to grow.



# The 1% Movement

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

## 20 years of improving education in Zambia

Since 2004, our collaboration with Response Network has been a cornerstone of the 1% Movement. In 2024, we celebrated 20 years of this partnership – a milestone that we are immensely proud of. Over the years, the self-help programs, and educational sponsorships, funded by Akind and implemented by Response Network, have created countless opportunities to help facilitate growth for marginalized communities.

The collaboration focuses on three principal areas:

### Kubala Girls Sponsorship Program

The Kubala Girls Sponsorship Program is an initiative partially funded by our employees, who support the project by contributing 1% of their net salary each month. This initiative provides scholarships to vulnerable girls around the Livingstone area who lack resources to attend school. Response Network identifies children in need of sponsorship through contacts with social workers, schools, and families. The sponsorship includes school fees, uniforms, shoes, and textbooks as well as extra educational support.

Today, more than 90% of children in Zambia complete primary school, up from 70% in 2010. However, enrollment drops sharply at secondary school level by almost 40%. In response, the Kubala Sponsorship Program has refocused on enabling girls to enroll in and complete secondary-school, to build a better future for themselves.

2,640 unique Kubala Girls have been sponsored by Akind and our employees since 2010.

### Progress 2025:

- In 2025, we enabled 35 new grade 8 students to join Kubala Girls, making the total number of currently sponsored students 418.
- Over the past years, Response Network has supported the girls in improving their exam results, giving them more future opportunities. As a result, the exam pass rates of Kubala Girls were substantially higher than the national averages in 2024. 82% of Kubala Girls passed the final exam in grade 12 versus the national average of 68%.

## Community Schools

Our support focuses on providing children in rural villages access to basic education in collaboration with Response Network and the local communities they work with through a self-help approach. Since 2004, we have contributed to the construction of 57 community schools in the Kazungula, Zimba, and Kalomo districts. Currently, we focus on providing these 57 schools with enough classroom space for children and sufficient housing for trained teachers to be able to work there. The final step is for Response Network to hand over the community schools to the government. 20 schools have already been handed over for government operation.

### Progress 2025:

- 19,250 children currently attend the 57 schools that have been built with our support.
- This year, our support has enabled Response Network to build:
  - an additional classroom in 3 schools, totalling 108 classrooms built so far with our support.
  - two teachers’ houses, totalling 32 teachers’ houses constructed so far with our support

## Village Program

The village program operates in rural areas outside Livingstone, where most residents are self-sufficient farmers living in poverty. The program is based on Response Network’s self-help philosophy, giving people the capacity to mobilize their skills and resources, and thereby improve their own livelihoods. Response Network engages community members in self-help groups focused on income-generating activities and savings.

### Progress 2025:

From 2025 to 2027, we support 4 villages with 700 households to gain skills that help improve their livelihoods.

- In 2025, Response Network conducted a baseline survey of 124 households to establish a starting point. The survey showed that:
  - 95% earn less than USD 63 per month (the international extreme poverty line is below USD 90 per month)
  - 98% have access to land for their own consumption, yet 40% eat only two meals per day



**Meet Favor Konoso, participant in our Kubala Girls Sponsorship Program**

At just 14 years old, Favor Konoso carries a dream much bigger than her circumstances. She lives in Dambwa North, a small township in Livingstone, with her mother and two siblings.

Favor is a Grade 9 learner at St. Mary’s Secondary School. Her mother works hard to provide for the family, but the cost of school requirements – books, uniforms, a school bag, and school shoes – was more than she could manage alone. In 2025, Favor was enrolled in the Kubala Girls Sponsorship Program, a turning point that

gave her renewed hope and the chance to remain in school.

In the classroom, Favor is bright and eager to learn. She especially loves Mathematics and Science, and she also enjoys Literature. When she is not studying, Favor finds comfort in writing poetry, using words to express her thoughts, fears, and dreams. Favor dreams of becoming a medical doctor. For her, this dream is not just about a career – it is about changing her life and giving back to her community.



**Akind employees visiting Zambia in 2025**

Over the years, a solid relationship has been built between Response Network and Akind. This strong foundation provides essential support for the important work being done in Zambia and ensures transparent governance and a clear direction for the project.

One part of this relationship is the yearly on-site visits by Akind employees. In 2025, 16 employees traveled to Zambia to follow up on the projects funded through the 1% Movement and to assure the donations are used appropriately, in line with the overall goals of the funds.

The on-site visits also play a vital role in strengthening awareness and engagement within Akind regarding our collaboration with Response Network – an engagement and awareness that we hope will further increase during the coming years.

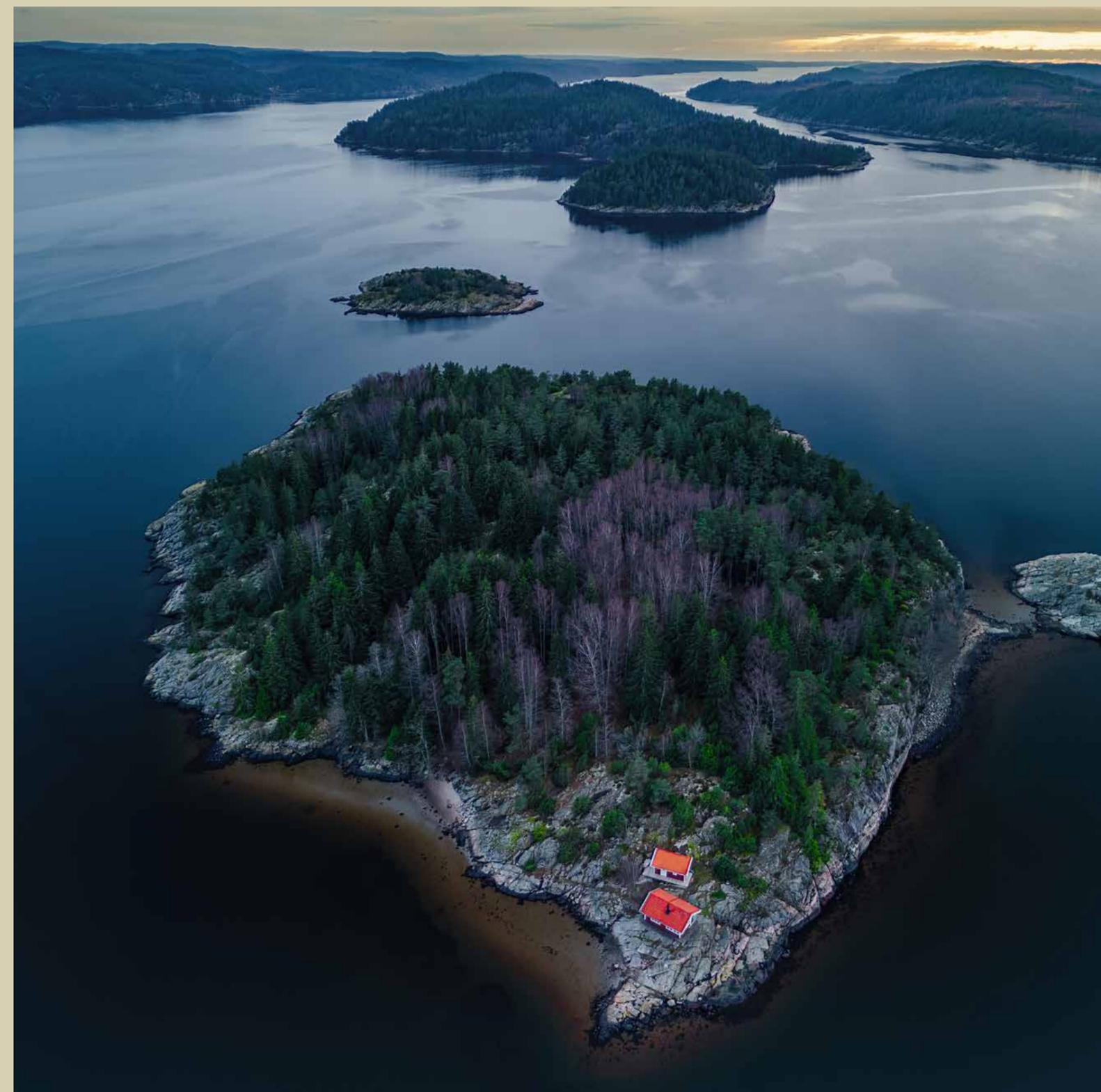
*“Our unwavering shared commitment to girls’ education in Zambia with Akind has rekindled lost hope, shaped and fulfilled dreams and aspirations, and enabled thousands of rural children to learn in conducive classrooms”*



**Mutukwa Matenganya,**  
Executive Director, Response Network

# Society

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



# Contributing to a sustainable, dynamic labor market

Our mission statement is “We make people grow”, and creating jobs, developing people, and building careers are at the core of our business. We believe that ambition and potential often outweigh experience when it comes to predicting performance. This philosophy not only opens doors for new talent to enter the labor market but also creates and advances careers. We are confident that this approach will take Akind far as a company, while strengthening both our consultants and clients.

## Supporting early career professionals and job creation

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

We know that ambition and potential often surpass experience when predicting performance. This conclusion is supported by more than 100 years of research and data validation. This insight forms the foundation of our Evidence-Based Recruitment method. This approach not only enables new talent to enter the labor market but also nurtures growth and advances careers. These qualities can propel Akind forward as a company while strengthening knowledge-sharing and development of both our consultants and clients.

We help our clients recognize the value of hiring early career professionals and provide the necessary support to ensure they are successfully integrated

In 2025 we helped  
**4,892**  
people find new jobs.

Since the start in 1998, we have helped  
**188,974**  
people find new jobs.



into the business. In our day-to-day work, we utilize our knowledge and experience to serve as a bridge between our clients and candidates. We invest time in understanding both the labor market and our clients' needs. Our commitment extends beyond simply completing a successful hiring process; we prepare our clients and consultants for each assignment and maintain continuous follow-ups to support effective collaboration. Feedback is an essential component of our approach, guiding our product development, ensuring that we continue to move in the right direction.

## Measurements – Clients

One of our strategic goals is to build the highest levels of client satisfaction and loyalty, aiming to be every client's first choice. We believe that maintaining continuous communication with our clients is essential to achieving this goal. We use client surveys as a structured method to gather insights and use them to improve our services and ways of working.

The Client Touchpoint Survey provides our clients with an effective and timely opportunity to share their perception of a specific staffing or recruitment process.

The Client Experience Survey allows clients to provide more in-depth feedback on our offering and our ways of working twice a year. These surveys give us a fact-based and continuous understanding of how our clients perceive us, what drives our NPS (Net Promoter Score) and what influences client loyalty.

**Measurements – Consultants**

Our consultants are our most vital and valuable business resource. We want them to be highly satisfied with us and feel confident in recommending us to others. We use the NPS (Net Promoter Score) survey as a key tool to measure engagement among our consultants. The Yearly Satisfaction Survey complements the NPS survey and is designed to give us

deeper insight into our performance as an employer, identify what we are doing well, and determine areas where we need to improve.

**Measurements – Candidates**

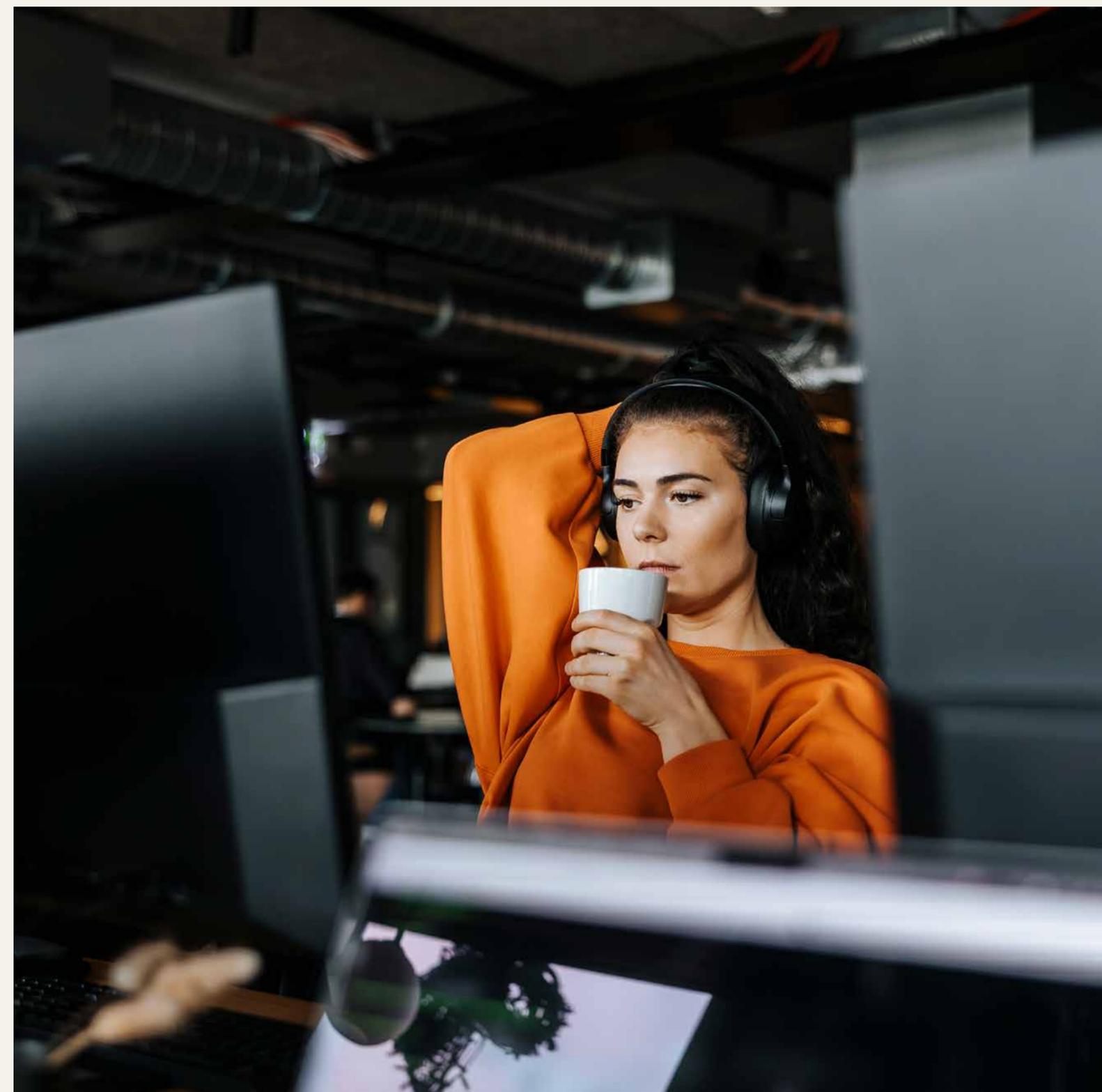
Our candidates invest significant time and effort in applying for our positions. It is highly important to us that we offer a reliable, professional and seamless hiring process, and that we show appreciation for choosing us. As with our consultants, we also use the Net Promoter Score survey to understand how candidates perceive the recruitment process with us. Ultimately, we want to build trust with our candidates so they feel confident recommending us to others and applying for future openings through us.

