



IN-DEPTH SUSTAINABILITY REPORT

A sustainability agenda to support our vision

Elekta's vision is a world where everyone has access to the best cancer care. That is why our sustainability agenda is set on improving access to healthcare globally while operating a responsible and sustainable business.

Today, cancer prevalence and mortality are significantly higher in low- and middle-income countries and this is something we want to change. By expanding our reach in low- and middle-income countries we aim to grow our business in underserved markets while achieving significant positive contribution to sustainable development globally. Working for increased access to healthcare for all is the guiding star in us being a responsible and sustainable company. In Elekta's sustainability agenda, this work is represented by the focus area **Access to Healthcare**.

In our efforts to enable Access to Healthcare, Elekta as a company and everyone working for us must behave responsibly and sustainably in every dimension: ethically, environmentally and socially. These dimensions are represented by the focus areas Business Ethics, Green Processes and People in Focus that provide the agenda's foundation. These are preconditions for a truly sustainable business and enable us to improve access to healthcare.

Green Processes covers our efforts to minimize our environmental footprint and advance more sustainable production processes.

Business Ethics is about making sure we embody the ethical business standards we set for ourselves. We live our values in everything we do. The focus area comprises our compliance and integrity programs which are instrumental in ensuring that we conduct business responsibly, no matter the challenges in specific markets.

To deliver on our sustainability agenda, we must also ensure that we have our employees at the heart of everything we do. Elekta as a workplace and our efforts to safeguard human rights in the supply chain are essential elements of **People in Focus**. Besides ensuring health and safety and employee satisfaction, this area includes focus on having a diverse workforce and inclusive environment and warranting respect for international human- and labor rights.

We let Agenda 2030 and its Global Goals for Sustainable Development guide our approach to sustainability. By addressing our most material sustainability topics, we are making positive contribution to nine of the 17 goals. We are particularly making significant contributions to target 3.4 that sets to reduce mortality from cancer by 2030 through our focused strategy to increase access to radiotherapy in underserved markets.

Further information about Elekta's focus areas, management approach, progress and performance can be found on the following pages.

Corporate sustainability governance

Given its importance to Elekta, corporate sustainability is integrated at every level of Elekta's governance structure. We describe our governance structure as bottom up and top down.

Sustainability-related strategies, management and goals are outlined and set by relevant functions and business lines at Elekta. By incorporating the agenda into the line organization, we ensure effective management and alignment with other strategic initiatives and targets. Sustainability performance may also impact individual performance assessments and remuneration.

A cross-functional steering committee comprising the CEO and selected members of the Executive Management team streamlines the process of implementing relevant actions and targets throughout the organization, and measures results. The sustainability agenda is managed by the SVP Chief Compliance and Integrity Officer, and the Global Sustainability Manager.

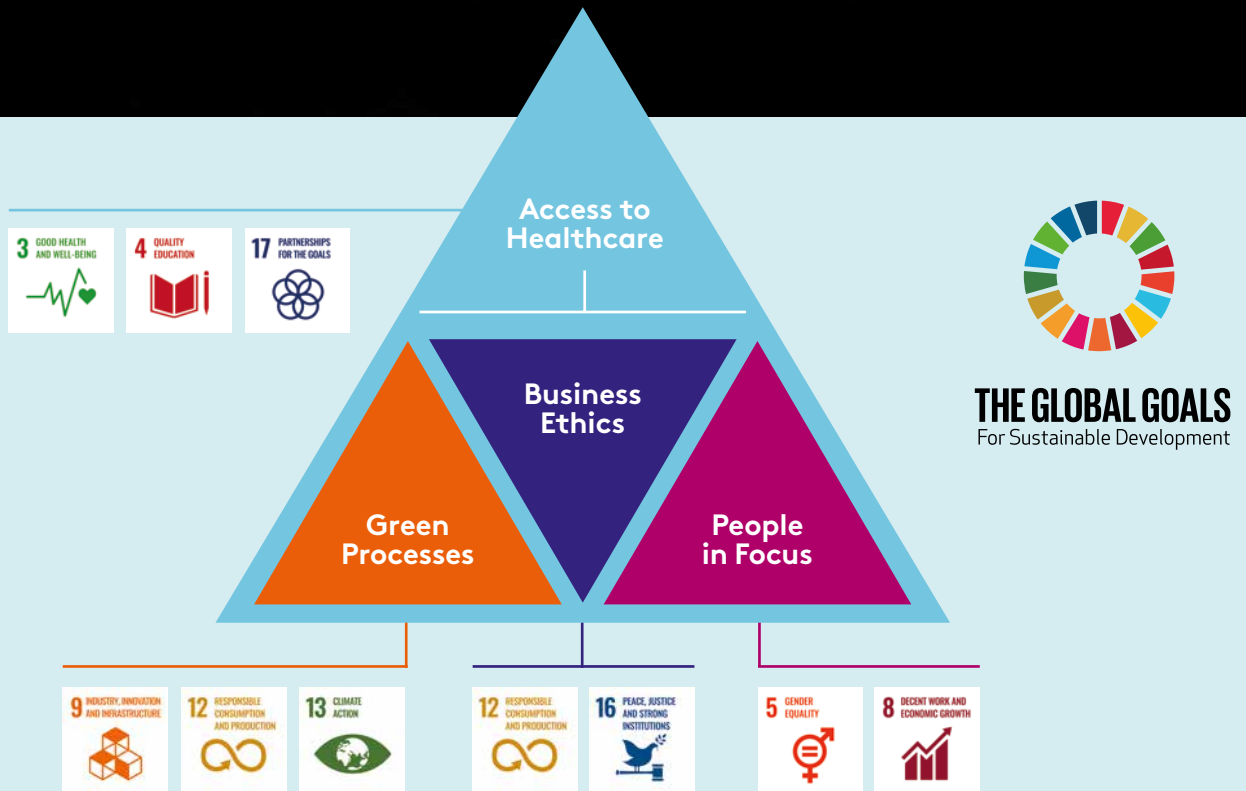
The Board of Directors and its committees oversee the sustainability agenda. Social and environmental sustainability issues are managed by the Board's compensation and sustainability committee while business ethics and integrity-related issues are managed by the Audit Committee.

Please refer to [page 63](#) for more information on Elekta's sustainability and corporate responsibility governance, as well as descriptions of Elekta's stakeholder dialogues and materiality assessment.

Guided by global standards and principles

The ethical principles in our Code of Conduct are all cornerstones in building a sustainable company. The Code of Conduct applies to everyone working for and on behalf of Elekta, such as employees, consultants, controlled companies, distributors, and agents. The Code of Conduct is supplemented by specific policies where needed.

Our sustainability efforts and policies are guided by leading global standards and principles including the UN Global Compact and its 10 principles, the OECD Guidelines for Multi-national Enterprises and its associated due diligence guidance for responsible business conduct, the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the precautionary principle.



Highlights of the year

- Record high increase of Employee Satisfaction score (eNPS) to 23 in 2020/21 (eNPS 1 in 2019/20)
- 163 new Linacs installed in low-and middle-income countries
- Named one of the World's Most Ethical Companies by Ethisphere for the third consecutive year
- Two of our three climate goals achieved ahead of target. Elekta has committed to the Science Based Targets initiative.



Access to Healthcare

Access to healthcare, and radiotherapy particularly, is at the core of Elekta’s business. We aim to improve access to healthcare globally, especially in low-and middle-income countries.

Why is this important to us?

Cancer is the second leading cause of death globally, accounting for an estimated 10 million deaths, or one in six deaths, in 2020. Half of all cancer patients require radiotherapy as part of their care, yet 70 percent of all radiotherapy equipment globally is available to only 25 percent of the world’s population. A study published in The Lancet in 2015 estimated that while

50–60 percent of all cancer patients require radiotherapy, 40–60 percent of them lack access. At the same time, 70 percent of the total 10 million yearly deaths in cancer (2020), occur in low- and middle-income countries¹⁾. Less developed countries are disproportionately affected and are often lacking the means to treat the disease.

Applicable Sustainable Development Goals



Goal 3: Ensure healthy lives and promote well-being for all at all ages
3.4: Reduce mortality from non-communicable diseases and promote mental health
3.C: Increase health financing and support health workforce in developing countries



Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
4.4: Increase the number of people with relevant skills for financial success



Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
17.16: Enhance the global partnership for sustainable development
17.17: Encourage effective partnerships

Elekta’s contribution

- Providing access to high-quality and innovative radiotherapy solutions globally
- Offering training and education on radiotherapy to healthcare professionals, particularly in low- and middle-income countries
- Collaborating and partnering with clinics, researchers, governments, and the civil society to develop new products and raise awareness about radiotherapy
- Elekta aims to establish a philanthropic foundation, pending approval of initial capital contribution by the Annual General Meeting, to further improve access to, and quality of, cancer care with special focus on radiotherapy

¹⁾ Low- and middle-income countries as defined in the OECD DAC list of Official Development Assistance (ODA) recipients as underserved in terms of radiotherapy capacity.

Elekta's vision is to improve patient access to the best cancer care. In order to succeed, more than just our equipment is needed; health services must be available and of good enough quality. Particular challenges and barriers to provide radiotherapy in low- and middle-income countries that Elekta face, could be categorized into three main types:

- **Infrastructure:** this includes underdeveloped general healthcare and late-cancer diagnostics, low public awareness, lack of financing and reimbursement systems, and under dimensioned power and energy systems that may not serve radiotherapy equipment appropriately
- **Human capital:** one fundamental element to increase access to care is to have the workforce required for delivering radiotherapy. Trained and qualified radiotherapy professionals – radio oncologists, radio therapists, radio physicists – are limited across the world, but there is a particular knowledge gap in low-and middle-income capabilities
- **Utilization of equipment:** this is related to a usability knowledge gap which may lead to equipment downtime, unnecessarily lengthy treatment plans, patient queues etc.

To help close the access gap we need to overcome these barriers. When we succeed, we directly contribute to target 3.4 of Agenda 2030 which sets out to reduce mortality from non-communicable diseases by a third by 2030.

