



## Sustainability Report for YrkesAkademin AB

**69%** = the share of participants in work 3 months after course end

**4.1** = the result of the participants' index (5 questions 1-5)

**4.0** = the result of the employees' index (8 questions 1-5)

**46%** = the percent of women in management positions in YA

**137.8 tonnes** = the amount of CO<sub>2</sub>-emissions that YA has saved by reducing diesel consumption by 46 800 litres during 2017 after introducing simulator based curriculums

# Sustainability Report for YrkesAkademin AB

This is YA's first report regarding sustainability and refers to the financial year 2017. The sustainability report covers YA Holding (556969-1727) and all entities included in YA's consolidated accounts for the same period. These entities are specified in Note 17 of the consolidated accounts.

In preparing the Sustainability Report, guidance has been taken from the Global Reporting Initiative's (GRI) standards.

In signing the annual financial statements and consolidated accounts of YA Holding, the Board of Directors has also approved the Sustainability Report.

## Business model

YA offers vocational training and coaching for adults. Within all of YA's courses, the focus is to develop labour skills to make it easier for our participants to get or stay on the jobs they want.

YA offers:

- Labor market training and coaching to Arbetsförmedlingen, Sweden's Public Employment Service
- Secondary adult vocational education for municipalities
- Vocational college training to the Swedish National Agency for Higher Vocational Education
- Competence developing and license based education and training for companies
- Adjustment programme for Trygghetsfonden TSL, an Employment Transition Fund

YA operates in more than 50 locations around Sweden and delivers vocational training also in Finland from 2016.

YA's largest customer is Arbetsförmedlingen. It accounts for 80 percent of YA's turn-over from labour market education for those who are or have a risk of becoming unemployed. The programmes aim at reducing unemployment and counteract labor shortage by being a flexible tool in the matching process between unemployed and corporations.

## Governance and management of sustainability impacts

The Board Of Directors has the overall responsibility for YA, which includes sustainability and business. The Board has discussed sustainability issues, especially in relation to setting and following up on targets, KPIs and values as well as in relation to preparation of new procurement bids. When preparing new bids, various aspects of sustainability are of high importance since delivery models, pricing strategies and technology introduction can be affected primarily when designing education models while preparing new bids.

The CEO and the management team have integrated sustainability priorities in the KPI-structure that guides the operations in all business areas, regions and education sites. That way, sustainability is not an add-on but has become an integrated part of YA's daily work.

In 2017, the Board has renewed policies within the following areas

- Working environment
- Remuneration
- Diversity and Gender Equality
- Environment
- Sustainability

## Significant sustainability-related risks and risk management

YrkesAkademin makes yearly reviews and risk analyses of its operations' risks and ecological footprints. In the last assessment round, the following risks and issues were detected:

### Environment

YA analysis shows some risks regarding the environment. The risks are realtered to consumption of products which has a negative impact on the environment due to:

- Emissions
- Leakage
- Chemical pollution

YA handles these risks to minimize the impact on climate changes by trying to reduce its own CO2 emission and reduce potential leakage och pollution in our education operation in the best way for the environment. We have internal and external verification of our handling with the products that have a negative impact om the environment. YA's new operating and pedagogical model for education of professional drivers reduces CO2 emission significantly.

### Employee and social matters

YA has risks related to;

- Working environment
- Work place accidents
- Discrimination

During 2017 YA has improved the internal processes of the working environment and the report of work place accidents. YA has also reviewed its policy for anti-discrimination and the strategic plan for equality.

### Respect for human rights

YA's analyses show that we do not have any obvious risks for breaches of human rights as a consequence of YA's operations. YA does not undertake any operations in countries identified as high-risk countries in this regard. There are no identified risks regarding human rights violations in any part of the value chain.

### Corruption and bribery

YA has zero tolerance regarding corruption and bribery. The most important identified risk is related to the procurement process in relation to both municipalities and Arbetsförmedlingen. Given the high value in many of the procurements that YA participate in, there can be a temptation to go beyond the limits of the law.

YA has an external "whistle blower function" in order to be able to make possible anonymous reporting in this context. YA has several control mechanisms in place to avoid any such actions from employees, and will in 2018 look further into other possibilities to report irregularities.