**Client and consultant loyalty**

Year	2025	2024	2023	2022	2021
<b>NPS result client loyalty</b>					
Academic Work	70	63	49	46	76
Crowd Collective	-	61	39	46	-
<b>NPS result consultant loyalty</b>					
Academic Work	56	56	48	52	55

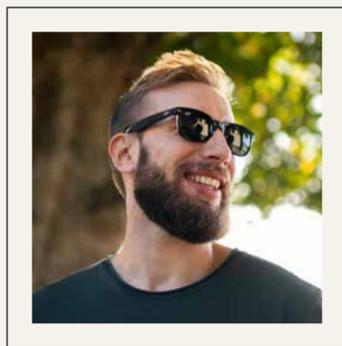
**Creating jobs and building careers**

Year	2025	2024	2023	2022	2021
Number of people we helped to find new jobs through Academic Work	4,892	5,545	7,619	12,315	9,214
Number of people reskilled or upskilled through Brights Learning	1,521	1,315	1,455	1,275	871



# Evidence-Based Recruitment

The continued reliance on traditional recruitment methods – where candidates are screened solely based on their CV and cover letter before being invited to unstructured interviews – is heavily influenced by unconscious biases. This often leads companies to overlook hidden talents and contributes to societal inequalities. To counteract this, we have chosen to implement the approach of Evidence-Based Recruitment throughout the organization.



**Tim Knutsson,**  
Head of Talent Intelligence,  
Academic Work Group

*"Evidence-Based Recruitment represents the future of hiring, offering our clients a more effective and qualitative hiring process, that increases the chances of identifying high-performing candidates. Additionally, it contributes to social equity, promoting a fair and inclusive job market!"*

## How it works

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

### Define relevant job criteria

First, we identify the tasks necessary to address the gap or issue currently experienced. Next, we define how these tasks should be performed to be successful in the job.

### Choose valid requirements

Based on the defined behaviors and abilities, we determine which evidence we can rely on either from our own data or the scientific community, to make sure we exclusively consider requirements relevant for the desired outcome.

### Apply reliable methods

We exclusively use methods and questions during the recruitment process that have been scientifically proven to assess the requirements we intend to assess.

### Practice mechanical decision-making

By using standardized grading models and weighing all assessed criteria according to the latest scientific findings, we minimize subjectivity and unconscious bias. This approach improves the quality of our decisions by up to 50%, while including a wider range of candidate backgrounds.

### Validate our results

Once a candidate is in place, we track their performance to validate our recruitment process. This allows us to make necessary adjustments in future recruitments, ensuring continuous improvement over time.

## The benefits of EBR

### A fair and transparent recruitment process

Evidence-Based Recruitment ensures a fair and transparent process for our candidates. We use consistent questions and standardized grading models, minimizing bias and reducing individual recruiter variability. Our assessments are grounded in empirical research and real outcome data, allowing us to compare decisions with objective data and provide constructive and respectful feedback to candidates.

### Selection based on potential

Since 2015, we have selected candidates for our reskilling and upskilling programs based on their potential. We have learned that factors such as age and gender do not determine performance, and having the “right” education or prior experience does not always make someone the ideal candidate. What truly matters are cognitive ability, personality, and drive. These insights are now central to our core business, enabling us to identify the best candidates from a larger, more diverse talent pool by focusing only on relevant requirements, standardizing our processes, and minimizing the influence of unconscious bias.



# Lifelong learning is the key to a sustainable society

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

With Brights Learning, we help companies navigate this rapid change, transforming their existing employees into the workforce they need tomorrow. This means companies can retain the deep knowledge and culture their people already possess. All while adapting to new technological demands and emerging business needs.

Brights Learning began as a way to rapidly develop skills in emerging technologies and high-demand fields. Since 2015, we have assisted over 1,100 companies across diverse industries including financial services, industry and manufacturing, energy suppliers, retail, and government organizations in acquiring vital skills through our programs.

Our tailored learning solutions deliver proven results. We have successfully upskilled over 7,000 individuals across 500+ reskilling and upskilling projects, with an impressive 89% of reskilled individuals still thriving in their new roles two years after our training. By investing in the people they already have, our clients build more resilient organizations and create a sustainable approach to workforce development.

# Providing skills for a sustainable society

A lack of skills is one of the largest obstacles to sustainable transition. We know that there is a lack of competencies within specific fields required for innovation or the scaling up of new technology. However, it is equally crucial that everyone adopts a sustainability perspective and integrates it into every part of business. Furthermore, there must be well-defined processes for how sustainability strategies can be integrated into business models and operations.

## Influencing individuals and companies

As a service company, the direct environmental impact of our core business is limited. We do not manufacture products, nor do we own factories. However, we are present in a wide range of industries and businesses through our consultants. This unique position places us in a position of influence over individuals and companies across dozens of industries in all our markets. With this in mind, we have made a strategic decision to think beyond our direct impact and take a proactive role in guiding other businesses and industries toward a more sustainable future. We aim to act as an accelerator in this transition by helping to build the skills required for a sustainable society. Transition requires change, and change begins with people – and we are in the people business.

## Green jobs

In today's rapidly evolving job market, understanding the skills required for a sustainable future is essential. We aim to simplify the process of identifying jobs that contribute to the environmental transition, connect companies with people who have both sustainability-related skills and interest, and to gather and share insights about the competences needed for this transition to succeed. As a result, we have chosen to define green jobs and make them easily accessible.

The definition is used to determine whether a job is qualified as green, through a self-assessment, made by the client. In 2024, Academic Work launched 'Green jobs' as a job category in Norway, Sweden, and Finland.

As there is no universal definition for the term "green job" and multiple interpretations exist, we have taken on a pioneering role as the first company in our industry to define what constitutes a green job.

Defining green jobs has presented challenges, and we remain open to adapting our definition as new insights and information emerge. Following an extensive pre-study, we chose to combine two established definitions: those developed by the U.S. Bureau of Labor Statistics and the International Labor Organization.

## The definition: What is a green job?\*

- It is in businesses that produce goods or provide services that benefit the environment or conserve natural resources. This includes businesses that reduce the consumption of energy and raw materials, limit greenhouse gas emissions, minimize waste and pollution, protect and restore ecosystems, or enable enterprises and communities to adapt to climate change.
- It also includes jobs in which work duties involve making a product, process, or service more environmentally friendly or using fewer natural resources.

## Want to learn more?

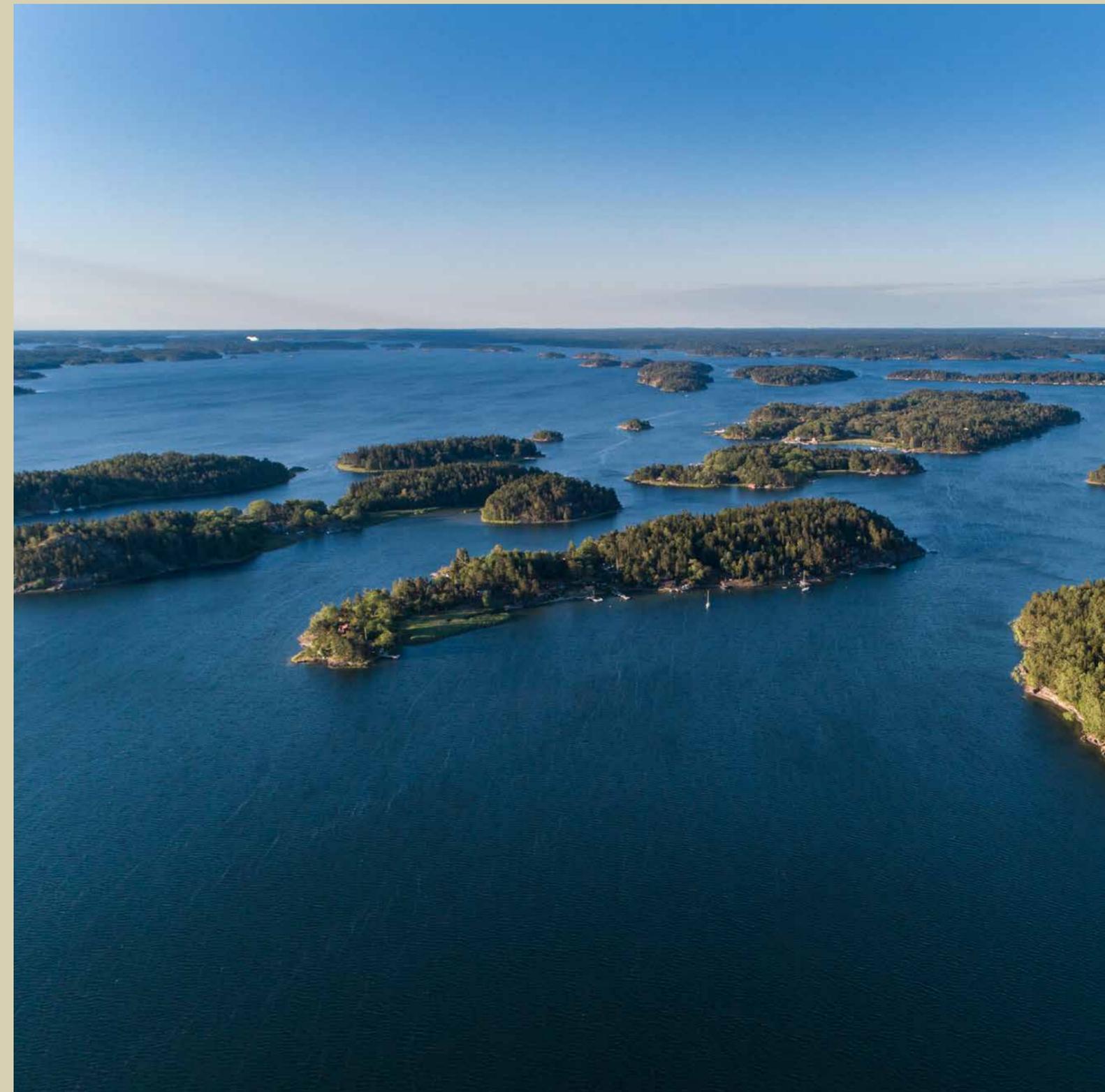
Please visit the local Academic Work-websites.

\*Source:  
<https://www.ons.gov.uk/economy/environmentalaccounts/methodologies/thechallengesofdefiningagreenjob>  
<https://www.bls.gov/green/home.htm>



# Planet

Our planet is our home, and it is our collective responsibility to safeguard it for future generations. Climate change is no longer a distant threat but a harsh reality, and we need to act now to curb its most disastrous effects. Governments, companies, organizations, and every one of us. Akind is committed to this cause, fueled by a sense of urgency and a bold ambition to contribute to a world where people and planet co-exist sustainably. A prosperous planet is a prerequisite for our existence as a business.



# Our goal: a net-zero business

Calculating and reducing our carbon footprint is essential for us to remain competitive, in both the short and long term. Our climate commitments are driven by stakeholder expectations, primarily from our customers, as well as our ambition to actively contribute to an environmentally sustainable future. Our goal is to *become a net-zero business*.

## Ambitious Climate Action

To lay the foundation for our journey toward net-zero emissions, we launched the Ambitious Climate Action project in December 2022. The project consists of three phases:

1. **GHG Accounting:** Calculating our complete carbon footprint using the GHG Protocol methodology, covering Scope 1, Scope 2, and Scope 3 emissions. This serves as a prerequisite for setting science-based targets and is essential to understanding our total emissions, making sure we can develop a strategy for their reduction.
2. **Setting Science-Based Targets:** Establishing CO<sub>2</sub> reduction targets in alignment with the latest scientific findings and the Paris Agreement, verified and approved by the Science Based Targets initiative (SBTi).
3. **Creating a Climate Strategy:** Building a roadmap that outlines the key actions required to drive ambitious climate action, supported by a clear plan for the actions needed to achieve our science-based targets.