How are we working with this? Innovating suitable products, focusing on utilization and efficiency

Innovation and R&D drive Elekta and we are committed to offer value creating innovations tailored to regional clinical needs, including the specific needs of underserved markets. This includes lowering the barriers to entry by tailored innovations offered at competitive pricing. These cutting-edge innovations enable the delivery of advanced and evidence-based treatment modalities, such as IMRT/VMAT and SBRT, that can provide outcomes for several indications that are equal to surgery at a fraction of the cost for both provider and patient. The strategy is to offer high-value and high-productivity platforms, such as the newly released Elekta Harmony adapted to the needs of emerging markets by combining the large spectrum of treatment flexibility with cost effectiveness and user friendliness. New solutions and services like this are developed in cooperation with customers, clinics and researchers to effectively meet the specific and demanding challenges of these markets.

As utilization of already available equipment also remains a challenge in low-and middle-income countries, Elekta is committed to drive digital solutions for value-based healthcare and expand utilization of remote AI service platforms to increase high clinical uptime even in hospitals in remote locations, and to shorten and improve treatment plans and patient outcomes. Elekta's software solutions such as ProKnow, a cloud-based PACS platform, uses big data to assess and continuously improve and standardize treatment quality and workflow efficiency. ProKnow helps ensure that clinicians, no matter what their prior experience and knowledge level, can consistently deliver high-quality and efficient care to each and every patient.

Brachytherapy is proven to improve patient outcomes, and survival, for cervical cancer and other indications. It is particularly suitable for low- and middle-income countries as it is

Elekta has set
a goal to enable

+300M
people

in low-and middle-income
countries to get access via Elekta's
installed base by 2024/25

comparatively cost-efficient and enables highly targeted radiation doses to be given safely in a shorter period. It also requires less shielding and is space efficient.

Linear accelerators are pivotal in effective cancer care and represent the largest share of radiotherapy treatment globally. That is why Elekta has set a goal to increase installed linear accelerators in low- and middle-income countries so that 300 million additional people in these countries will get access by 2024/25. This is estimated to be equivalent to an additional 400,000 cancer treatments by 2024/25. This year we for example installed the first ever linear accelerator in Togo.

Closing the knowledge-gap and building human capital locally

In order to increase the bandwidth of trained professionals and improve the standard of treatment quality, we focus our efforts to close the knowledge gap and to build local human capital, in a variety of settings.

Our education and training portfolio broadly aims to cover three main categories of knowledge gap. The first category is focused on our product application that ensure the optimal, safe and efficient use of Elekta's products and solutions. This can involve training clinicians such as radiation oncologists, medical physicists and radiation therapists on various elements in order to go from using 3D conformal treatment to IMRT/VMAT, or further from IMRT/VMAT to SBRT. We have regular instructor-led training courses at customer sites, or Elekta main learning centers such as Atlanta, US; Beijing, China; Crawley, UK, Veenendaal, Netherlands, and Cape Town, South Africa. There are additional smaller regional centers, including centers in Brazil, Australia, Singapore and Japan. When traveling is not possible, most courses can also be conducted as virtual classroom trainings when required as Elekta Digital Learning. During the year, around 12,300 students were trained in this category (compared to 8,647 sessions in 2019/20). Further, self-directed

content such as videos, eLearning, software simulations, through our Learning Management System, is consumed by 14,000 visitors yearly.

A second type of training we offer is peer-to-peer training through our global learning partnership network. Our experienced learning partners share their knowledge and best practice by hosting various clinical observations, clinical courses, and webinars. Through these programs, new users are able to adopt new treatment techniques and improve their clinical outcomes. Our successful LGK system-start and BrachyAcademy are good examples in this category. During the year, over 38,000 clinicians attended clinical courses and seminars.

A third type of training aims to serve an even bigger knowledge gap in radiotherapy, particularly observed in low- and middle-income countries. We partner with local universities, like Hacetepe University in Ankara, and organizations such as the Turkish Radiation Society, to provide free educational contouring courses to radiation oncologists in low- and middle-income countries. BrachyAcademy has also implemented a clinical training program focused on the treatment of cervical cancer, in partnership with Tata Memorial Center in Mumbai, India. During the year Elekta also funded Rayos Contra Cancer, a non-for-profit organization to offer multi-course curriculums to educate Elekta and non-Elekta customers in Africa, the Middle East and South America. These programs are developed and taught by volunteer physicians and medical physicists. Each program accommodated 10–12 centers. The enrollment is free and unlimited at each selected center. Through these training programs during the year, 450 clinicians from 35 clinics were trained, anticipating to benefit an estimated 21,000 patients yearly from improved radiotherapy treatments. Elekta intends to fund a scale-up of this program, targeting to have, by 2021/22, trained an additional 1,700 clinicians from 123 centers, anticipating to benefit an estimated 74,000 patients yearly. Elekta plans to collaborate with more organizations

like Rayos Contra Cancer so we can provide high quality, accessible, and timely education and training to improve cancer patient outcomes in limited-resource settings in low- and middle-income countries.

Aside from training and educational activities, Elekta builds local capacity by expanding direct local presence including by increasing the number of local technical experts (service engineers) that help ensure clinical availability (machine uptime). We are also establishing new legal entities in low- and middle-income countries to better serve customers. During the year we have for example set up an Elekta entity in Egypt. As a side-benefit, our increased presence in low- and middle-income countries creates employment opportunities for Elekta locally, but more importantly creates new opportunities for clinical and technical employment in customer sites – both will contribute to better service and treat more patients.

Advancing radiotherapy infrastructure in public-private partnerships

We engage in partnerships with organizations such as IAEA, WHO, societies like ESTRO Cancer Foundation and ASTRO, as well as global cancer organizations like City Cancer Challenge, UICC and Global Coalition for Radiotherapy, to raise public awareness of the need and importance of radiotherapy as a critical cancer treatment and how innovative technical solutions can contribute to enable access. Elekta has been supporting with funds and/or clinical experts to these organizations to assure their successful progress.

We also work hands-on in partnerships to proactively get the necessary infrastructure in place to increase access to cancer care and specifically radiotherapy treatment. Ministries of Health in low- and middle-income countries sometimes need help and advice to deploy the right resources and plan for relevant technology. We can support them in these decisions and have done so successfully in a number of markets, for example Algeria, Morocco, Egypt and India. Consequently, we have invested in governmental affairs resources to be the focal point and consultant to the different governments and institutions at a national level. Together we can work proactively to get the necessary infrastructure in place to improve early diagnostics and cancer treatment.

Developing customer financing solutions in joint efforts

By partnering with third-party financiers, such as leasing companies or export credit agencies, we can enable financing solutions and other alternative payment models, to help lower the barrier to acquire the modern radiotherapy technology demanded. Partnerships like these accelerate the transfer of know-how and the implementation of solutions at a broad scale, both nationally and internationally. A recent example is the successful closing of a project together with Health Care Global Enterprises, one of the largest healthcare providers in India, for implementing a pay-per-use model across their 29 centers in India and expanding to Kenya. Other successes with private partners are the Indian Elysium or the French Elsan, which have invested in cancer care centers in Rwanda, Senegal, Mauritius, Dubai, Egypt and Turkey. From time to time we also provide financing to customers allowing for longer payment terms.

“ **Testimonial from Rayos Contra Cancer Dr. Bestoon Hasan, participant in Elekta-funded training in Iraq**

... it was an invaluable opportunity for our center to participate in this great curriculum. I am glad to inform you that we passed the test period in our new center and treated 10 patients successfully and we are now able to simulate, plan 3DRT, use IGRT, do quality checks and all other things discussed in the curriculum...



Habib Nehme,
EVP Turkey, India, Middle East,
Africa, APAC and Japan

Why is it so important to focus on radiotherapy in the region you work in?

The annual cancer incidence in my region is almost five million per year, with the total number of patients being almost double that. Consequently, access to cancer treatment is critical. Since radiotherapy is the most cost-effective technology in cancer treatment and should be used in more than 50 percent of the cases alone or combined to other therapies, it is important to focus on it. Currently, the need for radiotherapy runs at around three times the existing installed base.

What partnerships will be the most important in Elekta’s endeavors to close the gap?

Two partnerships are important to improve access. Firstly, with governments for the execution and sustainability of the solutions. Secondly, with the private sector and oncology operators to speed up implementation and to fill the gaps in both technological and human capital. Successful projects with private partners include IHH in Asia, HCG in India and with Elysium and French investors Elsan and dr Faure, who have invested in centers in Asia, India, and Africa.



Performance and outlook

Achievements 2020/21

New goals 2021/22 and beyond

ACCESS TO HEALTHCARE

Developed an enhanced strategy and launched targets to improve access to healthcare and expand Elekta’s reach in low-and middle-income countries.

Installed 163 linacs in low- and middle-income countries in 2020/21.

In 2020/21, 450 clinicians from South America, Africa and the Middle East were trained for free in Elekta funded clinical training with Rayos Contra Cancer. Additionally, a total of 12,300 students were trained through our various product application trainings.

Increase installed linear accelerators in low- and middle-income countries so that 300 million additional people in these countries will get access to radiotherapy by 2024/25. This is equivalent to an additional 400,000 actual cancer treatments by 2024/25.

Additional 1,700 students from low- and middle-income countries enrolled in Elekta funded non-for-profit training with Rayos Contra Cancer by 2021/22.

Test 5



Green Processes

Sustainable and green production processes are necessary for improving patient access to the best cancer care in the long-term. By setting ambitious targets for reducing greenhouse gas emissions and waste, and increasing circularity, Elekta is committed to be part of the solution.

Why is this important to us?

With the ever-increasing gravity of the climate change issue, no matter how big or small the impact, we must all take responsibility for future generations and that of the earth itself. All players need to contribute to reduce greenhouse gas emissions and improve climate resilience by upgrading industries and manufacturing sites.

Elekta's agenda in this area evolves around one overarching task: to help fight climate change and setting an ambitious

roadmap for carbon dioxide emissions reductions in line with the goals of the Paris agreement. To get there, we focus on activities that have high impact, such as adopting more circular business models, using and choosing materials responsibly and efficiently and minimizing waste.