### Other risk

No other significant risk has been identified

## Goals, outcomes and evaluation

In 2017, YA has had nine sustainability related key performance indicators for the company. The KPIs are followed up by both the management team and the Board on a frequent basis. The sustainability related KPIs are displayed in the table below.

KPI	Target	Outcome of end 2017	Evaluation
Share of participants in work 3 months after course end	70%	69%	<p>The share of participants employed was falling in the late part of 2017. There are two key explanations to that: First, the winter is a low activity season in for example earth construction companies. Second, the share of participants that are recently arrived refugees is increasing, which affects employability via for example language and cultural skills gaps. To counteract that effect, YA plans to:</p> <ul style="list-style-type: none"> <li>• Step up efforts needed to develop local networks and improve attachment among refugees on the Swedish labour market</li> <li>• Introduce a best practice based method development process to better master the success factors in supporting refugees into the labour market</li> <li>• Develop good cooperation methods with education providers in Swedish, both provided by municipalities (SFI) and the state via professional Swedish</li> </ul>
Participants' index	> 4	4.1	<p>The index consists of five reoccurring questions that are evaluated as an average. Participants' index has been stable at an aggregate level throughout 2017, and never fallen below 4. But in individual courses, the index is a strong indicator to detect any misbehaviour, challenges and conflicts. YA has developed a method to quickly respond in low numbers or rapidly falling grades, which is based on four measures by Business area manager and region manager:</p> <ol style="list-style-type: none"> <li>1. Define the root causes of the problems</li> <li>2. Make a local action plan</li> <li>3. Communicate measures to the participants</li> <li>4. Follow up on the weekly evaluation meeting that is mandatory in all courses</li> </ol> <p>All actions shall be taken within maximum two weeks to avoid that any tensions become permanent</p>

## Goals, outcomes and evaluation

KPI	Target	Outcome of end 2017	Evaluation
Employees' index	> 4	4.0	The index has been stable around 4.0, with the lowest point average in two questions: culture of cooperation and work load. To improve those two issues, YA is in 2018 introducing a local management education program and improved network structures for site and regional managers.
Sick leave absence	<4%	4%	To reduce the sick leave absence YA has introduced a site manager structure and training. A stronger local leadership will make it possible to discover any staff related issues and dissolve them before they turn into absence.
Work related accidents, accidents with serious injury	0	1	<p>In 2017 YA had 12 work-related accidents. Two of them included personal injuries, but only one a serious injury. Each incident is followed up by an enquiry and an action programme to ensure that the incident will not happen again.</p> <p>To avoid any serious injuries in the future, YA will:</p> <ul style="list-style-type: none"> <li>• Step up the local work safety routines in each education site</li> <li>• Ensure understanding of the site manager's responsibilities</li> <li>• Introduce a central assessment procedure for work safety</li> </ul>
Emission reductions due to utilization of technological tools in the education	Establish baseline	~250 tonnes	Baseline established to serve as the basis for targets in 2018 as well as in other courses where customers allow use of alternative education methods.
<p>Electricity consumption per student*</p> <p><i>(*includes only the facilities where the electricity is not included in the contract)</i></p>	Establish baseline	137 kWh	Baseline established to serve as basis for targets 2018.

## Goals, outcomes and evaluation

KPI	Target	Outcome of end 2017	Evaluation
Share of vehicles Euro V or better	Establish baseline	73%	Baseline established to serve as basis for targets 2018.
Share of under-represented sex in managerial role	40%	46% women	Gender equality is an essential part of YAs sustainability strategi, not least due to the male dominated professions we educate to. By ensuring a good gender balance, the diversity of perspectives in decision making, role models for female participants and employees and thus an effect on gender equality in society as a whole. In total, YA has 30% female employees and 70% male.

## Prospects for 2018

By 2018, YA will continue to work with:

- Minimize work related accidents with focus on the students
- Establish a Policy against bribery
- Evaluate the reduced environmental impact with the new pedagogic model in the bus- and truckdriver educations.
- Set targets for all KPI's