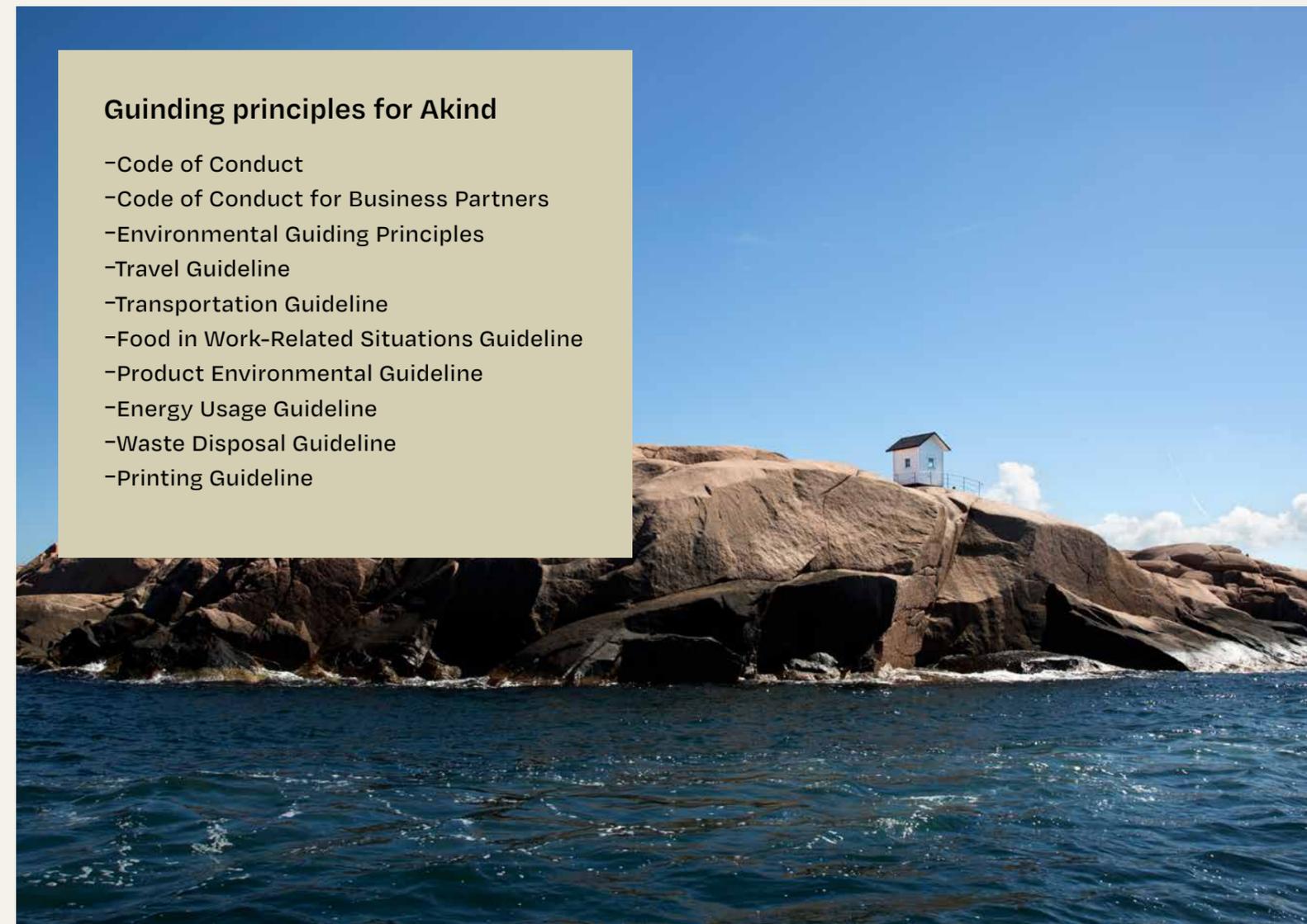
This project is our most strategically significant step toward achieving our goal of becoming a net-zero business. In November 2024, we completed phase 2 when **our targets were approved by the Science Based Targets initiative (SBTi)**. Due to persistently challenging market conditions, that have led to organizational changes, the implementation of a group-wide climate strategy for emission reductions, originally planned to begin in 2025, has been postponed until 2026. Our focus during 2026 will be on closely investigating and analyzing our current emissions to identify reduction opportunities. This work will include developing scenario analyses to determine how and where emission reductions can be achieved over time to meet our targets. In addition, we will work to mobilize the Akind Group in climate action through strong collaborations and clear governance structures.

## Managing our sustainability work

To effectively manage our environmental efforts, we rely on guiding principles and management systems that promote strong performance and keep us aligned with our objectives. These principles are

### Guiding principles for Akind

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



embedded across the organization to provide our employees with confidence in their day-to-day decision-making. We are committed to continuous improvement and regularly evaluate and take actions in order to strengthen our environmental performance.

Furthermore, we establish clear environmental targets – including science-based targets at the group level

and local environmental targets in our largest markets, Sweden and Finland. Our target-setting process is guided by GHG calculations, SBTi criteria, ISO 14001 certification, as well as client expectations.

In the coming years, we will further develop and formalize a group-wide governance structure in which each site and relevant department works with focus areas and action plans. This structure will support us in

## Climate investments 2025

### Reduction: Efficient cookstoves in Zambia:

Efficient stoves are installed, reducing the demand for firewood by up to 70% and improving air quality within homes. The project is certified by the Gold Standard.

### Reduction: Efficient cookstoves in Burkina Faso:

Efficient stoves are installed, reducing the demand for firewood and improving air quality within homes. As part of the project communities are also supported through training on how to use and produce the stoves, which generates local work opportunities. The project is certified by the Gold Standard.

achieving our targets and implementing a group-wide climate strategy for emissions reductions.

### Annual climate investments

To achieve net-zero emissions, we also need to offset our carbon footprint by investing in projects that reduce, prevent, or remove carbon emissions. Carbon offsetting allows us to take responsibility for emissions that are currently difficult to mitigate, while we continue working to reduce our overall climate impact.

We make our climate investments on an annual basis. These investments are intended to offset our total carbon footprint, including Scope 1, Scope 2, and Scope 3 emissions, from the previous year. These investments are allocated across projects that focus on reducing, preventing, or removing carbon emissions from the atmosphere. Beyond their climate benefits, each project contributes to social and economic sustainability and is well-established among local stakeholders and project participants. It is important for us that our journey toward net-zero emissions does not affect our other SDGs negatively, and that we aim for a holistic approach in every decision.

# Our science-based targets

Described by the UN as "code red for humanity", the latest science shows that limiting global temperature rise to 1.5°C is still possible, but we are dangerously close to that threshold. Achieving extensive and effective emission reductions is not only critical to the climate – it is also essential to our business. Joining the Science Based Targets initiative (SBTi) is a fundamental building block of our long-term and group-wide sustainability strategy, reinforcing our commitment to taking ambitious and actionable measures.



**Johan Skarborg,**  
Founder and CEO, Akind Group

*“By committing to the Science Based Targets initiative, we are choosing clear, measurable goals and external accountability. This requires focus, discipline and transparency. Aligning our targets with the SBTi isn’t about messaging. It’s about running a responsible business”*

In November 2023, Akind Venture AB committed to establish both a near-term and a long-term target in alignment with the Science Based Targets initiative (SBTi) Net-Zero Standard, covering all operations within the Akind Universe Group. These targets were then submitted for validation and approval by the SBTi.

As of November 2024, the SBTi has approved Akind’s near-term science-based emissions reduction target, as well as science-based net-zero target, in line with the 1.5°C pathway:

### **Akind’s near-term targets:**

Akind Venture AB commits to reducing absolute Scope 1 and 2 GHG emissions by 58.8% by 2034, using 2022 as the baseline year.

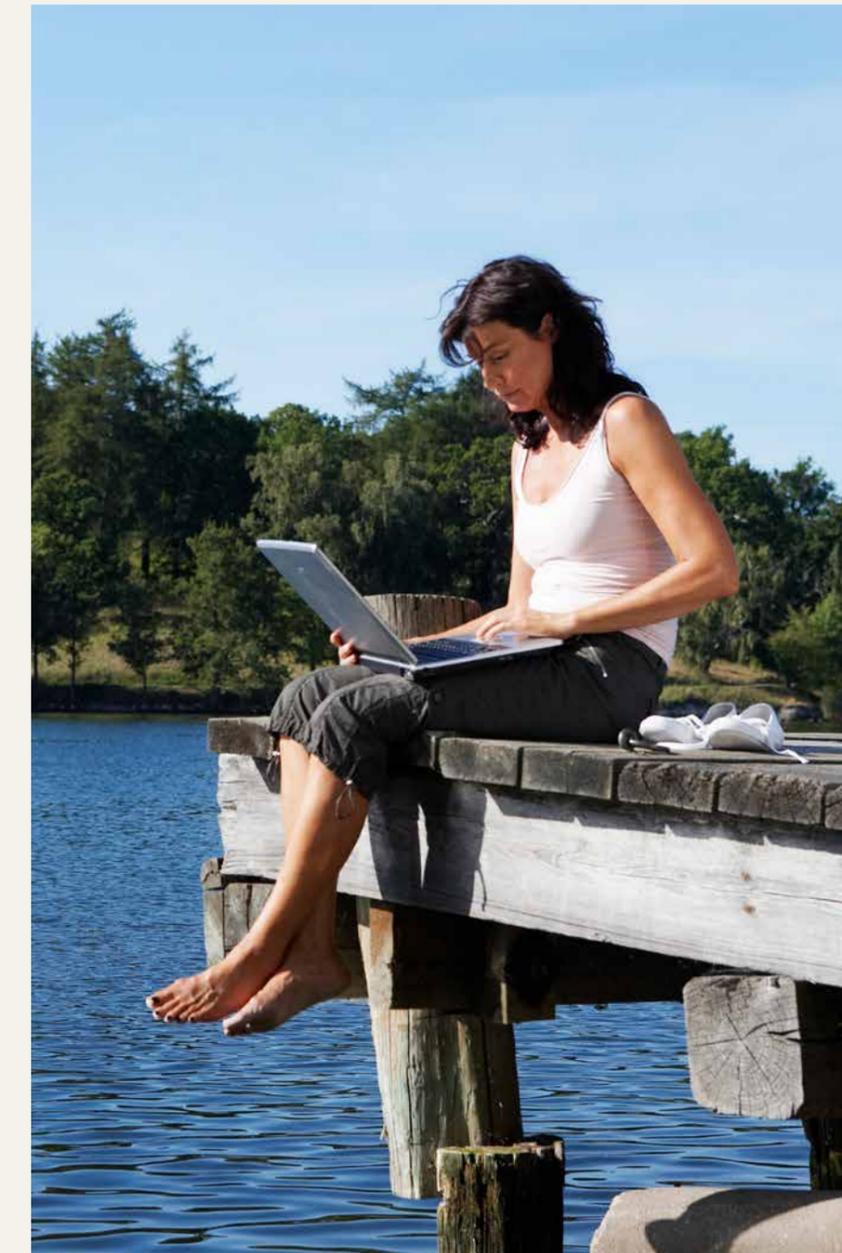
Akind Venture AB commits to reducing absolute scope 3 GHG emissions from purchased goods and services, capital goods, and business travel by 58.8% by 2034, using 2022 as the baseline year.

### **Akind’s net-zero target:**

Akind Venture AB commits to reducing absolute Scope 1, Scope 2, and Scope 3 GHG emissions by 90% by 2045, using 2022 as the baseline year.

*Direct emissions reductions (decarbonization) will be prioritized, with all residual emissions neutralized through climate investments in accordance with SBTi criteria before achieving net-zero emissions.*

In 2025, several new and ongoing emission reduction initiatives were implemented throughout the Akind Universe Group. A major focus for 2026 will be to create a roadmap and governance structure to further drive emission reductions in line with our targets.



# Our emissions

Since we began measuring our emissions according to the GHG Protocol in 2023, it has become evident that a significant part originates from our purchases and supply chain. Moving forward, a major focus will be on refining emissions data and determining the most efficient strategies to reduce these emissions. At the same time, we will continue efforts to lower emissions in key areas within our own operations, such as travel, transportation, and energy consumption.

In 2025, we have made significant progress toward our science-based targets, and compared to the previous year we have achieved reductions across nearly all scopes and categories. While a major part of these reductions can be attributed to updated emission factors and cost-cutting measures influenced by the economic landscape, our long-term emission reduction strategies and actions have contributed significantly.