Elekta's main sources of greenhouse gas emissions derive from the extraction and production of materials we are buying from our suppliers, transportation of our products and

Applicable Sustainable Development Goals



- Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- 9.4:** Upgrade all industries and infrastructures for sustainability
- 9.5:** Enhance research and upgrade industrial technologies



- Goal 12:** Ensure sustainable consumption and production patterns
- 12.4:** Responsible management of chemicals and waste
- 12.5:** Substantially reduce waste generation



- Goal 13:** Take urgent action to combat climate change and its impacts
- 13.1:** Strengthen resilience and adaptive capacity to climate related disasters

Elekta's contribution

- Decrease the greenhouse gas emissions at Elekta and throughout our value chain e.g. low-carbon transport alternatives, reducing business travel and scale down waste at our manufacturing sites
- Advancing the circular approach and applying ISO 14000 series design for sustainability standards to all new product development
- Ensuring adherence to our environmental policies and standards

assemblies, as well as use of sold products. Even though the vast majority of our emissions thus are not under Elekta's control, we are committed to work hard to reduce the emissions generated also in our supply chain. From the extraction of our raw materials to the delivery to our customers. This makes our targets challenging and we have to look carefully at our processes to identify ways to improve.

We aspire to be an actor that peers and others can look to for inspiration on our approach to combat climate change. Therefore, Elekta recently committed to develop emission reduction target aligned with the Science Based Targets initiative criteria.

How are we working with this?

Measuring to manage

Elekta has been measuring and reporting our emissions in all categories and scopes for a couple of years and each year our calculations are becoming more accurate and activity-based, and also within the more difficult to measure categories in scope 3.

Last year we established a dedicated program with environmental targets, KPIs, and a global steering team for Green Processes, meeting once a month to align, manage and follow up on activities to reach our targets. One target area we early set out as relevant, was to reduce our power emissions by a minimum of 30 percent across all major sites by 2021/22. In less than 12 months we are already on a good track to achieve that target since our sites in the UK, Sweden and the Netherlands are now all running on 100 percent renewable energy, with the Netherlands' power being produced by a windmill only 4.8 km away from the site.

Transportation and business travel was also identified as an area where our efforts can have big impact. We are working with our transport providers to enable low-emission modalities of transportation, and wherever we can we are switching towards road or sea freight over air transport. By supplying goods from near production sites we can not only decrease our emissions by shortening routes, but also costs and delivery times of transportation. Choosing to work with business partners for the management of transport of finished goods and spare parts, enables a more efficient coordination of transport of our own products as well as those from other companies.

By making fewer business journeys, we also decrease emissions while reducing costs and gaining efficiency for our employees. The pandemic year, where our travel emissions went down 86 percent, has proven to us that we can successfully coordinate major projects and conferences across borders and continents, without having to physically travel – saving both time for our employees and the environment. Elekta's travel policy was updated in 2020/21 and we urge employees not to travel for business unless necessary. Travel by train or road is preferred over air travel whenever possible.

Use materials more effectively and scale down waste

Developing business models based on a more circular approach will enable a decoupling of economic value creation from the consumption of finite resources, a prerequisite for a truly sustainable economy.

Our innovative and high-quality products are assembled using first-class parts, sourced from our global supplier base. Elekta's R&D department drives the application of environmentally conscious design principles during the product development lifecycle, actively addressing opportunities for low energy usage and implementation in areas such as material selection, modular design and circular economy.

“ **Gustaf Salford,**
President and CEO

We fully stand behind the Paris Agreement of 2015 and we are committed to set our targets in line with the Agreement's targets and the SBTi criteria.

The aim is to increase the lifespan of products and materials by refurbishing products, re-using components, reselling parts at their end-of-life, and recycle materials to minimize wasted resources. There are a number of ongoing and planned projects for taking back parts and components of our machines at end-of-life, refurbishing and subsequently re-using them. One example is the take-back of major climate-intense components such as the tungsten collimator in the Leksell Gamma Knife® for refurbishment and re-use.

During the past year we have scaled this practice up and implemented the approach across our product lines, especially our Linac line which represents the largest part of the business. We now include 21 different components from our linear accelerators in this program and we continue to identify new components fit for refurbishment. This circular approach hasn't come without logistical challenges, but it is slowly and steadily proving itself viable, and builds on good practice.

Alongside our aim of increasing product refurbishment, we are also dedicated to decreasing landfill. Our largest manufacturing site in the UK moved to zero waste to landfill during the year, and waste to landfill is already zero in our other two major office sites in Europe (Sweden and the Netherlands).

Last year, Elekta set a target to reduce selected packaging by 30 percent by 2025/26 compared with the 2019/20 baseline. We are working towards this goal through a number of initiatives, including a project that aims to re-design packaging cases for Linacs and Patient Support Systems. By reducing the size and weight of packaging materials, and in some cases reuse packaging, we will be able to decrease the material use and also cut the carbon emissions of our transports.

Environmental compliance across our business and in our supply chain

As we are committed to minimize the environmental impact of all operations and of our products and solutions, we are naturally also committed to be compliant with applicable laws, regulations, and standards regarding the environment. To accomplish this, our manufacturing sites have local environmental management systems that are certified with ISO 14001 or equivalent. The task to improve our environmental performance is further facilitated by implementing a groupwide environmental policy making sure our efforts are focused and coordinated. Hazardous waste from our operations represents less than three percent of our total waste, see [▶ page 65](#) for more information.

Our most prominent environmental compliance risks are mainly found in our supply chain, and involve suppliers specializing in heavy manufacturing processes, coating systems, chemical deposition and metallurgical casting, resulting in potential waste and hazardous chemical disposal. Through our Supplier Code of Conduct, we ask of our suppliers to set the

same level of protection for the environment as we ask of ourselves. Suppliers shall operate in full compliance with applicable environmental legislation and employ suitable management systems. Our suppliers are assessed and monitored also from an environmental risk perspective, using our Sustainable

Sourcing Program – read more on [page 59](#). If a supplier is identified having environmental risks in their manufacturing, they will go through our audit process and will be asked to correct any non-conformities and risk areas. During the past year we were unable to do audits due to the pandemic.

Performance and outlook

Goals communicated 2019/20

Achievements 2020/21

Status **New goals 2021/22 and beyond**

MATERIALS EFFICIENCY

Establish and implement a take-back program for selected parts of relevant products by 2021/22, and a refurbishment program to use reclaimed parts and components by 2025/26.

Ongoing, on track. Our Linac line have increased the number of selected components from 8 to 21 and are actively working with seven different supply chain partners to facilitate these activities. In the past year, over 100 components have been processed through our take-back program. We have also deployed circular economy-requirements into two major new product development projects.



Goals retained.

WASTE

Send zero waste to landfill by 2024/25.

Ongoing, on track. Our largest manufacturing site in the UK moved to zero waste to landfill during the year, and waste to landfill is already zero in our other two major office sites in Europe (Sweden and the Netherlands).



Goals retained.

CLIMATE AND EMISSIONS

Reduce the carbon emissions intensity (kg CO₂e/kWh) from own operations – e.g. energy (Scope 2) – by more than 30% by 2021/22, compared with 2018/19.

Two of our three goals achieved ahead of target. In 2020/21, the emissions intensity (kg CO₂e/kWh) from energy and power supply at our major sites decreased by 12% compared with 2018/2019.



Goals retained for 2021/22. Elekta will develop and submit new emission reduction targets to SBTi for approval by 2021/22.

Reduce carbon emissions intensity (tons CO₂e/MSEK net sales) from business travel (Scope 3) by more than 10% by 2021/22, compared with 2018/19.

Carbon emissions intensity (tons CO₂e/MSEK net sales) from business travel decreased by 86% compared with 2018/19.

Carbon emissions intensity (tons CO₂e/MSEK net sales) from transport and logistics was reduced by 25% compared with 2018/19.

Reduce indirect carbon emissions intensity (tons CO₂e/MSEK net sales) from transport and logistics (Scope 3) by 25% by 2025/26, compared with 2018/19.

CO ₂ e (tons)	2020/21	Change compared with baseline, %	2019/20 ¹⁾	2018/19 (Baseline)
Direct emissions (Scope 1)²⁾	534	-16%	606	639
Indirect emissions from energy use (Scope 2)	1,642	-24%	1,966	2,169 ³⁾
Other indirect emissions (Scope 3)	462,741	-15%	418,011	544,710
Transport and logistics	33,631	-24%	24,172	44,343
Business travel	2,616	-86%	25,177	18,891
Remaining bought products & services	396,317	-18%	368,139	481,012
Sold products ⁴⁾	30,177	—	—	—
Total emissions, absolute use	464,917	-15%	419,977	546,359
Scope 2 CO ₂ intensity per kWh, kg/kWh	0.201	-12%	0.216	0.229
Business travel CO ₂ intensity, kg/MSEK net sales	190	-86%	1,857	1,394
Transports and logistics CO ₂ intensity, kg/MSEK net sales	2,444	-25%	1,783	3,271

¹⁾ Previously reported data in Scope 1 and 2 restated due to improved quality of historical underlying data. Certain categories in Scope 3 have also been adjusted, but some uncertainties regarding the underlying data remain.

²⁾ Data adjusted for previous years: Gas heating in the Netherlands and United Kingdom have been relocated from Scope 2 to Scope 1 as gas is burnt on site.

³⁾ Adjusted to include heating.

⁴⁾ Data reported for the first time in 2020/21.

Please refer to [page 65](#) for reporting principles.

Achieved
 Ongoing, on track
 Ongoing, not on track
 Not achieved



Business Ethics

As Elekta strives for our life-saving products to be available to as many as possible worldwide, we must make it a top priority to combat corruption and other unethical behavior, which can be detrimental to sustainable development. We implement effective compliance and integrity programs with emphasis on values and behavior.

Why is this important to us?

Unethical business practices, such as corrupt or anti-competitive behavior, hinders sustainable economic and social development. Such practices can also have a substantial negative impact on innovation, customers and ultimately the wellbeing of patients.

Agenda 2030 and its SDG 16.5 sets out to substantially reduce corruption and bribery by 2030. It is a prerequisite to reach the other global goals for sustainable development. The healthcare sector is particularly vulnerable to corruption, including improper payments made in good faith due to the close interaction with those in charge of government funds. A high level of interaction with healthcare professionals calls for detailed guidelines on business practices that need to be free from even the suggestion of improper influence. Most of our sales will go through a public tender process, and it is crucial that we implement and promote lawful and sustainable practices, which is also part of Agenda 2030, SDG 12.7.

One of the world’s most ethical companies for the third consecutive year

For the third consecutive year, Elekta was identified as one of the world’s most ethical companies by the Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practice. The assessment process includes more than 200 questions on culture, environmental and social practices, ethics and compliance activities, governance, diversity, and initiatives to support a strong value chain.

Applicable Sustainable Development Goals



Goal 12: Ensure sustainable consumption and production patterns
12.7: Promote sustainable public procurement practices



Goal 16: Promote just, peaceful and inclusive societies
16.5: Substantially reduce corruption and bribery

Elekta’s contribution

Enforcing a robust compliance program to detect, prevent and mitigate unlawful and unethical behavior in all our business activities, raising awareness about sound business practices, and providing compliance training both internally and externally.

Elekta's Anti-Bribery and Corruption Program



1 Top-level commitment

The Board of Directors has overall responsibility for the implementation of an effective compliance program. Our President and CEO reports to the Board and our SVP Chief Compliance & Integrity Officer reports to the Board's Audit Committee, at least four times a year on risks, programs and ongoing issues and investigations. For more information on the Compliance function and its interaction with the Board of Directors, see the Corporate governance report on [page 79](#).

Our President and CEO demonstrates commitment through genuine engagement and regular communication to employees on expected behavior.

2 Risk assessments

We identify our biggest risks through systematic risk assessments where high-risk geographies with strategic importance to Elekta are prioritized. The aim of these risk assessments is to identify any gaps our compliance program might have in a specific region and to implement actions to mitigate such deficiencies. The risk assessments are conducted as workshops together with the relevant regional management and external support. These are supported with specific compliance audits included in the scope of audits performed by the internal audit function. During 2020/21, we focused on Sub-Saharan Africa, Russia and South America. A comprehensive risk identification process was performed considering the typical risk categories of country risk, sector risk, transaction risk, business opportunity risk and business partner risk. The risk assessment results and conclusions need to be put to good use and we are still working with implementing mitigation measures across all Regions with a similar risk profile.

3 Compliance organization

The Board of Directors has assigned the SVP Chief Compliance & Integrity Officer autonomy and resources for the day-to-day management of the compliance program responsible for overseeing high-risk legal and reputational areas (with resources such as regional Compliance Officers reporting into the global compliance function, a dedicated Global Data Privacy Officer as well as a Global Trade Compliance Officer). During the year the reporting line of the compliance function was changed and compliance is reporting to the EVP & General Counsel. Tax matters are managed by Elekta's tax committee and Elekta's tax function.

4 Practical and accessible policies

Our Code of Conduct and Group-wide anti-corruption policy are cornerstones in building and maintaining personal integrity across the company and protecting our reputation.

The Code of Conduct is available in 12 languages and is further elaborated by a number of corporate policies emanating from the Board of Directors and the President and CEO. During the year the global policy framework was updated, and all policies were reviewed and approved by the Executive Management and the Board of Directors. These include policies in the following areas:

- Anti-corruption & dealing with business partners
- Conflicts of interest
- Fair competition
- Confidential information & Trade Secrets
- Insider trading
- Trade compliance
- People & Human Rights
- Procurement
- Data privacy
- Risk management
- Tax strategy

The anti-corruption policy, which is a cornerstone in Elekta's Compliance program, provides guidance to employees and business partners, primarily in various interactions with healthcare providers and professionals. Local Anti-corruption supplements have been developed for certain countries where we have identified a need for more detailed and stricter guidelines than the general standards set forth in the global anti-corruption policy.

In addition to global policies, a number of Ways of working documents are supplementing each area with more detailed guidance, for example in the area of privacy, confidentiality and information security. The focus in these documents is to ensure our products, services and internal processes comply with GDPR, HIPAA, ISO 27001 and other applicable privacy legislation.

5 Communication and training

We strive to make Code of Conduct training as relevant and engaging as possible for employees and business partners. Our Code of Conduct and integrity training includes real-life case scenarios and ethical dilemmas with focus on the psychology of decision-making.

How are we working with this?

Elekta's anti-bribery and anti-corruption compliance program is based on best-practice elements as defined by leading enforcement agencies and external expectations, yet tailored to Elekta's specific needs, risks and challenges. It consists of nine activities designed to strengthen business ethics and prevent corruption and improper payments. The management approach of trade compliance, fair competition and data privacy are also described in the nine steps below.

How do we know the program is working?

Elekta measures the Compliance program effectiveness through risk assessments. The aim is to identify and remedy gaps we may have in our program due to for example specific country risk or local challenges. The risk assessment also serves as a good indicator of local knowledge about Policies and procedures and whether local management genuinely engages in promoting compliance and integrity.

Code of Conduct training is included in the employee orientation program for new hires to ensure that all employees understand Elekta's expectations from the very start of their employment. Compliance is also an integrated part of training in the Elekta Leadership Programs.

To provide hands-on and easily available guidance on the main corporate policies, regular training videos dedicated to a specific topic are published internally. To ensure a wide distribution and that the policies are understood and practiced by all employees, this material is embedded in a mandatory Code of Conduct course.

The Code of Conduct training is supplemented with customized anti-corruption and compliance training to both Elekta employees and business partners. We also provide such customized training in-person, focusing on the risk employees face in their daily work, in various compliance areas. During this year a new concept was launched to adjust to the pandemic situation with travel restrictions. Our Code of Conduct training was moved to an app that accommodates more engaging ways of delivering training through videos, quizzes and competitions between functions/teams.

6 Third-party risk management program

To manage third-party representative risk, we have strict requirements on completion of an automated risk-based due diligence on all third-party intermediaries, and inclusion of compliance-with-laws language in all representative agreements. The compliance-with-laws clause sets forth clear expectations on business conduct and provides audit rights.

The third-party risk management program has been introduced in three phases covering: (1) commercial intermediaries, (2) government officials and other non-sales intermediaries such as registration agents and customs brokers and (3) high-risk product suppliers. During the year we assessed the practical implementation, adherence to and overall effectiveness of the third-party risk management program. The program is being submitted for external verification to ensure we have reasonable assurance to have prevented third parties from committing bribery on Elekta's behalf.

7 Interactions with healthcare professionals

We have clear guidelines in our anti-corruption policy on interactions with healthcare professionals. These guidelines are aligned with codes that have been developed with peers in leading industry associations

Elekta includes root cause assessments as part of our case management process. The aim is to detect and prevent similar misconduct and to test whether the existing controls were adequately designed to mitigate the risk. We also ask our entire workforce about their perception of whether we "walk the talk" on compliance and integrity. An all-employee survey is launched every year to gauge employees' perceptions in this regard. Questions include whether Elekta's senior management genuinely promotes a culture of compliance and integrity, and whether employees believe concrete actions would be taken should they report a violation of the Elekta Code of Conduct.

Elekta's programs are continuously benchmarked with our peer companies and we participate in external surveys to measure our performance against best practice.

(e.g. COCIR and Advamed). Such cooperation and alignment is key for the creation of a binding framework for ethical business conduct between the medical device industry and healthcare professionals.

8 Detect and respond

To facilitate employee reporting of any violations of the law or Code of Conduct, Elekta has established a global whistleblower process and a reporting tool, the "Elekta Integrity Line", available in all applicable languages, that can be used to anonymously report any suspected violations. All cases are checked internally by the SVP Chief Compliance & Integrity Officer, and regularly reported to the Board of Directors. Each relevant case is reviewed and followed up, to the extent feasible, with appropriate remediation measures. Elekta Integrity Line is now also open for external reporting, from any stakeholders.

In 2020/21, nine cases of alleged violations of law or our Code of Conduct were reported either through the Elekta Integrity Line, directly to Compliance through our specific compliance e-mail address, or through other channels. Most of the cases related to people and leadership issues. All relevant cases are being reviewed and followed up with appropriate measures. During the year an in-depth assessment was made of Elekta's hotline reporting process, and statistics on reported allegations during the last seven years were reported to the Audit Committee. Among the findings it was noted that most of the concerns reported over the last seven years pertain to business ethics and compliance with laws. While the statistics for Elekta suggest a relative low number of reports compared with benchmark, most of the cases reported had some merit which indicates that "Hotline reporting" is done in a meaningful way and very few (if any) reports have been made in bad faith.

9 Monitoring and continuous improvement

To ensure the effectiveness of a compliance program, audits must be performed to ensure adherence to our policies and procedures. Where relevant, compliance-specific questions are included as part of audits performed by the Internal Audit function. Findings from audits are used in improving both local and global programs.

Performance and outlook

Goals communicated 2019/20	Achievements 2020/21	Status	New goals 2021/22
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RISK ASSESSMENTS

Complete anti-bribery and corruption risk assessment in South America.	Completed.		Complete anti-bribery and corruption risk assessment for Region Europe
All employees in customer facing sales roles to complete training on lawful interactions during public tenders.	Training still ongoing for employees, goal revised.		Goal revised to extend training to all employees and third parties involved in sales working for and on Elekta's behalf, to be completed during FY 2021/22
Finalize audit of adherence to the Third-Party Risk Management Program and complete both phase 2 and 3 of the Third-Party Risk Management Program.	Goal revised during the year to embed an enhanced Monitoring program and plan as part of the Third-Party Risk Management Program. An enhanced inventory and risk classification model of the third-party universe was created along with a monitoring program and plan.		Implement Third-Party Monitoring program and complete monitoring process for 40% of total third-party population during an 18-month period

COMMUNICATION AND TRAINING

Complete "Compliance Days" trainings for all regions and "Compliance Ambassador Program" to cover all markets.	Training completed for majority of regions and Compliance Ambassador Program completed for majority of markets. Goal revised due to new training delivery model adapted to Covid-19 circumstances, involving Compliance Ambassadors to a greater extent.		Complete Compliance training for all regions.
Refreshed Code of Conduct training rolled out to all employees with a 100% completion rate target using mobile platform.	Completed.		Annual all-employee Code of Conduct to be completed for 100% employees according to enhanced training model, further adapting training to the employee's individual profile
Roll out Code of Conduct training for distributors through mobile platform.	Goal revised due to new training delivery model.		Complete Code of Conduct and enhanced Compliance training for all third parties according to new delivery model

DETECT AND RESPOND

Re-launch transparency and openness campaign in conjunction with refreshed Code of Conduct training.	Completed		Continue to increase response rate for participation in annual all-employee Integrity Survey with a target of at least 50% participation.
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Achieved
 Ongoing, on track
 Ongoing, not on track
 Not achieved



People in Focus

From the people in our supply chain and our more than 4,000 employees across the globe, to the patients receiving treatment with Elekta’s solutions; people are the core of our business.