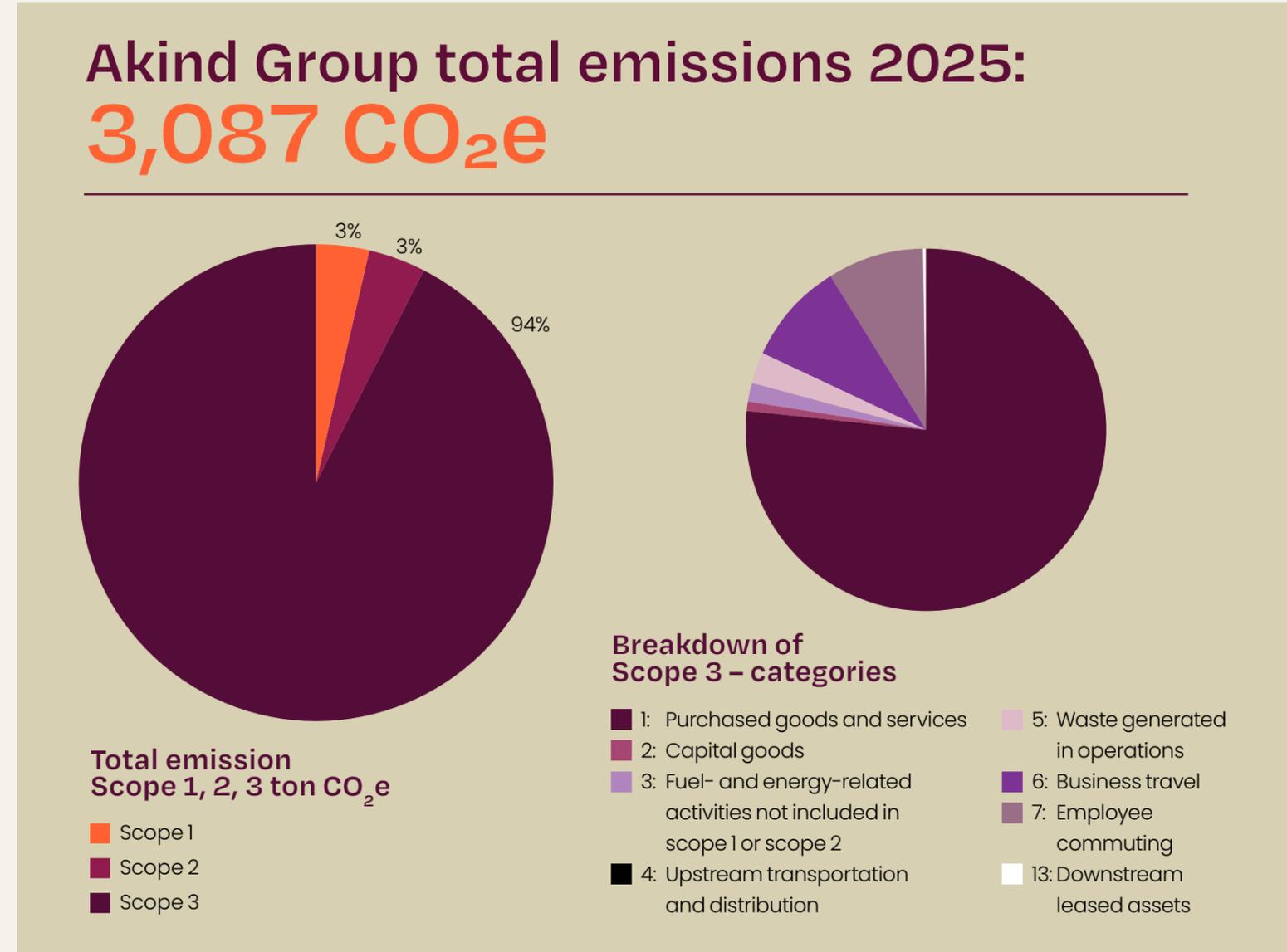
Our **Scope 1** emissions decreased by 16% in 2025. They primarily stem from the use of our company vehicles, where we stay on track in our ambition to electrify our car fleet. Additionally, we have reduced the number of cars in several markets and prioritize carpooling and public transportation whenever feasible.

In 2025, a milestone was achieved in our transition toward fully renewable office electricity, which is now at 100%. Due to organizational changes and the continued implementation of a hybrid work model that combines remote work and in-office collaboration, we

have also reduced the amount of office space, thereby reducing our demand for office electricity and heating. During the reporting year, we have lowered our **Scope 2** emissions by 41%.

The most significant year-over-year reduction can be found in **Scope 3 category 1 (Purchased goods and services)**, where we have reduced our emissions by 1,790 tons, which represents 45%. This is primarily due to updated and thus more accurate emission factors compared to previous reporting years. Currently, we rely heavily on spend-based data using emission factors, and starting to move toward supplier-specific data is a priority in the coming years. This shift will provide a more accurate understanding of the actual impact of our purchases and enable us to use data to make more informed purchasing decisions, ultimately driving real emission reductions.

We also saw a significant reduction in **Scope 3 category 6 (Business travel)**, where we have reduced our total emissions by 51%. This is largely due to a



decreased number of flight trips. In recent years, we have become more selective in granting exceptions for air travel, especially when planning internal events or traveling for internal meetings and training. In addition, cost reduction initiatives concerning business travel were implemented throughout the organization in 2025, which has also contributed to emission reductions within this category.

### The focus going forward

Going into 2026, we will continue advancing the implementation of our key strategies and company-wide actions. In addition, we will take a closer look at each market and office in order to pinpoint more specific adjustments and focus areas. This will ensure that all locations contribute efficiently to emission reductions and contribute to reaching our science-based targets.

# Sustainable sourcing

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

All new suppliers are evaluated based on their environmental impact and management practices, and all suppliers are required to comply with our Code of Conduct for Business Partners. Based on this evaluation, suppliers are categorized as either “approved” or “not approved”, and are assigned a sustainability score as a result of a supplier assessment questionnaire.

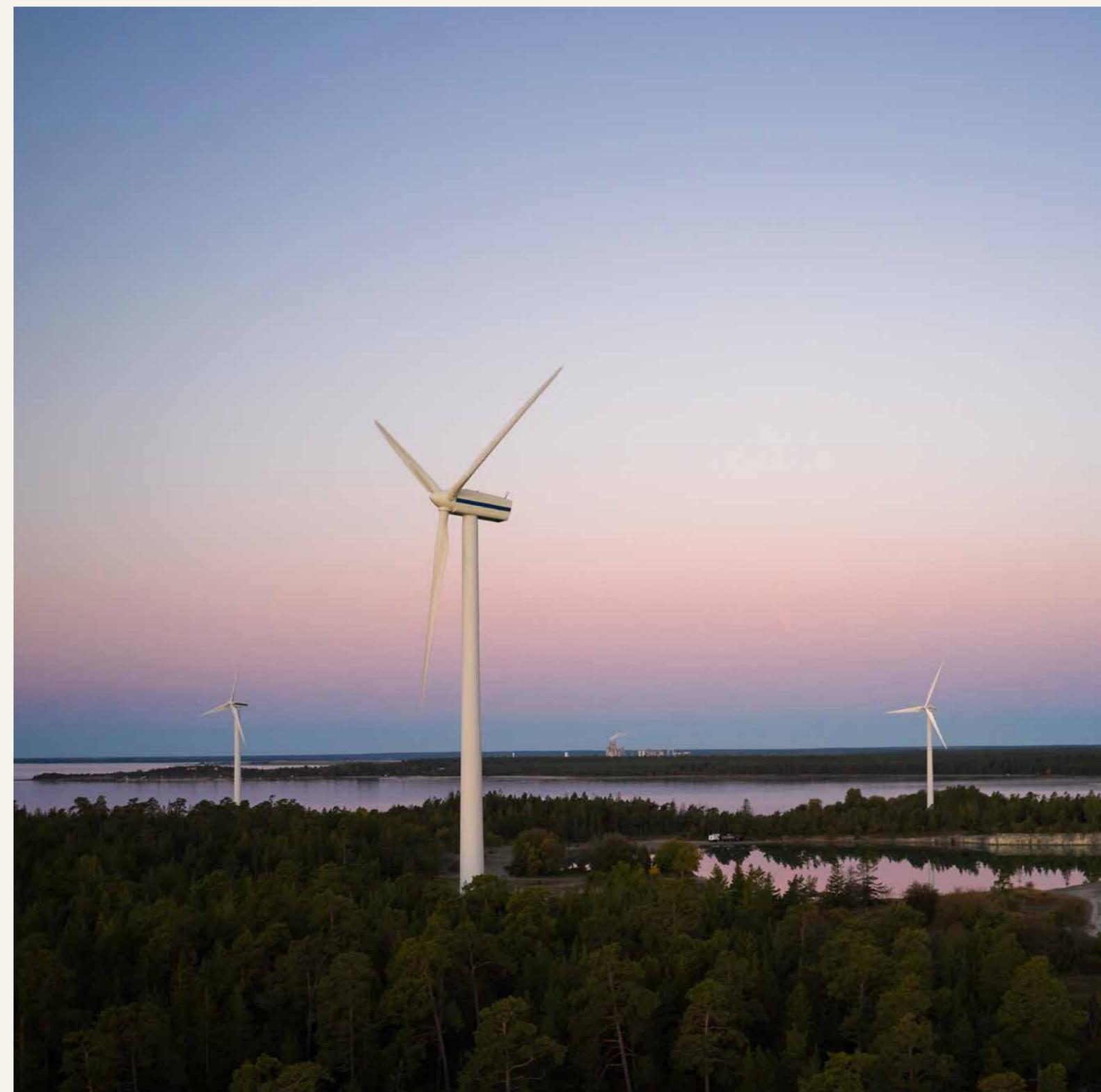
## Enhanced follow-up routine

Over the past year, we have strengthened our dialogue with several key suppliers and carried out more in-depth follow-ups on sustainability initiatives. This work will continue in the coming year. In addition, we will enhance our follow-up process for supplier assessments conducted in connection with each new supplier agreement, with the aim of establishing improvement plans and collaborating with suppliers to promote more sustainable practices in their operations.

Our overarching goal for sustainable sourcing is to increase the share of our total expenditure directed towards sustainable suppliers, while also deepening sustainability dialogues and collaborations with key suppliers.

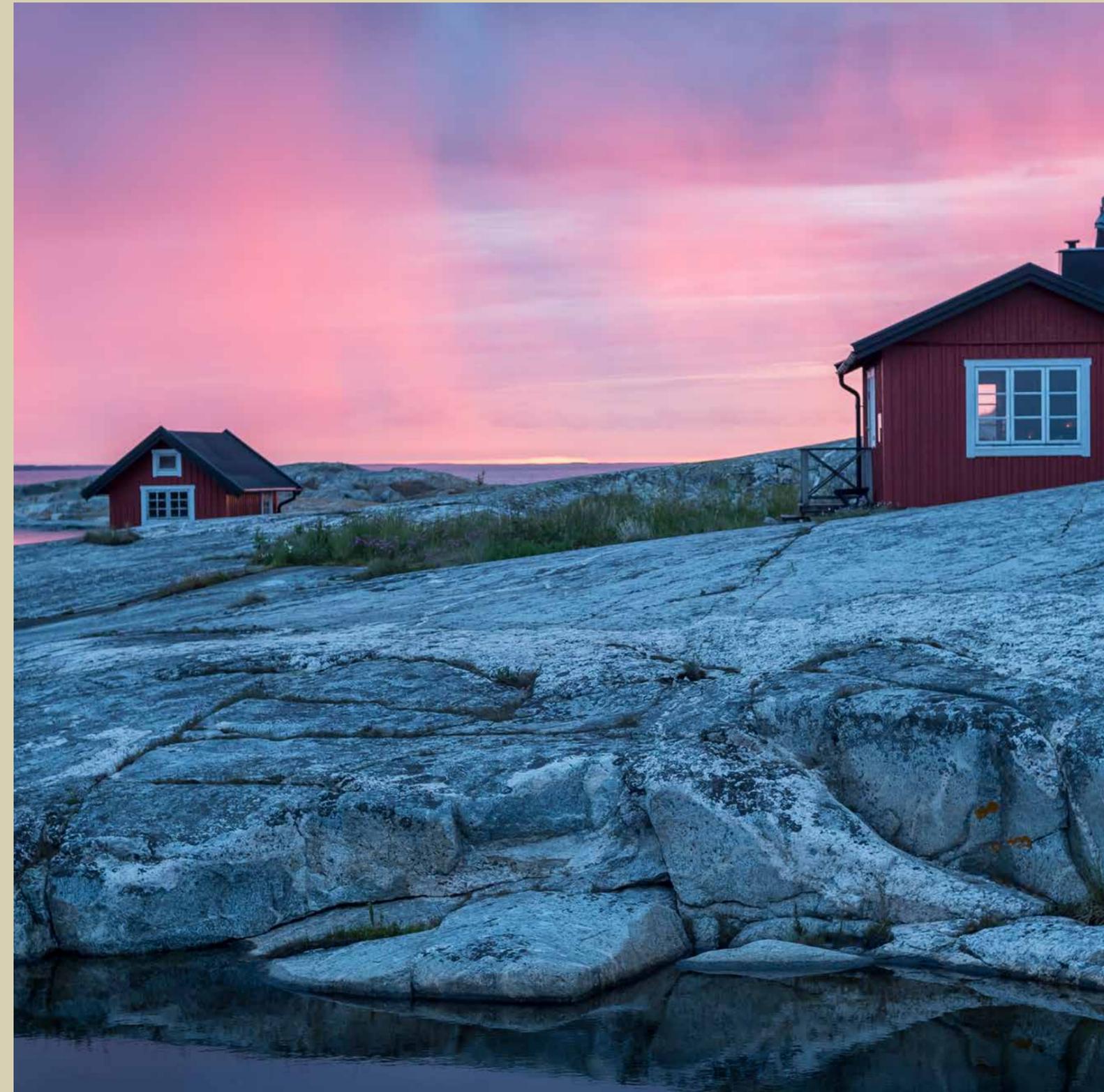
## Sustainable consumption

Protecting and conserving the planet’s resources is central to our sustainability mission. This commitment guides the decisions we make as an organization — both the significant initiatives and the everyday actions. We also adopt a circular approach to consumption — reducing overall use, prioritizing environmentally responsible options, recycling wherever possible, and actively minimizing waste.