Why is this important to us?

Elekta’s employees and the people working in our supply chain are instrumental in achieving our goal of increasing access to healthcare globally. Each and every employee in our day-to-day operations contributes to making a difference to the lives of millions of patients around the world. In fact, around 2 million patients are treated with Elekta’s solutions every year.

Attracting and retaining qualified employees is a precondition for us to keep our successful position as innovator of cancer treatments. We offer a wide range of opportunities for our employees, such as acquiring diverse skills, gaining international experience, and accessing personal development and career advancement. Our aim is to create a culture and workplace where employees can grow professionally as well as personally.

Applicable Sustainable Development Goals and targets



Goal 5: Achieve gender equality and empower all women and girls
5.5: Ensure full participation in leadership and decision-making
5.C: Adopt and strengthen policies and enforceable legislation for gender equality



Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
8.5: Full employment and decent work with equal pay
8.7: End modern slavery, trafficking, and child labor
8.8: Protect labor rights and promote safe working environments

Elekta’s contribution

Safeguarding the human rights and labor rights of everyone working at Elekta or in our supply chain globally. Ensuring that we offer an inclusive and safe working place.

How are we working with this?

Our approach as employer

Our People policy summarizes our approach as employer and is based on internationally proclaimed human rights and labor rights standards. The Human Resources function is responsible for the maintenance, training and monitoring of the policy as well as for investigating reports of potential violations. Managers in relevant functions are responsible for ensuring that the policy is implemented in their line organizations and that employees and contract workers in relevant areas of responsibility are familiar with and follow the standards set forth.

Elekta's global People Agenda aims at leveraging the full potential of our employees in executing our overall company strategy. The agenda is based on the following cornerstones:

1. Strengthen one-Elekta culture based on leadership and individual Elekta behaviors
2. Continue to drive leadership development at all levels of the organization
3. Drive focused development actions, mobility, and rotation to increase diversity and strengthen the people pipeline
4. Further reinforce people development and talent acquisition connected to current business needs and long-term workforce planning
5. Continue to drive the HR Excellence program to improve people process efficiency, digitalization, and HR business partner capabilities

Following up on performance and employee engagement

Performance reviews and development plans enable employees to be accountable for their performance and drive their

career development. Employees are assigned development plans annually and performance is reviewed quarterly. The importance of acting in line with our values and for our leaders, in accordance with our Leadership Cornerstones, is in constant focus. The rating is based on the performance of individual objectives and overall performance.

To understand what to focus on to become better as an employer as well as an organization, we conduct thorough bi-annual Group-wide employee engagement surveys. This survey includes a range of indices, including engagement, team efficiency and leadership. The latest comprehensive survey was conducted in February 2020. In between the larger surveys we follow up with smaller pulse-surveys to understand perception and evaluate actions to increase for example employee engagement. In late 2020 we carried out an employee wellbeing pulse survey to measure employees' wellbeing and how it has been affected by the pandemic. For this year's results, see [▶ page 58](#) and [61](#).

Tailored training and development programs

People development is at the top of Elekta's strategic agenda. In today's rapidly changing world, continuous competence development is crucial. Elekta employees are provided with a personal development plan based on the best practice model 70:20:10. The model involves 10 percent formal training; 20 percent developmental relationships such as peer coaching and support from a line manager, a mentor or similar; and 70 percent applying the acquired skills in the employee's daily work, or in a stretch project. This enables the employee to maximize the development opportunity.



Interview with Karin Svenske Nyberg, EVP Human Resources

Covid-19 has challenged how we work – how do you ensure that employees remain engaged?

We have stayed close and continued to involve and include. It is in our teams that we create results, so our focus has been on the day-to-day work, for example managers checking-in with their staff. Our pulse checks have shown increased engagement during the year. We have also increased internal recruitment, which shows that employees are feeling engaged and that they can develop at Elekta.

How will you achieve Elekta's ambitious diversity targets?

We will continue to strengthen our recruitment routines to ensure there are many female candidates. It is also important to work with employer branding to get more to apply. A bigger talent pool will contain more competent women, enabling us to hire more.

What sets Elekta apart from its competitors from an employee perspective?

Our purpose and the opportunity to contribute to change. Compared with our industry, we are entrepreneurial, agile, and dynamic. We put our employees center where they can steer their work and impact the world and make a difference.



Our leaders play an essential role in driving our continued transformation. We are running global leadership development programs for Elekta managers and employees who are identified for promotion. These include:

- Elekta Model Entrepreneur Program, is a one-year program aiming to support managers in developing their capabilities to drive change and encourage commitment among employees
- Elekta Model Leader Program, is also a one-year program, open to 10 participants per region per year, and is aimed at strong leaders aspiring for a senior leadership role
- Elekta Model Manager Program, tailored for new managers to learn how to become a more effective manager and covers topics such as team communication, productivity, and engagement
- Elekta Global Trainee Program, a challenging and rewarding year-long program where trainees rotate between business lines, global offices or work directly with our CEO. Through the program, trainees gain the network, skills and business insight to take the next step within Elekta and in time assume a leadership role

In addition to the global programs, Elekta offers local training programs throughout the organization. For instance, we offer the one-year program, Early Career Assessment and Orientation Program, to identify and develop more junior high-potential employees across our European operations.

A diverse and inclusive workplace

We believe that a diverse workforce and an inclusive and respectful work environment are essential components of a thriving innovative and sustainable business. Working at Elekta should mean that everyone has equal opportunities no matter gender, ethnic background, nationality or religion. Our approach is outlined in Elekta's policy for diversity and inclusion and progress is evaluated against clear targets and reported annually.

Our long-term goal is to increase the underrepresented gender (today female) in senior leadership positions to 30 percent by 2022/23. We aim to achieve this by ensuring that there is female representation in recruiting processes, evaluating candidates to new roles fairly, identifying new hires with high potential for managerial roles, ensuring a balanced gender distribution in our leadership programs, and developing processes for equal pay for equal work. Gender pay gap reviews of comparable roles within the company are conducted locally and based on local regulations and legal requirements. To increase

“**Ferhan Bulca,**
VP QA Solutions
**Elekta Model
Entrepreneur Program**

The Model Entrepreneur Program provided me with an extremely valuable network of forward-thinking colleagues with whom I can question the status quo, associate seemingly unrelated areas, and create new and improved solutions to bring to market.

“**James Travis,**
Director of Global
Learning Operations
**Elekta Model Leader
Program**

I have been able to apply the learning from the program in much of what I do professionally day-to-day and have also continued my own development through the mentoring opportunity offered as part of the program too. Overall it has been a fantastic learning experience that has proven invaluable!

focus on the development on females in senior leadership roles. Gender diversity is a specific focus area for our newly established Senior Appointments Board that is chaired by Elekta's CEO. Local diversity and inclusion initiatives include a newly founded Diversity, Equity, Inclusion and Belonging Committee at Elekta Americas. The purpose of the committee is to research, develop, and propose mechanisms that will help drive profitability and customer satisfaction through a committed and engaged employee base, and make Elekta an inclusive and rewarding place to work. In conjunction with this, a Women's Initiative has also been created. The aim of the initiative is to increase the share of female recruits; provide training, sponsorships, coaching and mentorships; and support women in the workplace.

Health, wellbeing and safety of employees

The health, wellbeing and safety of employees and subcontractors are vital aspects of our sustainability agenda and a foundation for our continued success. We are committed to ensuring a safe work environment throughout our operations, preventing workplace accidents, injuries, and illness, and we have a vision of zero workplace accidents by 2022.

Elekta's manufacturing sites operate local occupational health and safety management systems. These have been designed in line with national legal requirements and comprise various policies, processes and procedures depending on the sites' operations. All occupational health and safety management systems cover Elekta's employees as well as subcontractors working for us.

The sites operate local occupational health and safety committees or working groups that identify hazards, assess risks and investigate workplace incidents. These working groups comprise selected representatives from the local management team, health and safety specialists and most commonly also employee representatives from various departments at each site. The working groups convene every two to three months.

Risk assessments are in place for the activities that are carried out by Elekta's workers. The specially trained health and safety managers also carry out walk-around audits and inspections to identify hazards. They also investigate reported incidents. Sometimes external advisors are consulted in these activities. When hazards are identified and incidents occur, the internal processes are reviewed and risks assessments are updated.

Employees and other workers are also encouraged to report work-related hazards and hazardous situations to their managers or to the health and safety manager directly if necessary. Employees working off-site, for example with installations or service at hospitals, are always trusted to evaluate their working conditions and may discontinue their work until the health and safety issues have been resolved.

Workers are offered health and safety training depending on the specific needs according to their role and responsibilities. As stipulated in the Code of Conduct, and in our people & human rights policy, everyone with a job that requires specific safety instructions and protection will receive all necessary training before starting the work, and the workplace must be equipped with adequate protection materials and tools.

Health and safety training covers general health and safety practices as well as sessions on specific work-related hazards such as chemicals and radiation hazards. Health and safety matters are also communicated through the line organization and displayed on staff notice boards. At some sites there are work safety meetings where workers are invited to participate. Employees are also consulted in the development, implementation and evaluation of the management systems.

The promotion of worker health is important to Elekta and we partner with non-occupational healthcare providers as part of the compensation and benefits system at some sites. Other sites offer medical exams annually. Elekta also encourages employee wellbeing and health through webinars and the sponsoring of company sports associations.

New ways of working

Employee engagement

2020/21 has been unusual in many ways as the pandemic challenged established ways of working. At Elekta, employee engagement and efficiency have been in focus this year. Elekta identified early on that creating a strong support system for employees was going to be essential for their wellbeing. This has resulted in structured guidance for employees and leaders on homeworking, digital communications as well as mental and physical wellbeing, among other topics. In the light of the challenges of the pandemic, we are proud to see that the global employee survey results showed an increase in all areas of employee engagement, team efficiency, leadership index and Net Promoter Score (eNPS). Our engagement index at a global level increased from 80 to 83, a remarkable accomplishment in a year like this.

Recruitment and onboarding

Elekta attracts highly skilled employees across its markets. The pandemic has not had an impact on our ability to hire the right employees, but Elekta has made changes to the recruitment process and virtual interviews have become the norm. Naturally, ways of working are also more commonly discussed during the hiring process.

Efforts to adapt the onboarding process were quickly launched in the spring of 2020. IT and HR increased their collaboration to ensure that equipment is available and provided depending on the new employees' situations. Furthermore, face-to-face onboarding sessions have been replaced by online meetings and virtual team meetings have made new members feel welcome and supported their integration into the company.

Employee training

For a knowledge intensive company like Elekta, the training of employees is vital. We have leveraged our knowledge and experience from the transition from

our external training to digital formats (read more on [page 56](#)) to inform our internal employee development offerings. In 2020/21 Elekta implemented a wide-scale LinkedIn learning pilot across the Group, as well as creating functional learning journeys within various digital platforms. Additionally, we connected with our managers and leaders through online sessions and provided relevant materials for self-study for all our employees.

Responding to changing conditions

In 2020, Elekta's Group Crisis Management Team, comprising members of Elekta's Executive Management team, started working together with a network of local teams in our major locations. Local working practices and on-site routines have been adapted in line with local laws and regulations.

“ **Dee Mathieson,**
Managing Director
of Elekta Ltd

We have had a lot of very positive feedback from our employees about the support provided for their wellbeing during the Covid-19 pandemic. I am very proud of what the local HR team have put in place and the level of support they have had from other employees, for example the mental health first aiders. It is heartening to see how everyone pulled together at a time of crisis.

Occupational health and safety impacts directly linked to our business include radiation and off-site installations. Safety measures related to radiation include purpose-built shelters for testing, personal dosimetry for workers exposed to radiation and regular occupational health physical exams. Specific instructions and routines have been established for workers engaged in off-site installations.

We are concerned with the health, wellbeing, and safety of all our employees, and will continue to develop this agenda in relation to both physical and psychological aspects. Discrimination, harassment or bullying at the workplace jeopardize the health and wellbeing of our employees, conflict with the company's success and are obviously not tolerated in any form.

Safeguarding human and labor rights

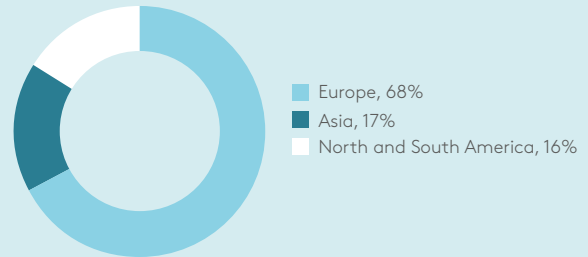
Elekta has a global base of suppliers to Elekta's manufacturing processes. Most of our suppliers of direct materials do not operate in countries with a known high exposure to poor human rights. Such exposure is located further upstream in our supply chain, where there may be a risk that workers work excessive overtime, lack freedom of association, experience forced labor or have low wages. Some of our products contain, to a smaller extent, minerals such as cobalt and tungsten, which are often mined in high-risk or conflict-affected areas and there might be modern slavery-like working conditions connected to their extraction. We are members of the Responsible Minerals Initiative and are working with them to trace the source of minerals in our products, ensuring the minerals have been extracted under decent working conditions.

Our commitment to human rights and labor rights is set out in the Elekta Code of Conduct, which prohibits any form of forced, compulsory or child labor and proclaims the right to fair wages including time to rest, overtime compensation and holidays. The Code of Conduct is complemented by a Supplier Code of Conduct, which presents more specific requirements on Elekta suppliers, in all markets and jurisdictions. The Supplier Code of Conduct includes more detailed requirements on human rights and labor rights. It also covers the sourcing of conflict minerals, business ethics, and environmental protection. Under the Supplier Code of Conduct, all Elekta suppliers are required to set the same requirements for their suppliers.

We have a due diligence and follow-up program (Sustainable Sourcing Program) to identify and mitigate any non-conformities with our Supplier Code of Conduct, and ultimately to ensure that our suppliers respect basic human and workers' rights. The program consists of thorough self-assessment questionnaires supplemented by Elekta's risk assessment. Based on this a supplier is classed in a risk group. If in a medium or high-risk group, we either conduct an additional desktop analysis or an on-site audit to understand more. Our approach is always cooperation and continuous improvement, regardless of risk score. We will engage with suppliers and provide guidance when necessary to close non-conformities and improve results. Ending a business relationship is a last resort and only an option if the supplier is not willing to improve. So far this has not been necessary.

In 2020/21 Elekta identified deviations in the implementation of the Sustainable Sourcing Program itself. As a result, we have taken a step back and launched a review of the program. The review covers areas such as the structure, action plans, workflows, staffing and quality assurance of the program to ensure

GEOGRAPHIC LOCATION OF SUPPLIERS, BY SPEND



that the program is in line with Elekta's high standards and industry best practice. The conclusions of the review, along with external frameworks and legislation such as the European Union's upcoming Corporate Due Diligence and Corporate Accountability Directive, will feed into the revised program.

Elekta's procurement function is responsible for implementing the Supplier Code of Conduct and the Sustainable Sourcing Program, with advice from Elekta's Sustainability Manager. Sustainable sourcing and production is addressed by the Procurement Excellence Forum that comprises the Head of Procurement of each business line, sustainability leads from relevant business lines, Head of Facilities, members of the Logistics team and other relevant representatives. The forum is chaired by Elekta's Global Procurement Director.

Striving for the highest quality and product safety

Quality and safety in all our products and offerings are top priorities and permeate our entire operations. The goal is to meet the highest possible safety standards for all products, for customers and patients, as well as for the company's own installation and service employees. Elekta's products are developed, manufactured, marketed, sold and serviced in accordance with quality-controlled processes. As a medical device manufacturer, Elekta must comply with strict and comprehensive international legal requirements and product safety standards. Elekta's business line function Product Quality & Service is specialized to improve and monitor product quality. For more information about the Medical Device Regulation, see [page 80](#) and [96](#).

Elekta is certified with ISO 9001 (quality management systems) and ISO 13485 (design and manufacture of medical devices). Requirements in national regulations are implemented as applicable in the specific procedures concerned such as the requirements of reporting of incidents and recalls. Quality management systems are reviewed by both internal and third-party auditors and certified by external regulatory bodies and authorities that conduct regular inspections.



Performance and outlook

Goals communicated 2019/20 **Achievements 2020/21** **Status** **New goals 2021/22 and beyond**

EMPLOYEE ENGAGEMENT

Increase eNPS to 20 by 2022/23.	Completed. eNPS increased to 23 in 2020/21.		New, more ambitious goal introduced: increase eNPS to 26 by 2023/24.
Reduce employee turnover rate (voluntary attrition rate) to 7% by 2022/23 globally.	The turnover rate decreased by 0.7 percentage points to 7.2 percent.		Goal retained: Reduce voluntary attrition rate to 7% by 2023/24
Improve overall employee experience based on results from individual employee and team discussions, comprehensive or pulse surveys and other dialogue forums.	The 2021 employee survey recorded overall improvements in team efficiency, leadership and engagement. All categories are above the external benchmark. The high response rate in the survey is maintained, 90% this year. In 2020/21, all employees received regular performance and career development reviews.		Goal retained: Improve overall employee experience based on results from individual employee and team discussions, comprehensive or pulse surveys and other dialogue forums.

DIVERSITY AND INCLUSION

Increase the female/underrepresented gender representations in critical business positions to 30% by 2022/23.	In 2020/21 the share of females in critical business positions increased to 23%. The gap between voluntary attrition rate among female and men employees has decreased to 2.1% from 2.3% in 2019/20. Read more about Elekta Americas' Women's Initiative on page 57 .		Goal retained: Increase the female/underrepresented gender representations in critical business positions to 30% by 2022/23.												
Implement, assess and review gender pay gap reviews in our larger sites globally in a meaningful way.	<p>Gender pay gap in 2020/21, per geography</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Gender Pay Gap</th> </tr> </thead> <tbody> <tr> <td>United Kingdom</td> <td>6 %</td> </tr> <tr> <td>United States</td> <td>4 %</td> </tr> <tr> <td>Sweden</td> <td>0 %</td> </tr> <tr> <td>The Netherlands</td> <td>11 %</td> </tr> <tr> <td>China</td> <td>0 %</td> </tr> </tbody> </table> <p>In 2020/21 there was no gender pay gap in Sweden and China. The largest pay gap was reported in The Netherlands and reflects the site's gender balance where there are relatively few women in senior positions.</p> <p>Gender pay gap is measured at Elekta's larger sites. For reporting principles, see page 66.</p>	Location	Gender Pay Gap	United Kingdom	6 %	United States	4 %	Sweden	0 %	The Netherlands	11 %	China	0 %		Goal retained: Continue assess and mitigate gender pay gap in our larger sites globally in a meaningful way.
Location	Gender Pay Gap														
United Kingdom	6 %														
United States	4 %														
Sweden	0 %														
The Netherlands	11 %														
China	0 %														
Promote a geographically and culturally diverse workforce.	Ongoing. In the US, Elekta has established a Diversity, Equity, Belonging and Inclusion Committee – see page 57 .		Goal retained: Continue to promote a geographically and culturally diverse workforce.												