# Sustainable business

Akind's core purpose is to unlock the growth potential of people and companies. Maintaining a strong financial position enables us to create a great place to work, invest in initiatives that ensure that we remain our clients' first choice and safeguard our long-term relevance. Strong financial performance provides stability and growth opportunities for our coworkers, allowing us to create more jobs and support career development. We can also provide the best service to our clients, helping them prosper through innovation and increased potential. As Akind grows, so does our contribution to people, society and the planet. However, even as we pursue growth, we never compromise on our ethics.



# Sustainable growth

Embracing innovative business models and forward-looking strategies is essential for any organization seeking sustainable, long-term success. At Akind, we apply a long-term perspective to every decision we make, recognizing that lasting value is created through consistency, accountability, and continuous improvement. Our ambition is to cultivate a culture in which sustainable growth is not treated as a separate initiative, but is fully integrated into all aspects of our operations, governance, and leadership.

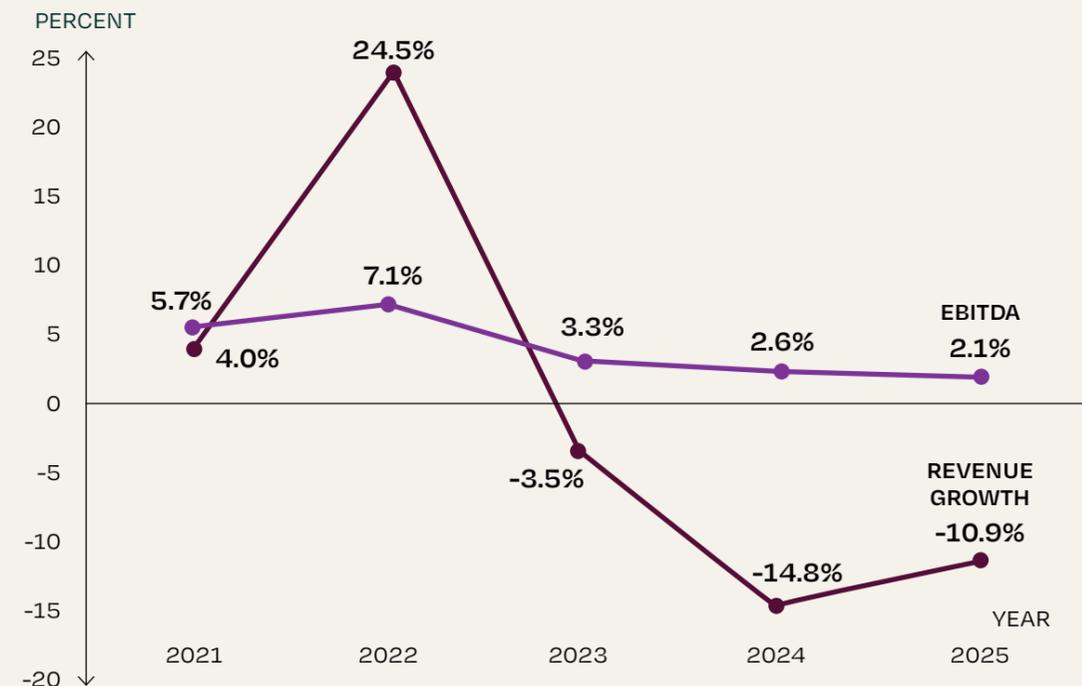
Throughout 2025, we continued to strengthen our ability to identify, prioritize, and invest in strategically important areas. By focusing on our core competencies and deepening our expertise, we sharpened our strategic direction and reinforced the foundation for resilient growth in the years ahead. This disciplined approach enables us to allocate resources effectively, respond to evolving market conditions, and build sustainable competitive advantages.

At the same time, we enhanced our capacity to support all companies within Akind. Through targeted investments in technology, digital solutions, and robust process design, we buildt scalable structures that promote efficiency, transparency, and collaboration

across the organization. These initiatives are designed to enable sustainable growth across our businesses – balancing cost-effectiveness with high quality, strengthening the customer experience, and supporting job satisfaction and professional development for our employees.

By aligning strategy, capabilities, and culture, we are positioning Akind to grow responsibly and sustainably, creating long-term value for our stakeholders and the communities we serve.

Revenue growth and EBITDA (EURO), 2021-2025



# Contribution through tax payments

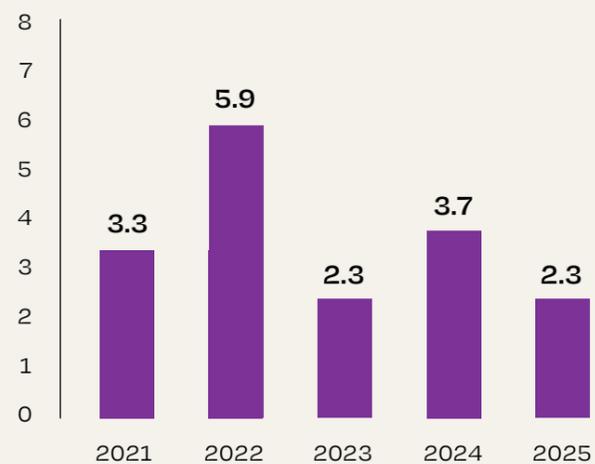
We are committed to making a meaningful and lasting contribution to the societies in which we operate. Beyond creating jobs, fostering innovation, and supporting local communities, our tax contributions represent a fundamental component of our broader economic and social impact.

By conducting our business responsibly and profitably, we generate value that extends well beyond our organization. Strong financial performance enables us to make substantial tax contributions, which in turn support essential public services such as education, healthcare, infrastructure, and social programs. In this way, our financial performance directly contributes to the

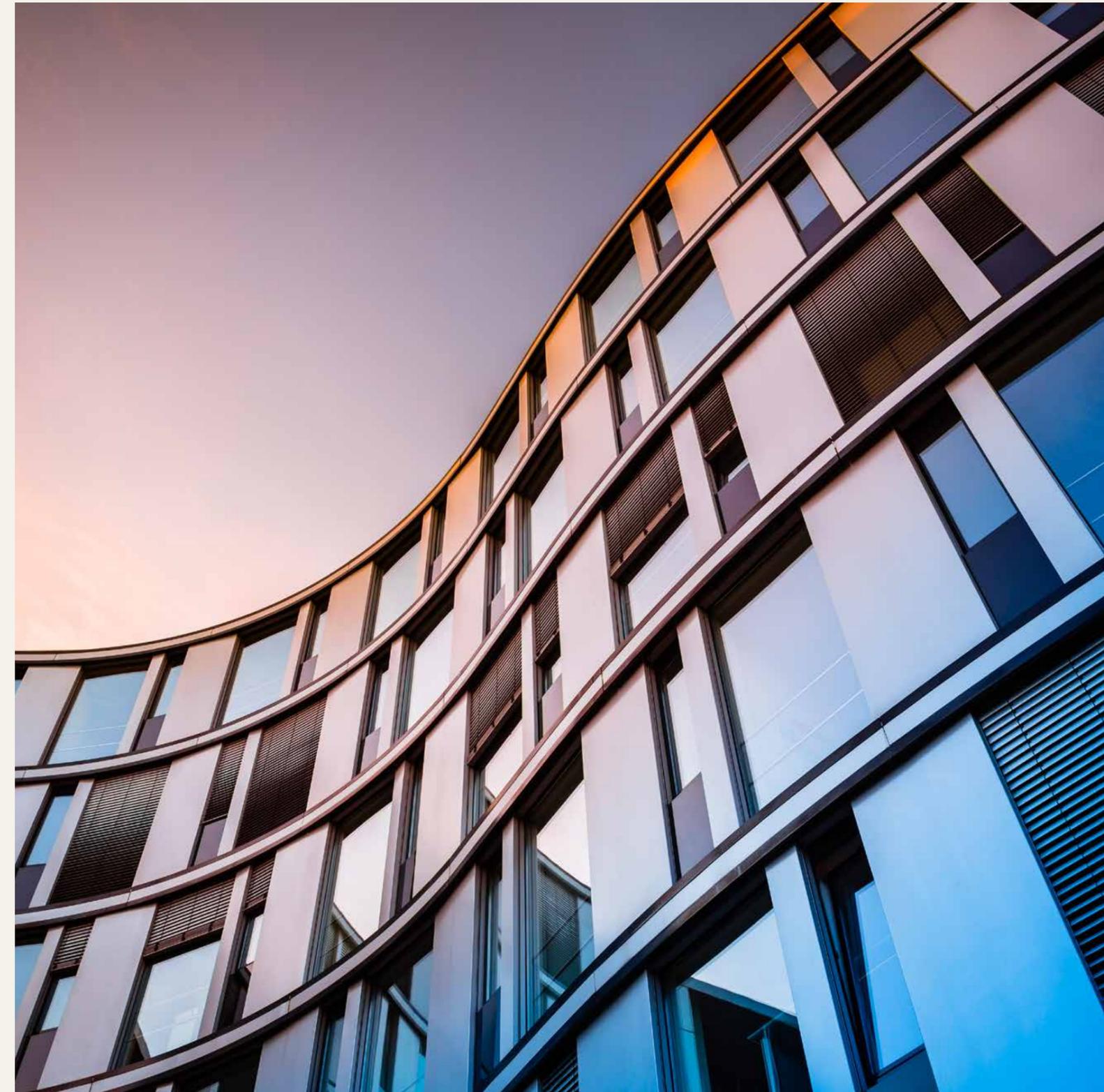
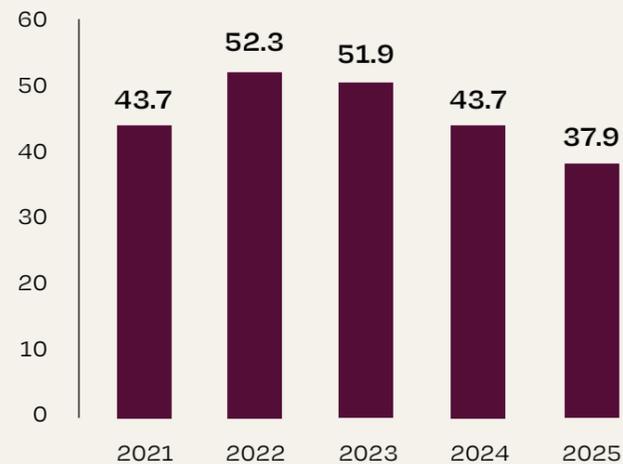
strength, resilience, and long-term development of the communities and economies we are part of.

We view responsible tax practices not only as a legal obligation, but also as an integral component of our corporate responsibility and our commitment to sustainable growth.

Corporate income tax in MEuro



Social security contribution in MEuro



# Ethical business and anti-corruption

We value strong business ethics and only want to collaborate with people and businesses sharing those same principles. To us, ethical business practices are the foundation of sustainable business growth.

## Code of Conduct

In 2024, a new Code of Conduct was implemented for all internal employees. This document covers a wide range of topics, including anti-corruption, fair competition and business practices, collective bargaining, harassment, discrimination, health and safety, data protection, and environmental responsibilities. It is mandatory for each employee to read, accept, and follow. Additionally, we require a Code of Conduct for Business Partners to be signed when entering into supplier agreements. This ensures commitment to ethical standards, including human rights and compliance with sanctions, among other things.

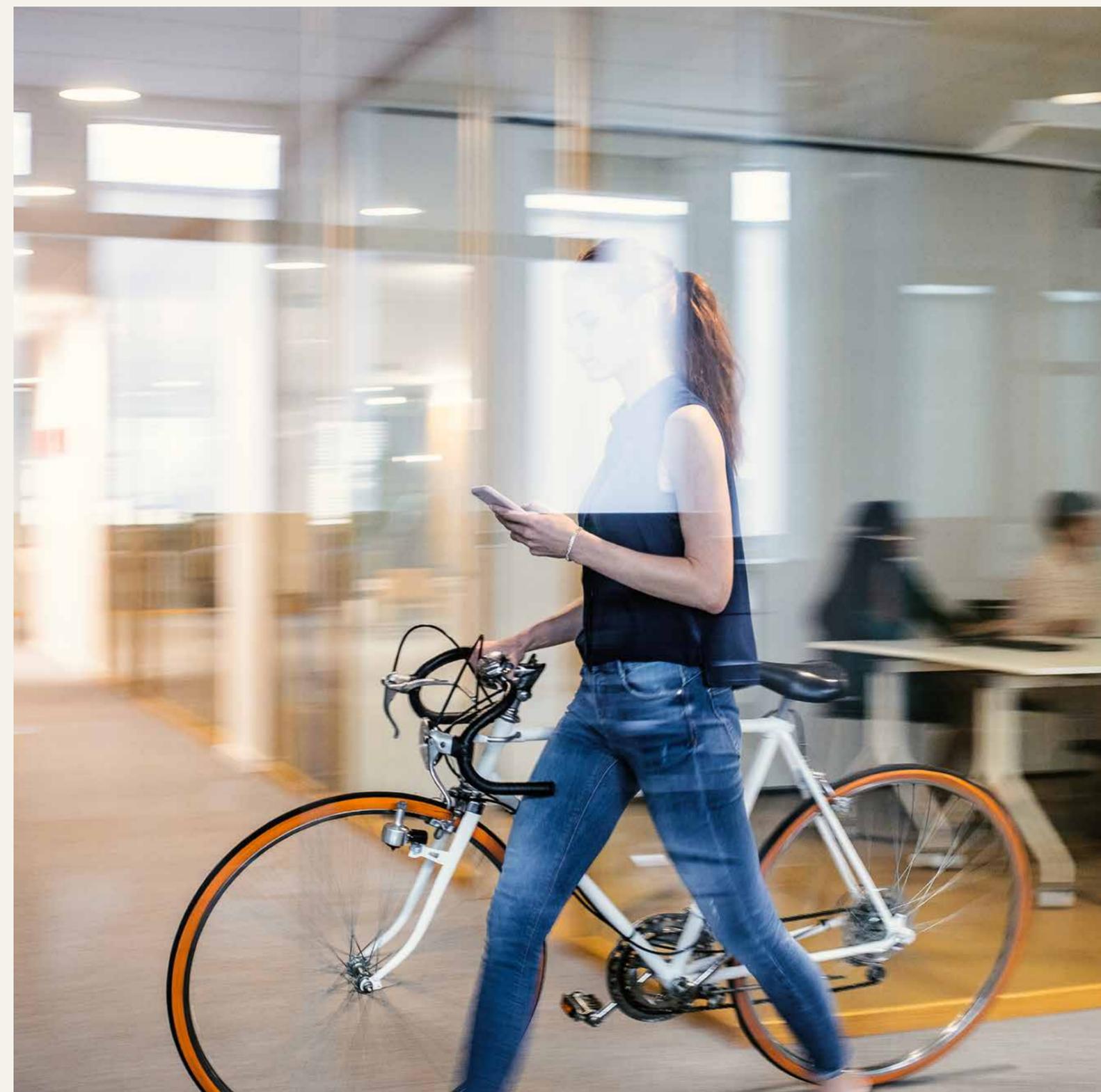
## Anti-corruption

There are several formal policies providing a framework for conducting ethical business practices. To ensure that we operate within this frame-

work, we have implemented anti-corruption guidelines, which state that our coworkers may not offer, give, request, or accept bribes. We expect that our partners and their representatives will act according to the same principles for ethical business practices. We continuously work on creating awareness of anti-corruption within Akind.