Achieved Ongoing, on track Ongoing, not on track Not achieved

**Goals communicated
2019/20**

**Achievements
2020/21**

**Status
New goals 2021/22
and beyond**

OCCUPATIONAL HEALTH AND SAFETY

Zero vision of workplace accidents by 2022.
Develop the global work environment policy (incl. psychological work environment).

In 2020/21 Elekta recorded a total of 15 incidents and lost-time cases. This is a decrease of 10 incidents compared to last year. There have been seven incidents of discrimination in the year, of which all have been investigated and resolved without any further actions. No incidents are still ongoing. Reported incidents of discrimination are primarily reviewed by the local HR function as well as by an independent party. The global work environment policy is underway.



Goals retained:
– Zero vision of workplace accidents by 2022
– Develop the global work environment policy (incl. psychological work environment)

SUPPLIER ASSESSMENTS INCL. HUMAN RIGHTS

Supplier Code of Conduct training to procurement staff as required.

Ongoing. 47 procurement employees have taken part in sustainability risk awareness training totaling 47 hours in the year. The training includes supply chain sustainability risks, including management and mitigation of these risks. Topics discussed include human rights, workers' rights, conflict minerals, corruption, environmental risks etc.



Goal revised: Training on sustainability risk awareness in the supply chain to be offered to relevant employee groups.

Expand the Sustainable Sourcing Program to appropriate indirect suppliers by 2020/21, and continue assess direct suppliers.

During the year, Elekta has focused on a review of the Sustainable Sourcing Program. Read more on [page 59](#).



New goals will be set upon the completion of the review.

Audit all new high-risk suppliers by 2020/21.

100% of Elekta suppliers of products with 3TGs/ cobalt to require their smelters validated by 2021/22.

Currently reviewed, as above.



As above.



Achieved



Ongoing, on track



Ongoing, not on track



Not achieved

Sustainability governance and reporting principles

Structured sustainability governance, stakeholder dialogues and materiality assessments ensure that we focus on our most material topics and enable us to track our progress.

Governance structure for corporate responsibility and sustainability

By incorporating the program for corporate responsibility into our line operations, we ensure effective management and alignment with other strategic initiatives and targets.

The Board of Directors governs Elekta's sustainability program on a high level and our CEO reports to the Board on major issues. The Group's compensation and sustainability committee oversees quarterly Elekta's environmental and social work. Matters pertinent to business ethics and compliance are overseen by the Audit Committee. For more information, please see [page 77](#).

A cross-functional steering committee, comprising the CEO and selected members of the Executive Management, regularly discusses matters pertinent to corporate responsibility and sustainability. The committee comprises the CEO, selected members of the Executive Management and includes functions such as finance, communications, HR, legal, strategy, and compliance and sustainability. The work of this group streamlines the process of implementing relevant actions and targets throughout the different functions and business lines in our organization, as well as measuring results. The corporate responsibility program is developed and coordinated by the Compliance and Sustainability function at Elekta, managed by the SVP Chief Compliance and Integrity Officer and the Global Sustainability Manager.

Defining material topics and reporting content: stakeholder engagement and materiality assessment

Our approach to sustainability is all about focusing where it matters the most. By engaging with stakeholders and continuously developing our sustainability agenda, we have the best opportunity to conduct our business sustainably and thrive in an ever-changing environment.

Elekta continuously engages in dialogues with stakeholders such as investors, clients and employees. Insights and conclusions from these continuous dialogues inform our agenda and activities. Elekta also conducts more comprehensive stakeholder dialogues intermittently, the last one being in 2018/19. The dialogue engaged a number of our investors, all our employees as well as our Executive Management team and their directly reporting managers. Stakeholders were asked to rank various sustainability issues and individual topics based on their importance to our business and their impact on sustainable development. Input from relevant networks as well as general external stakeholder priorities of the medical supplies sector were also accounted for. Results were analyzed and discussed in the steering group for corporate sustainability. In 2019/20, Elekta carried out a thorough gap and benchmark analysis comparing the sustainability program and reporting with industry standards, peers and various sustainability rating indices. The analysis proved that our reporting is generally in line with best practice, but also identified areas of improvement such as climate change and emissions. This year, Elekta has focused on engaging customers in dialogue.

Forums for sustainable development

Elekta is an active member in networks and industry associations working on sustainability and human rights to ensure that we contribute to, and are up to date with, the global sustainability agenda. We are actively participating and collaborating in networks and organizations such as the following:

- UN Global Compact and its Swedish network
- Swedish Leadership for Sustainable Development (coordinated by Swedish International Development Agency)
- Responsible Minerals Initiative
- ICC Sweden's Sustainability Committee
- COCIR (e.g. the EHS steering committee)

Our material topics and their boundaries

Drawing on the conclusions from the stakeholder dialogue, legal requirements, risks and opportunities, we have identified a set of important topics, based on the double materiality principle. The topics cover a wide range of different issues along the value chain.

Compared with last year’s report Elekta has further developed the reporting and aligned its most material topics and terminology with GRI Standards. The table below describes the specific boundaries – where the impact occurs. The size of the bullet reflects the scope of our impact.

Material topics	Research and development	Sourcing and manufacturing	Logistics	Marketing and sales	After market and service
ACCESS TO HEALTHCARE					
Access to healthcare	●			●	●
Innovation and R&D	●			●	●
GREEN PROCESSES					
Materials efficiency	●	●			●
Emissions	●	●	●	●	●
Waste		●			
Environmental compliance	●	●			
Supplier environmental assessments		●			
BUSINESS ETHICS					
Anti-corruption		●		●	●
Fair competition and public tenders				●	●
Export control and safe trading	●	●	●	●	●
Customer privacy	●			●	●
PEOPLE IN FOCUS					
Employee engagement	●	●	●	●	●
Occupational health and safety	●	●	●	●	●
Diversity and inclusion	●	●	●	●	●
Supplier social assessments		●			
Human rights assessment		●			
Customer health and safety	●				●

¹⁾ See pages 67 for the GRI Content Index with page references for each material topic.

Reporting data and principles

Green processes Materials

(weight in tonnes)	2020/21	2019/20 ¹⁾
Non-renewable materials	3,049	2,682
Renewable materials	859	770
Total	3,908	3,452

¹⁾ The reported numbers from 2019/20 have been restated as a result of increased data quality.

The increased use of materials is a result of increased sales and shipments during 2020/21.

Non-renewable materials include metals, composites and ceramics, electronics and other materials used in the manufacturing of Elekta's products. Renewable materials include materials used in transport and packaging such as wood and cardboard.

The data compiled is based on material types and composition of standard products and may exclude certain parts. It covers Neurotherapy (Leksell Gamma Knives), Radiotherapy (Linacs) and MR-Radiotherapy (MR-Linacs) products, that were manufactured and shipped during the fiscal year 2020/21.

Greenhouse gas emissions

Greenhouse gas emissions are presented as carbon dioxide equivalents (CO₂e) in line with Greenhouse Gas Protocol's Scopes 1, 2 and 3. Emission factors are mainly based on data from DEFRA 2020 (includes all greenhouse gases) for travel and transport; Association of Issuing Bodies (AIB) and the National Energy Foundation Carbon Calculator for electricity emissions; and the World Input Output Database 2013 (includes CO₂, CH₄, N₂O) for remaining products and services.

A significant share of the travel and transport suppliers have provided CO₂e data to Elekta directly (100% of the total travel emissions are based on supplier activity data; for transport 41% of the total transport emissions are based on supplier activity data). Electricity and gas usage from Elekta's major sites and offices (Sweden, the Netherlands, China, the United Kingdom) has been calculated using the actual kWh amounts used and considering the respective renewable tariffs where applicable and using the National Energy Foundation Carbon Calculator for the remaining locations.

Emission data for travel not coming from travel suppliers directly has been calculated by considering the travel mode and distance traveled; emission data for logistics not coming from logistics suppliers directly has been calculated by considering the transport mode, weight of transported goods and distance of transport; emissions associated with remaining products and services have been calculated based on spend per sector categorisation; emissions associated with the use of products sold during the reporting period have been assessed by considering the energy usage per product (Linac, MR-Linac and Gammaknife) over its lifetime together with the energy mix of the country to which a product has been sold to. Further, a data input error within the scope 3 category logistics has been corrected.

For scope 1 and 2, enhanced clarity on actual usage figure have been integrated (also for historic data) to correct the figures and allow comparable results.

Global warming potential values (GWP) are based on the IPCC Fourth Assessment Report (AR4). Elekta uses the financial approach for consolidating GHG emissions and is not offsetting carbon. The calculations were carried out by a third-party provider.

Waste

Non-hazardous waste, by disposal method

(weight in tonnes)	2020/21	2019/20	Change,%
Energy recovery	281	340	-17
Recycling	52	113	-81
Landfill	58	69	-16
Total	391	522	-25

Hazardous waste, by disposal method

(weight in tonnes)	2020/21	2019/20	Change,%
Energy recovery	0	3	-100
Incineration	10	4	150
Total	10	7	42

Waste data includes our sites in Netherlands, Sweden, the United Kingdom, China, the United States and Canada.

Data is mainly actual and based on information provided by the waste disposal contractor at each sites. Data from the US and in China however, are based on estimates (partly due to waste being built into lease contracts, partly due to reporting of waste based on calendar year as opposed to financial year).

Environmental compliance

Elekta has not been subject to any significant fines or non-monetary sanctions for non-compliance with environmental laws.

Business Ethics

During 2020/21, there were two substantiated complaints concerning breaches of customer privacy or losses of customer data. The first case was an Elekta supplier who reported a suspected breach to Elekta concerning a booking system used for tradeshow and events. Elekta immediately initiated an investigation of the extent of the breach and it was reported to the Swedish Authority for Privacy Protection as a cross border data breach, due to the fact that it affected data subjects in several EU member states.

The other case was a customer case in which some information was sent by email, rather than the approved channels. It was discovered immediately and all possible copies of the email destroyed. The customer was informed of the incident, but it did not require a formal report to the United Kingdom's Information Commissioner.

In 2020/21 there were no confirmed incidents of corruption, and no legal actions for anti-competitive behavior, anti-trust, and/or monopoly practices. For pending legal disputes, see

➤ [page 97](#).

People in Focus Elekta's employees¹⁾

Total number of employees by employment contract (permanent and temporary), by gender

	2020/21		
	Permanent contract	Temporary contract	Total
Women	1,201	27	1,228
Men	2,942	34	2,976
Non-categorized	138		138
Total	4,281	61	4,342

	2019/20		
	Permanent contract	Temporary contract	Total
Women	1,168	10	1,178
Men	2,781	18	2,799
Non-categorized	288	0	288
Total	4,237	28	4,265

Total number of employees by employment contract (permanent and temporary), by region

	2020/21		
	Permanent contract	Temporary contract	Total
North America	1,038	3	1,041
South America	71	0	71
Europe	1,914	44	1,958
Middle East, Africa and India	216	0	216
China	716	0	716
Japan	125	11	136
Asia Pacific	201	3	204
Total number of employees	4,281	61	4,342

	2019/20		
	Permanent contract	Temporary contract	Total
North America	1,020	6	1,026
South America	66	1	67
Europe	1,884	20	1,904
Middle East, Africa and India	201	0	201
China	777	1	778
Japan	148	0	148
Asia Pacific	141	0	141
Total number of employees	4,237	28	4,265

Total number of employees by employment type (full-time and part-time), by gender

	2020/21		
	Full-time	Part-time	Total
Women	1,171	57	1,228
Men	2,902	74	2,976
Non-categorized	137	1	138
Total number of employees	4,210	132	4,342

	2019/20		
	Full-time	Part-time	Total
Women	1,139	39	1,178
Men	2,759	40	2,799
Non-categorized	277	11	288
Total number of employees	4,175	90	4,265

Collective bargaining agreements

All employees have the right to join a trade union and to bargain collectively in accordance with local laws and applicable conventions. Everyone who works for Elekta should have the right to fair terms and conditions according to local rules and regulations, including contractual working time, time to rest, overtime and holidays. Employees, whether they are covered by collective bargaining agreements or not, are competitively and fairly compensated for their work. At year end, 12 (11) percent of Elekta's employees were covered by collective bargaining agreements.

Occupational health and safety

Workplace accidents are followed up by collecting data from production sites involving manual manufacturing work.

Diversity of governance bodies and employees

Gender, %	2020/21		2019/20	
	Men	Women	Men	Women
Board of Directors	62.5	37.5	62.5	37.5
Group management	86.0	14.0	81.3	18.7
All employees ²⁾	61.0	29.0	65.6	27.6

²⁾ 10.0% (6.8) of employees are not categorized.

Age, %	2020/21			
	-30 years	30-50 years	50-years	No age recorded
Board of Directors	0	12.5	87.5	-
Group management	0	46.6	46.6	-
All employees	11.0	61.7	24.1	3.2

Age, %	2019/20			
	-30 years	30-50 years	50-years	No age recorded
Board of Directors	0	12.5	87.5	-
Group management	0	46.7	53.3	-
All employees	8.8	61	22.8	7.5

Gender pay gap

Gender pay gap is calculated by dividing the average salary of men by the average salary of women and subtracting one. The gender pay gap reflects the pay gap across the organization and is not adjusted for differences such as managerial levels and years of work experience.

¹⁾ All employee data is based on headcount and includes contractors.

GRI content index

GRI Standard	Disclosure number	Disclosure name	Page reference	Omissions / Comment
GRI 101: FOUNDATION 2016				
GRI 102: GENERAL DISCLOSURES 2016				
ORGANISATIONAL PROFILE				
	102-1	Name of the organisation.	94	
	102-2	Activities, brands, products and services	16-17, 18-29, 94	
	102-3	Location of headquarters	94	
	102-4	Location of operations	16-17	
	102-5	Ownership and legal form	39, 94	
	102-6	Markets served	16-17, 18, 30-33, 126	
	102-7	Scale of the organisation	18, 66, 96, 106, 137	
	102-8	Information on employees and other workers	66	
	102-9	Supply chain	16, 59	
	102-10	Significant changes to the organisation and its supply chain	96-97	
	102-11	Precautionary principle or approach	42	
	102-12	External initiatives	42	
	102-13	Membership of associations	46, 63	
STRATEGY				
	102-14	Statement from President/CEO (senior decision-maker)	6-7	
ETHICS AND INTEGRITY				
	102-16	Values, principles, standards and norms of behaviour	11-12, 42, 52, 56	
GOVERNANCE				
	102-18	Governance structure	73, 77-78	
STAKEHOLDER ENGAGEMENT				
	102-40	List of stakeholder groups	63	
	102-41	Collective bargaining agreements	66	
	102-42	Basis for identification and selection of stakeholders	63	
	102-43	Approach to stakeholder engagement	63	
	102-44	Key topics and concerns raised	63-64	
REPORTING PRACTICE				
	102-45	Entities included in the consolidated financial statements	137	
	102-46	Process for defining the report content and the topic boundaries	63	
	102-47	List of material topics	64	
	102-48	Restatements of information	50, 65	
	102-49	Changes in reporting	70	
	102-50	Reporting period	70	
	102-51	Date of most recent report	70	
	102-52	Reporting cycle	70	
	102-53	Contact point for questions regarding the report	70	
	102-54	Reporting in accordance with the GRI Standards	70	
	102-55	GRI content index	67-69	
	102-56	External assurance	70	

Material topics

GRI Standard	Disclosure number	Disclosure name	Page reference	Omissions/ Comment
ACCESS TO HEALTHCARE				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45-47, 64	
INNOVATION AND R&D				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	13-14, 16, 18-28, 43, 44	
Company specific disclosure	N/A	Investments in R&D	16	
ANTI-CORRUPTION				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	51-55, 64, 80	
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	65	
FAIR COMPETITION AND PUBLIC TENDERS				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	51-55, 64	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	65, 97	
EXPORT CONTROL AND SAFE TRADING				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	51-55, 64	
MATERIALS EFFICIENCY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	48-49, 64	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	65	
EMISSIONS				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	48-50, 64	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	50, 65	
	305-2	Energy indirect (Scope 2) GHG emissions	50, 65	
	305-3	Other indirect (Scope 3) GHG emissions	50, 65	
	305-4	GHG emissions intensity	50, 65	
WASTE				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	48-50, 64	
GRI 306: Waste and Effluents 2016	306-2	Waste by type and disposal method	65	
ENVIRONMENTAL COMPLIANCE				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	48-50, 64	
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	65	
SUPPLIER ENVIRONMENTAL ASSESSMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	48-50, 64	
GRI 308: Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken	49-50	
EMPLOYEE ENGAGEMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	55-59, 61, 64	
Company specific disclosure	N/A	Employee engagement and eNPS	61	

GRI Standard	Disclosure number	Disclosure name	Page reference	Omissions/ Comment
OCCUPATIONAL HEALTH & SAFETY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	51, 57-58, 62, 64	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	57-58	
	403-2	Hazard identification, risk assessment, and incident investigation	57-58	
	403-3	Occupational health services	57-58	
	403-4	Worker participation, consultation, and communication on occupational health and safety	57-58	
	403-5	Worker training on occupational health and safety	57-58	
	403-6	Promotion of worker health	57-58	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	57-58	
Company specific disclosure	N/A	Number of recorded incidents	62	
	N/A	Number of lost time cases	62	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	62	
TRAINING AND EDUCATION				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	55-57, 58, 64	
GRI 404: Training and education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	56-57	
	404-3	Percentage of employees receiving regular performance and career development reviews	61	Not reported by employee category.
DIVERSITY AND INCLUSION				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	55, 57, 61, 64	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	65	
	405-2	Ratio of basic salary and remuneration of women to men	61, 66	Not reported by employee category.
HUMAN RIGHTS ASSESSMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	55, 59, 62, 64	
GRI 412: Human Rights Assessment 2016	412-2	Employee training on human rights policies or procedures	62	
SUPPLIER SOCIAL ASSESSMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	55, 59, 62, 64	
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken	59, 62	
Company specific disclosure	N/A	Number of audits of high-risk suppliers – results and follow-up actions/sanctions	62	
CUSTOMER PRIVACY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	51-55, 64	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	65	
CUSTOMER HEALTH AND SAFETY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	55, 59	

ABOUT THE SUSTAINABILITY REPORT

This sustainability report covers the fiscal year 2020/21 (May 1, 2020 – April 30, 2021). Elekta publishes a sustainability report annually. Last year's report was published on July 10, 2020. Compared to last year's report Elekta has added GRI 308: Supplier Environmental Assessment 2016 to the GRI Content Index and adopted the revised standard GRI 403: Occupational Health and Safety 2018.

The report covers all Elekta's fully-owned subsidiaries. See **Note 20** for details about Elekta's subsidiaries.

The report constitutes Elekta's Communication of Progress in line with the UN Global Compact's guidelines. The report has been prepared in accordance with GRI Standards: Core level.

Questions or comments? We would like to hear from you. Please contact Lisa Hjalmarsson, Global Sustainability Manager, lisa.hjalmarsson@elekta.com

STATUTORY SUSTAINABILITY REPORT

This report has been prepared in accordance with the Swedish Annual Accounts Act. Please refer to the table below for page references.

	Pages
Business model	14, 16–17
Environmental matters	48–50, 65
Social matters and employees	44–47, 55–59, 61–62, 66
Human rights	55, 59, 62
Anti-corruption	51–54, 65
Sustainability risks	34–37, 44, 48–50, 55, 57–58, 59
Auditor's report	70

Auditor's report on the statutory sustainability statement

To the general meeting of the shareholders of Elekta AB (publ), corporate identity number 556170-4015

Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability statement for the year 2020-05-01 – 2021-04-30 on pages 41–69 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

We believe that the examination has provided us with sufficient basis for our opinions.

Opinion

A statutory sustainability report has been prepared.

Stockholm, July 8, 2021

Ernst & Young AB

Signature on original auditors' report in Swedish¹⁾

Rickard Andersson

Authorized Public Accountant

¹⁾ This is a translation of the original auditors' report in Swedish. In the event of any differences between the translation and the original statement in Swedish, the Swedish version shall prevail.