## Whistleblowing

Akind protects whistleblowers in all parts of our business and our process for whistleblowing is fully compliant with the EU Whistleblower Protection Directive (2019). The process includes how to report potential wrongdoings, how such notifications will be assessed, and how identified wrongdoings will be handled.



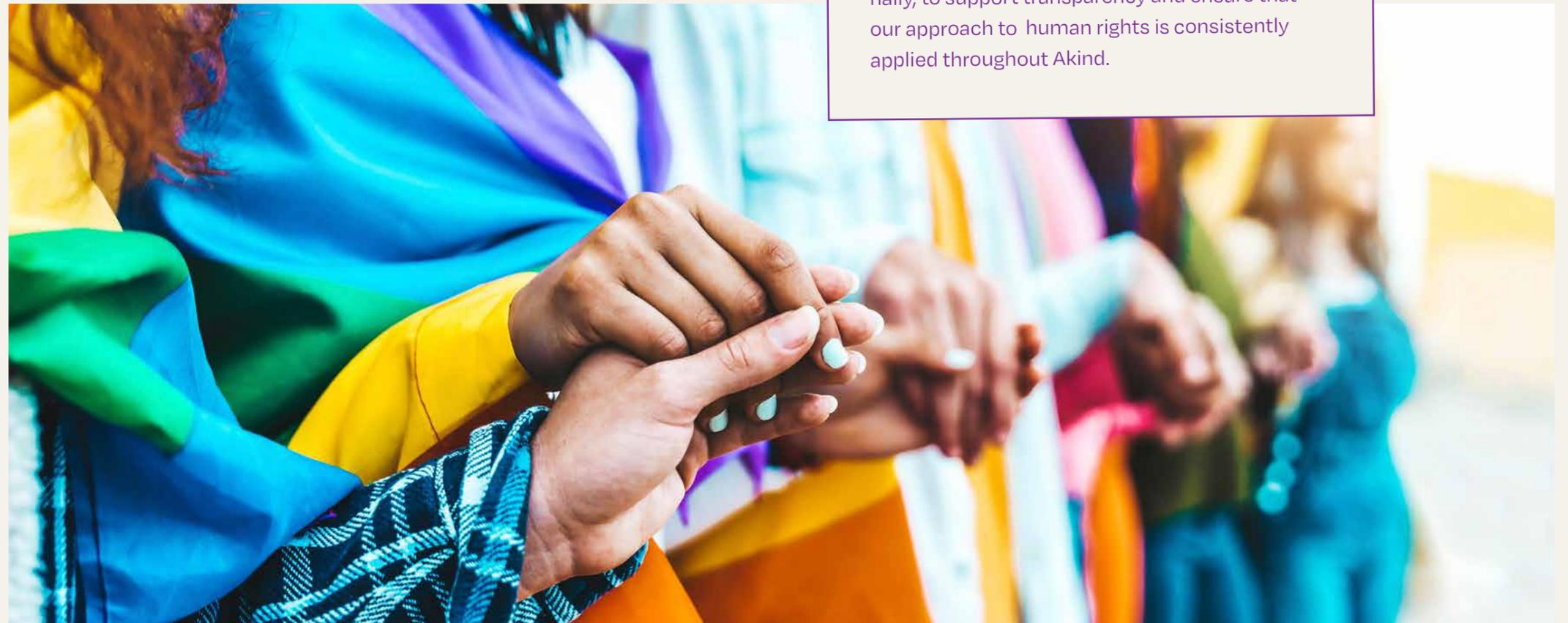
# Respecting human rights

Recognizing our responsibility to uphold and defend human rights in every aspect of our business is an integral part of Akind's culture. We are committed to contributing to responsible business practices in our sector and to continuously strengthening our standards in line with international principles.

Everything we do within Akind is guided by our core values: "Share Energy," "Beat Yesterday," and "Show Heart." These values define who we are and what we do. They guide us not only in how we manage change and share best practices but also in demonstrating respect for one another and the people around us. These principles are embedded into our Code of Conduct, updated in 2024, which applies to all coworkers and consultants, as well as in our Code of Conduct for Business Partners, which governs our suppliers and other partners. Both documents are aligned with the United Nations Global Compact Principles and the International Labour Organization's fundamental conventions on rights at work, including freedom of association and the effective recognition of the right to collective bargaining, the eradication of forced or compulsory labor, the abolition of child labor, and the elimination of discrimination in employment and occupation.

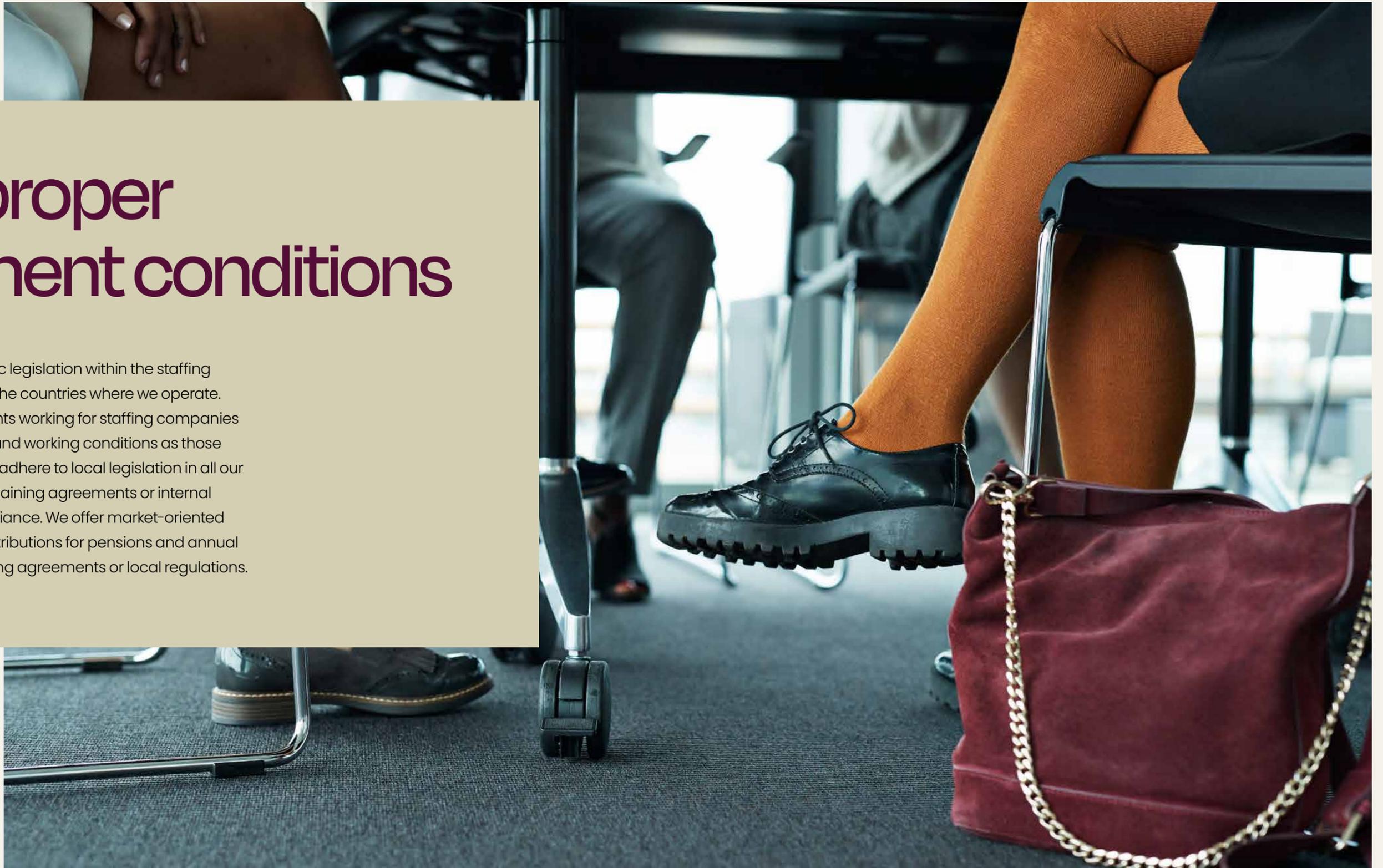
## Human Rights Due Diligence

Akind's Human Rights Due Diligence (HRDD) process is aligned with the model outlining the OECD Due Diligence Guidance for Responsible Business Conduct. We are committed to conducting human rights due diligence on an ongoing basis and to continuously strengthening the depth and quality of our assessments. Through this process, we seek to deepen our understanding of how our operations and supply chain may impact human rights. We are developing and refining policies and procedures to effectively identify, prevent and mitigate any potential negative impacts. We will actively engage stakeholders at all levels, both internally and externally, to support transparency and ensure that our approach to human rights is consistently applied throughout Akind.



# Fair and proper employment conditions

The Agency Workers Directive is specific legislation within the staffing industry that applies to companies in the countries where we operate. This directive mandates that consultants working for staffing companies receive the same basic employment and working conditions as those directly hired by the client. At Akind, we adhere to local legislation in all our markets, either through collective bargaining agreements or internal processes and audits to ensure compliance. We offer market-oriented salaries and make provisions and contributions for pensions and annual leave according to collective bargaining agreements or local regulations.



# Innovation and technology

Our society is keen to pursue innovation across every area of life, and we share that drive. It is part of who we are to discover clever, forward-thinking ways to support growth, both within our company and beyond. It is in our DNA.

As a people-focused service company, our success is built on the relationships we maintain with clients, candidates, and consultants. In an increasingly dynamic business landscape, we also see innovation and technology as essential to staying competitive and providing outstanding service.

## Staying ahead of trends

Through innovation and technology, we can continuously enhance our processes and our services, improving both efficiency and effectiveness in meeting our clients' needs. By investing in these areas, we stay ahead of industry trends and developments while delivering new and improved solutions. Investing in technology also allows us to better support our employees by providing them with the tools and resources they need to perform at their best. This increases employee satisfaction and, in turn, benefits our clients through a higher standard of service. At the same time, these efforts help to reduce our environmental footprint and enable more

efficient collaboration, which is increasingly important in today's world.

## Staying competitive

In summary, building strong relationships with our clients, candidates, and consultants will always remain our primary focus. At the same time, we firmly believe that investing in innovation and technology is essential for staying competitive and delivering the highest level of service. We are happy to see our recent investments already driving improvements across the organization, strengthening both our core operations and supporting processes. These advances enable us to build a more resilient company – better equipped to care for our clients, candidates, consultants, and coworkers. As digitalization is an ongoing journey, we will continue to innovate, learn, and grow, always striving for further improvement.



*“The most sustainable success comes from the balance between people and technology.”*

\_\_\_\_\_  
**Johan Skarborg**, Founder and CEO, Akind Group



# Potential risks

Our commitment to building a sustainable business is grounded in our values, vision, and leadership. We work systematically and continuously with performance evaluation, risk and impact assessments, and preventive risk mitigation. The purpose of risk management at Akind is to minimize potential negative impacts on our business, as well as any broader impact on society and the environment.

## PEOPLE

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

POTENTIAL RISK IN LACK OF EQUALITY, DIVERSITY AND INCLUSION (EDI) FOCUS.	ACTIONS
<ul style="list-style-type: none"> <li>Failing to meet coworkers' needs and expectations regarding our Equality, Diversity and Inclusion efforts or behavior may lead to decreased engagement and the loss of key talent.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to develop our strategy within Equality, Diversity and Inclusion, and further integrate our EDI statement into our daily work.</li> </ul>

POTENTIAL RISK IN ATTRACTING AND RETAINING SKILLED COWORKERS	ACTIONS
<ul style="list-style-type: none"> <li>There is high demand for qualified labor, and we may have difficulty recruiting necessary coworkers.</li> <li>High candidate turnover or loss of key talent could have a negative impact on the company.</li> </ul>	<ul style="list-style-type: none"> <li>We work to continuously improve working conditions, company culture, leadership, and skills development to ensure that the company is an attractive employer and has access to the right skills.</li> <li>Having development programs for key job roles increases our attractiveness as an employer and the perception of Akind as a long-term employer.</li> </ul>

POTENTIAL HEALTH AND SAFETY RISKS	ACTIONS
<ul style="list-style-type: none"> <li>Akind's greatest health and safety risks are repetitive strain injuries and stress-related illnesses.</li> </ul>	<ul style="list-style-type: none"> <li>Coworkers are provided with occupational health services according to their individual needs, as well as equipment to prevent repetitive strain injuries.</li> </ul>

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

## SOCIETY

POTENTIAL RISK CONCERNING OUR CONSULTANTS	ACTIONS
<ul style="list-style-type: none"> <li>Life as a consultant can be uncertain when it comes to the duration and type of work.</li> <li>Akind is accountable for the consultants working with our clients.</li> <li>Due to the competitive market conditions, we need to have a strong consultant offering to fill the orders we receive from our clients.</li> </ul>	<ul style="list-style-type: none"> <li>Transparent communication during the consultant recruitment process.</li> <li>A well-defined process to review consultants' workplace experiences before, during, and after an assignment.</li> <li>Continuous meetings and dialogue with our consultants and clients.</li> <li>Sustainability training for consultants in Sweden is partially aimed at strengthening the consultant offer.</li> </ul>

## PLANET

POTENTIAL RISK CONCERNING THE PLANET	ACTIONS
<ul style="list-style-type: none"> <li>Negative environmental impact from CO<sub>2</sub> emissions arising from our business operations.</li> </ul>	<ul style="list-style-type: none"> <li>We report our emissions in accordance with the GHG protocol, providing a true picture of our total environmental footprint and the different sources for emission.</li> <li>By joining the Science Based Targets initiative, we have established company-wide emission reduction targets aligned with the latest climate science, as outlined in the Paris Agreement.</li> <li>Through carbon offsetting, we take direct responsibility for emissions that are difficult to abate, while continuing our efforts to reduce overall climate impact.</li> </ul>

## HUMAN RIGHTS

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

## SUSTAINABLE BUSINESS

POTENTIAL RISK CONCERNING ETHICAL BUSINESS	ACTIONS
<ul style="list-style-type: none"> <li>Incorrect financial data, either due to human error or fraudulent activities.</li> <li>Misuse of position, where employees, knowingly or unknowingly, act in ways that conflict with our values and anti-Corruption guidelines.</li> <li>Ethical risks, including non-compliance with national regulations, our Code of Conduct, or involvement in corruption, bribery, or other irregularities.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive Onboarding: All new employees are required to review and formally acknowledge our Code of Conduct, which covers key ethical principles, including anti-corruption and whistleblowing.</li> <li>Ongoing Training &amp; Awareness: The Yearly Repetition Training, mandatory for all employees, reinforces the principles outlined in our Code of Conduct, ensuring continued awareness and compliance.</li> <li>Sanctions Policy: We maintain a documented Sanctions Policy, accessible to relevant stakeholders in our Quality Management System, outlining consequences for non-compliance.</li> <li>Expectations for business partners: Our Code of Conduct for Business Partners defines the ethical, responsible, and sustainable business practices we expect from all partners associated within the Akind Group.</li> </ul>

# Tables



## People outcome

BEST PLACE TO WORK	2025	2024	2023	2022	2021
<b>Employee engagement</b>					
Overall engagement score	7.9	8.1	8.2	8.4	8.3
Benchmark <sup>1</sup>	7.6	7.8	7.7	7.7	7.8
<b>Relationship with manager</b>					
Relationship with manager score	8.6	8.7	8.8	8.9	8.9
Benchmark <sup>1</sup>	8.2	8.3	8.3	8.3	8.4
WELLNESS AND WELL-BEING	2025	2024	2023	2022	2021
<b>Absenteeism (%)</b>					
Absenteeism (long and short term <sup>2</sup> )	2.48	1.33	2.26	2.33	2.09
Share of absenteeism that is short term/long term <sup>2</sup>	57.8/42.2	67.2/32.8	57.4/42.6	58.3/41.7	-
DIVERSITY AND EQUAL OPPORTUNITIES	2025	2024	2023	2022	2021
<b>Gender equality, share of women (%)</b>					
Board	33	0	5	20	20
Top Management	40	33	50	50	56
Managing Directors	33	36	38	13	15
Management	42	47	45	42	40
Branch Managers	42	65	66	58	52
All managers	58	62	67	57	59
All employees	54	59	63	64	64

<sup>1</sup> External industry benchmark provided by the survey tool.

<sup>2</sup> More than 15 days off work is defined as long term absenteeism.

<sup>3</sup> The data is collected once every two years.

<sup>4</sup> SCB's definition of another cultural background than Swedish is; foreign born or Swedish born with two foreign-born parents.

<sup>5</sup> Pension cost in relation to salary.

<sup>6</sup> The incident occurred in Sweden and was reviewed both internally and externally by the Equality Ombudsman (DO).

Preventive measures were implemented internally based on the review. No further action was taken by the DO.

As of December 31, 2025 the case is considered closed.

ETHNIC DIVERSITY <sup>3</sup>	2024	2022	2020	2017	2015
<b>Share of employees with foreign background (%) <sup>4</sup></b>					
Swedish population	27.4	26.9	25.5	24.1	22.1
Internal employees Akind Group Sweden	15.9	15.1	12.9	10.8	9.8
Consultants Academic Work Sweden	37.7	38.4	32.5	30.4	27
<b>Broken down on job areas – consultants (%)</b>					
Customer Service	38.2	37.4			
Education	50.0	23.5			
Finance/Law/Purchase	38.0	33.8			
Hotel/Restaurant/Tourism	25.0	50.0			
Industry/Manufacturing	43.6	44.6			
IT	43.2	37.0			
Marketing/Information/Media	31.0	35.9			
Office/Administration/HR	35.6	37.6			
Sales	27.6	34.5			
Technology	35.9	43.6			
Warehouse/Logistics	43.0	40.7			
Other	28.0	39.3			
PENSION CONTRIBUTIONS	2025	2024	2023	2022	2021
Pension contributions (%) <sup>5</sup>	10.2	9.7	8.7	8.0	7.9
DISCRIMINATION	2025	2024	2023	2022	2021
Reported incidents of discrimination	1 <sup>6</sup>	0	1	1	0

EMPLOYMENT	2025	2024	2023	2022	2021	
<b>Internal employees in numbers Akind</b>						
Average number of internal full-time employees <sup>1</sup>	914	984	1,249	1,143	862	
Number of new hires	125	198	228	559	411	
Employee turnover (%)	34	34	32	20	25	
Average age	35	33	32	31	32	
Median age	34	32	31	29	31	
		<b>Akind</b>	<b>Academic Work</b>	<b>Brights Learning</b>	<b>Crowd Collective</b>	<b>Winona</b>
<b>Internal employees per company, 2025</b>						
Average number of internal full-time employees <sup>1</sup>		102	616	24	113	58
Employee turnover (%)		16	39	21	35	30
Gender equality, share of women in total (%)		55	61	74	22	28
Gender equality, share of women in managerial positions (%)		63	59	50	38	50
Average age		40	33	36	37	35
COMMUNITY ENGAGEMENT	2025	2024	2023	2022	2021	
<b>1% Movement</b>						
Total number of Akind employee sponsors <sup>2</sup>	79	87	115	147	137	
<b>Response Network: Educational sponsorships</b>						
Number of children in the Kubala Girls Sponsorship Program	418	465	610	610	610	
Number of young women in skills training <sup>3</sup>	-	10	10	15	15	
Number of community members in skills training (Village Program) <sup>3</sup>	-	3	10	20	13	
Number of community members engaged in self-help groups (Village Program)	235	-	-	-	-	
Number of young women in tertiary training (3-5 year diploma)	9	15	9	8	14	

<sup>1</sup> Employees with permanent employment.

<sup>2</sup> Akind employees that choose to donate 1% of their net salary to Kubala Girls Sponsorship Program.

<sup>3</sup> 2024 was the last year that Akind supported this program.

## Society outcome

CLIENT AND CONSULTANT LOYALTY	2025	2024	2023	2022	2021
<b>NPS result client loyalty</b>					
Academic Work	70	63	49	46	76
Crowd Collective	-	61	39	46	-
<b>NPS result consultant loyalty</b>					
Academic Work	56	56	48	52	55
CREATING JOBS AND BUILDING CAREERS	2025	2024	2023	2022	2021
Number of people we helped to new jobs through Academic Work	4,892	5,545	7,619	12,315	9,214
Number of people reskilled or upskilled through Brights Learning	1,521	1,315	1,455	1,275	871

## Planet outcome

TOTAL EMISSIONS PER SCOPE	2025	2024	2023	2022	2021
Total emissions Scope 1 (ton CO <sub>2</sub> e)	94	112	144	137	91
Total emissions Scope 2 (ton CO <sub>2</sub> e)	93	158	185	219	117
Total emissions Scope 3 (ton CO <sub>2</sub> e)	2,900	5,030	6,558 <sup>1</sup>	8,990	119 <sup>2</sup>
<b>Total emissions Scope 1, 2, 3 (ton CO<sub>2</sub>e)</b>	<b>3,087</b>	<b>5,300</b>	<b>6,887<sup>1</sup></b>	<b>9,346<sup>3</sup></b>	<b>327</b>

<sup>1</sup> The emissions have been corrected and will slightly differ from the 2024 Sustainability Report.

<sup>2</sup> Only includes: CO<sub>2</sub> emissions facility, CO<sub>2</sub> emissions travel (bus, train, air, hotel nights), CO<sub>2</sub> emissions food (purchased goods, catering), and CO<sub>2</sub> emissions purchased material (marketing, office paper).

<sup>3</sup> Rapid increase due to climate calculations done according to the GHG protocol.

## Planet outcome

BREAKDOWN OF SCOPE 1 AND 2	2025		2024		2023	
	ton CO <sub>2</sub> e	%	ton CO <sub>2</sub> e	%	ton CO <sub>2</sub> e	%
Scope 1 total	94	50	112	42	144	44
Mobile combustion (company cars)	94	50	112	42	144	44
Scope 2 total	93	50	158	58	185	56
Electricity - market based	0	0	25	9	33	10
District heating	93	50	133	49	152	46
<b>Total Scope 1 and 2</b>	<b>187</b>	<b>100</b>	<b>270</b>	<b>100</b>	<b>329</b>	<b>100</b>

BREAKDOWN OF SCOPE 3	2025		2024		2023	
	ton CO <sub>2</sub> e	%	ton CO <sub>2</sub> e	%	ton CO <sub>2</sub> e	%
Category 1: Purchased goods and services	2,229	77	4,019	80	4,504	69
Category 2: Capital goods	22	1	65	1	81	1
Category 3: Fuel- and energy-related activities not included in scope 1 or scope 2	45	2	45	1	61	1
Category 4: Upstream transportation and distribution	4	0	4	0	5	0
Category 5: Waste generated in operations	79	3	86	2	160	2
Category 6: Business travel	267	9	540	11	1,436	22
Category 7: Employee commuting	250	9	266	5	304	5
Category 13: Downstream leased assets	4	0	6	0	5	0
<b>Total Scope 3</b>	<b>2,900</b>	<b>100</b>	<b>5,030</b>	<b>100</b>	<b>6,558</b>	<b>100</b>

OPTIONAL GHG EMISSIONS (TON CO <sub>2</sub> e)	2025	2024	2023
Accommodation, business travel	31	46	32
Accommodation, event	4	19	38
<b>Total CO<sub>2</sub>e optional GHG emissions</b>	<b>36</b>	<b>65</b>	<b>70</b>

SUSTAINABLE SUPPLIER	2025	2024	2023	2022	2021
Number of new sustainable supplier assessments	107	140	49	67	122
Total number of sustainable supplier assessments	810	703	563	514	458
Share of total spend on all sustainable suppliers (%)	72	76	67	67	77

## Sustainable business outcome

SUSTAINABLE GROWTH	2025	2024	2023	2022	2021
<b>Generated direct economic value</b>					
Revenue (MEURO)	302	339	398	412	331
EBITDA, EURO (%)	2.1	2.6	3.3	7.1	5.7
Revenue growth, EURO (%)	-10.9	-14,8	-3.5	24.5	4.0
CONTRIBUTION THROUGH TAX PAYMENTS	2025	2024	2023	2022	2021
<b>Distributed economic value</b>					
Corporate income tax (MEURO)	2.3	3.7	2.3	5.9	3.3
Social security contribution (MEURO)	37.9	43.7	51.9	52.3	43.7
ANTI-CORRUPTION	2025	2024	2023	2022	2021
Incidents of corruption	No incidents				

CHARITABLE DONATIONS	2025	2024	2023	2022	2021
<b>1% Movement (EURO)</b>					
Yearly deposition for 1% Movement <sup>1</sup>	137,998	49,023	61,953	229,606	142,436
Yearly deposition from internal employees, 1% Movement <sup>2</sup>	43,592	48,705	65,272	55,574	60,075
<b>Total depositions</b>	<b>181,590</b>	<b>97,728</b>	<b>127,225</b>	<b>285,180</b>	<b>202,512</b>
<b>Total social impact investment via 1% Movement (EURO)</b>	<b>197,000</b>	<b>225,687</b>	<b>260,968</b>	<b>317,348</b>	<b>385,169</b>
CLIMATE INVESTMENTS (EURO)	2025	2024	2023	2022	2021
Payment to offset historic emissions <sup>3</sup>	-	-	87,135	101,971	-
Payment to offset emissions	41,957	97,020	119,139	108,957	7,832
Average exchange rate SEK to EURO <sup>4</sup>	11.0677	11.43217	11.4765	10.6317	10.1449
Average exchange rate EURO to SEK <sup>4</sup>	0.0904	0.0875	0.0871	0.0941	0.0986

<sup>1</sup> 1% of yearly net profit is used for social impact investments.

<sup>2</sup> Akind employees that choose to donate 1% of their net salary to Kubala Girls Sponsorship Program.

<sup>3</sup> Historic emissions from company-related activities, for the years 1998-2018, and 2020.

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

<sup>4</sup> Annual average exchange rate from the Swedish Central Bank (Riksbanken).

# GRI index

Akind has reported the information cited in this GRI content index for the period January 1 to December 31, 2025, with reference to the GRI Standards.

## UNIVERSAL STANDARDS

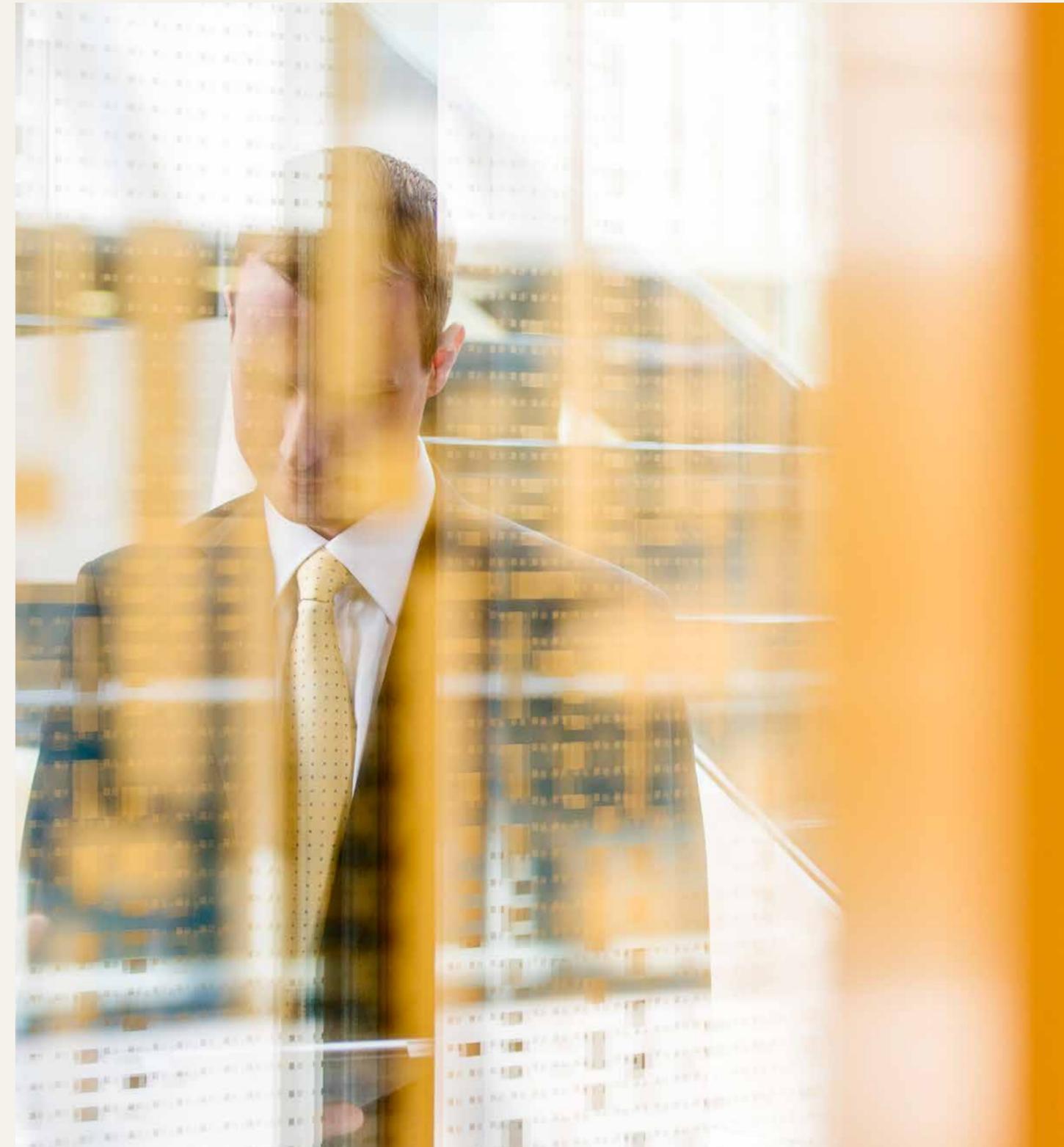
	PAGE	REMARKS		PAGE	REMARKS
<b>GRI 1: Foundation 2021</b>			<i>2-7 Employees</i>		
<b>GRI 2: General Disclosures 2021</b>			<i>2-7a: Total number of employees</i>		
<b>1. The organization and its reporting practices</b>			<b>4. Strategy, policies and practices</b>		
<i>2-1 Organizational details</i>			<i>2-22 Statement on sustainable development strategy</i>		
<i>2-1a: Legal name</i>	9		<i>2-22a: Statement from the CEO</i>	5	
<i>2-1b: Nature of ownership and legal form</i>		Privately owned company	<i>2-23 Policy commitments</i>		
<i>2-1c: Location of headquarters</i>		Stockholm	<i>2-23a: Policy commitments for responsible business conduct</i>		
<i>2-1d: Countries of operation</i>	4		<i>2-23b: Specific policy commitment to respect human rights</i>		
<i>2-2 Entities included in the organization's sustainability reporting</i>			<i>2-26 Mechanisms for seeking advice and raising concerns</i>		
<i>2-2a: Entities included in the sustainability reporting</i>	9		<i>2-26a: Mechanisms for individuals to raise concerns about the organization's business conduct</i>		
<i>2-2b: Differences between the entities included in the financial reporting and the entities included in the sustainability reporting</i>		No differences	<b>5. Stakeholder engagement</b>		
<i>2-3 Reporting period, frequency and contact point</i>			<i>2-29 Approach to stakeholder engagement</i>		
<i>2-3a: The reporting period for, and the frequency of, the sustainability reporting</i>	9	January 1 to December 31, annual frequency	<i>2-29a: Approach to engaging with stakeholders</i>		
<i>2-3b: The reporting period for the financial reporting</i>		January 1 to December 31	<i>2-30 Collective bargaining agreements</i>		
<i>2-3c: Publication date</i>		March 2025	<i>2-30a: Employees covered by collective bargaining agreements</i>		
<i>2-5 External assurance</i>			<i>2-30b: How working conditions and terms of employment are determined for employees not covered by collective bargaining agreements</i>		
<i>2-5a: Policy and practice for seeking external assurance</i>		The report has not been externally assured.	<b>GRI 3: Material Topics 2021</b>		
<b>2. Activities and workers</b>			<i>3-3 Management of material topics</i>		
<i>2-6 Activities, value chain and other business relationships</i>					
<i>2-6a: Sectors in which Akind is active</i>	4				

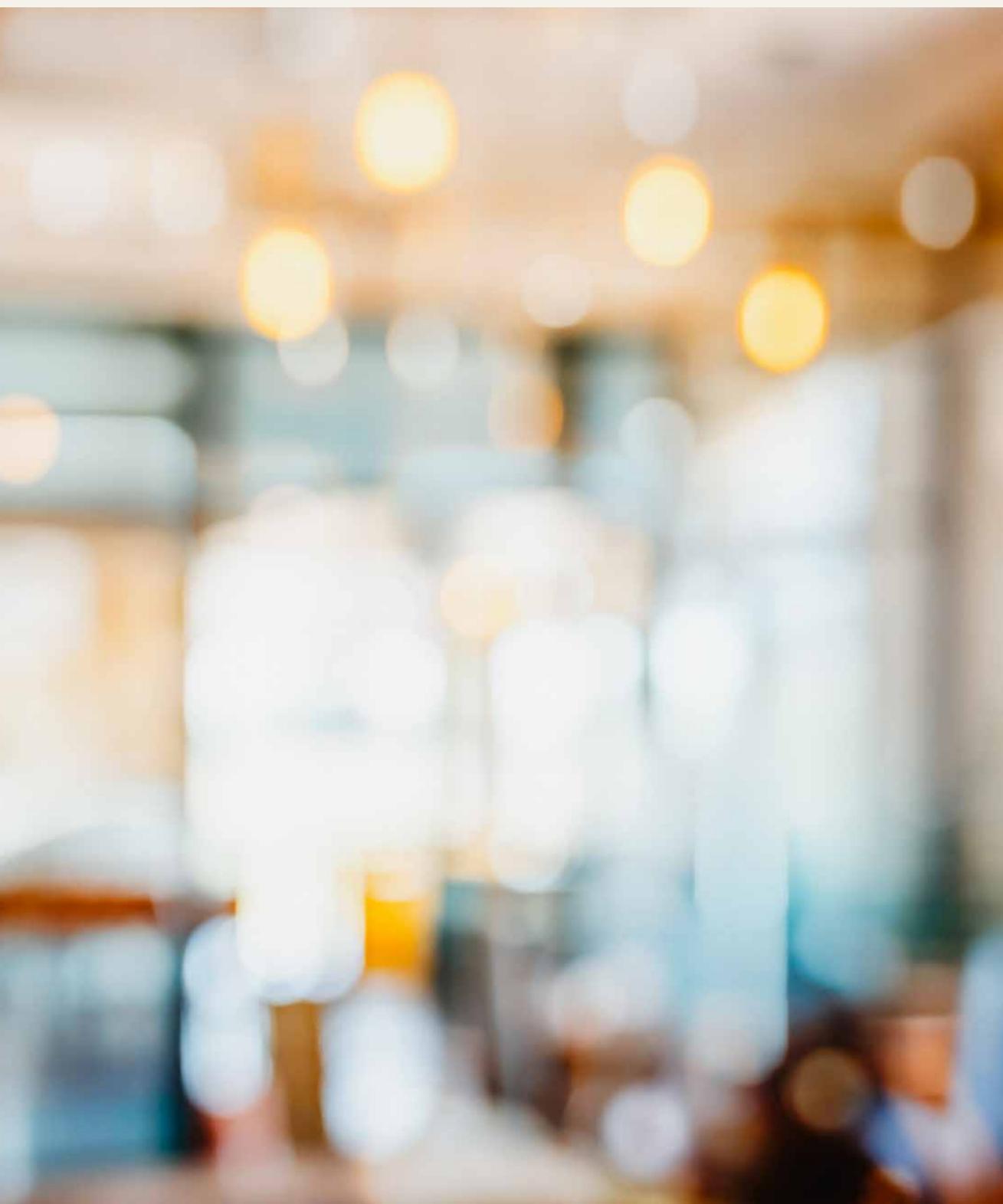
## ECONOMIC

	PAGE	REMARKS	UN SDG
<b>GRI 201: Economic performance 2016</b>			<b>8</b>
201-1 Direct economic value generated and distributed	4, 35-36, 48		8
201-3 Defined benefit plan obligations and other retirement plans	39, 45, 48		-
<b>GRI 203: Indirect economic impacts 2016</b>			<b>3, 5, 8, 13</b>
203-2 Significant indirect economic impact	19-21, 30		3, 8
<b>GRI 205: Anti-corruption 2016</b>			
205-1 Operations assessed for risks related to corruption	37, 43, 48		
205-3 Confirmed incidents of corruption and actions taken	48	No incidents	

## ENVIRONMENTAL

	PAGE	REMARKS	UN SDG
<b>GRI 305: Emissions 2016</b>			<b>3, 12, 13</b>
305-1 Direct (Scope 1) GHG emissions	32, 47	Committed to SBTi	3, 12, 13
305-2 Energy indirect (Scope 2) GHG emissions	32, 47	Committed to SBTi	3, 12, 13
305-3 Other indirect (Scope 3) GHG emissions	32, 47	Committed to SBTi	3, 12, 13
305-5 Reduction of GHG emissions	31-32, 47	Committed to SBTi	3, 12, 13
<b>GRI 308: Supplier Environmental Assessment 2016</b>			
308-1 New suppliers that were screened using environmental criteria	47		-





## SOCIAL

	PAGE	REMARKS	UN SDG
<b>GRI 401: Employment 2016</b>			<b>3, 5, 8</b>
401-1 New employee hires and employee turnover	46		5, 8
<b>GRI 403: Occupational health and safety 2018</b>			<b>3, 8</b>
403-6 Promotion of worker health	14-15		3, 8
<b>GRI 404: Training and education 2016</b>			<b>4, 5, 8</b>
404-2 Programs for upgrading employee skills and transition assistance programs	13, 26-27		8
<b>GRI 405: Diversity and equal opportunity 2016</b>			<b>5, 8</b>
405-1 Diversity of governance bodies and employees	16-18, 45-46		8
<b>GRI 406: Non-discrimination 2016</b>			<b>5, 8</b>
406-1 Incidents of discrimination and corrective actions taken	45		5, 8



3. Good health and wellbeing



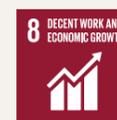
5. Gender equality



12. Responsible consumption and production



4. Quality education



8. Decent work and economic growth



13. Climate action

# Thank you for reading!

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