



Corporate Social Responsibility Report 2018-2019

NHC Group

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 norlandia

 HERO

 aberia
HEALTHCARE

NHC Group is a Norwegian owned, multinational company with its headquarters in Oslo. The Group consists of the Norlandia Care Group (preschools, elderly care and patient hotels), Kidsa Barnehager (preschools), Hero Group (integration services & reception centers) and Aberia Healthcare (child welfare and relief work).



Being the welfare innovator

a powerhouse safeguarding and developing welfare



A part of the community

We publish our CSR report to highlight the excellent work being done at our companies and the exciting projects we are involved in. This report offers examples from all four of the business areas in which the NHC Group is committed: Norlandia Preschools, Norlandia Care, Hero and Aberia. We will also share some information about our work with property development.

The report is itself a confirmation of our openness and corporate transparency. We want to share our knowledge and discoveries with others. We believe both commercial, nonprofit and public operators within our sectors can improve the quality of their work if we all are willing to learn from one other and inspire each other to improve.

The role of private operators is a hot topic in all of NHC's business areas and markets. Our view is the following: By introducing an element of competition, the sum of the efforts of a multitude of service providers will improve the quality of end-user experiences. Taxpayers will get more out of limited funds. As a purchaser of such services, the government is in an excellent position to dictate premises and conditions for the scope of our work, quality standards, regulatory frameworks and extent of inspections and audits. Within a democratically governed market economy, supplier diversity is an antidote to stagnation and favoritism towards certain groups and certain operators.

A sustainable welfare state requires broad consensus that welfare sectors must aim for renewal and improved efficiency. The sectors exist for the users, not the employees.

Major public agencies or companies such as the Postal Service and the Tax Administration in Norway, and Telia and SAS in Sweden, have taken giant steps to reorganize their organizations by making use of new technology and searching for entirely new ways to provide services and entering into new partnerships. The users (and those who pay for such services) are the big winners of such reorganization. Political decision-makers should be thinking along those same lines when analyzing the various categories of welfare services. Our sectors could also be reorganized, and innovation would make the welfare services less costly, more efficient and qualitatively better. If the welfare state is to remain sustainable in the future, services must improve and become less expensive.

That is why anyone who is concerned about a viable welfare state should think in terms of renewal, to avoid creating a welfare system that is divided in two; one system for the resourceful who can afford to pay for such services and one for those who cannot. Your wallet should not determine the quality of basic services. Citizens should be assured good services regardless of income level.

At NHC, we believe technology is an important factor in improving our services. A caricature of technology gives the impression that machines make services colder and less humane. Many people think of robots as R2D2-like beings. At our organizations, the robots are more likely look like automated information processors that help users and staff find and save information. The user experience becomes more individualized and targeted, and our employees have more time to be personal and attentive.

"We believe both commercial, nonprofit and public operators within our sectors can improve the quality of their work if we all are willing to learn from one other and inspire each other to improve."

Yngvar Tov Herbjørnssønn
CEO, NHC Group

Most of NHC's current operations are located in Norway and Sweden, but we continue to grow in Finland, the Netherlands, Germany and Poland. Many trade and industry politicians are focused on concept export and realize that innovative service methods can stimulate developments at home, along with opportunities for income and even new industries. A strong domestic market provides fertile ground for solutions that can attract other European countries who see the benefits of such solutions and who are willing to pay for them. Europe and the world would benefit greatly from the Nordic model, which has proven it can provide excellent social services regardless of the user's income. For all the right reasons, private companies which are innovative at home that also export such concepts to other countries should be praised.

Our strategic aspiration is to be an innovator within the social services. Precisely to develop and improve the safety net which is comprised of widely available social services.

We see good initiatives arising across traditional dividing lines within politics and organizational life. That is when constructive input enters the debate. Some of these initiatives have originated from conflicts between the generations. Outdated pension plans is one good example of this. Younger workers are, sometimes without being aware of it, stuck in pension plans which favor older employees. NHC Group wants to be a voice in the social debate about unreasonable and unsustainable conditions. We aim to be an initiator of those changes.

Creativity and innovation at NHC often originate from employees on the first line of support, not only from central work groups. We are learning to focus our energy in ways that stimulate these processes. We hope you take the time to read some of our CSR report and learn about the fantastic work being done at our company. We always have the best interest of our users and society as a whole in mind, and we aim to create exciting jobs for our employees in which they can develop.

Enjoy!



Yngvar Tov Herbjørnssønn
CEO, NHC Group



8,700
EMPLOYEES



21,500
USERS



4,835
MNOK
REVENUES



415
UNITS

BUSINESS AREAS



Preschools

Preschools
Schools
After school child care



Care

Nursing homes
Home care services
Patient hotels
Medical clinics



Integration services

Refugee/asylum
reception centers
Interpreting
Skills development,
job-related



Individuals & families

Child welfare services
Foster homes/ family homes
BPA
Relief services for the
handicapped
Rehabilitation



Real estate and properties

Development,
purchase and sale
of property



Kristian, Roger and Kolbjørn Adolfsen

The brothers Kristian and Roger Adolfsen: - Relentless entrepreneurship and a desire to build

JOURNALIST: LENE TANGEVALD-JENSEN.
EXCERPT FROM A LONGER INTERVIEW CONDUCTED IN 2017.

The brothers Kristian and Roger Adolfsen have owned 100% of the Norlandia Health and Care Group (NHC) since November 2016.

"We underestimate private enterprises if we doubt their ability to deliver the highest quality while achieving good economic results." Kristian and Roger Adolfsen are experts at starting new businesses and using all available resources in new ways. These entrepreneurial siblings have been investing together for 30 years. Their companies now provide jobs for 15,000 people in the sectors of child welfare, nursing homes, hotels, preschool, staffing agencies, tourism and refugee/asylum reception centers.

"We learned a lot from growing up in a small town where everyone knows everyone. You have to behave with honesty and integrity in a small community, and you learn that one's word is one's bond," said Kristian Adolfsen. Both brothers believe the foundation for their drive and hard work was laid back home, on the island of Andøya in the far north of Norway.

"Our dad (Kolbjørn) sold radios and TVs as a side job while holding the position as station head at the Andøya Space Center. Our mom had her own hair salon. Our grandfathers also had their own businesses. So it was kind of in the cards that we would do something similar, do our own thing. There probably is a gene for hard work in the family," Kristian said.

"We have always had close ties to Sweden. My mom grew up there, and I was born there. We stayed with our maternal grandfather during summer vacations. He was a painter. He convinced me never to smoke cigarettes. He always said, 'Kristian, it is no joke watching your money go up in smoke.' Haha. I have never tasted a drop of alcohol either. Not Roger either. It became a sort-of competition between us."

What do you say to people who want to prohibit profits for entities running preschools, child welfare centers, nursing homes and reception centers?

"Much of the reasoning for our hard work and the willingness to take big risks – that we dare to invest our own money and borrow money to continue investing – is that we see an opportunity to succeed. The money parties like the Norwegian Socialist Left (SV) and the Red Party (Rødt) think they can save by banning profits is easily squandered by monopolies; they are less concerned about institutional learning than we are, they will continue to operate less efficiently. Not because people are less effective. Simply because the system does not provide any incentive for improving or being innovative. That thinking leads to poor quality of service, and less welfare. The authorities in Oslo for whom we operate nursing homes are giving us excellent feedback about Norlandia Care. They trust us because we have been doing a good job for many years. They consider us a reliable and good partner, and we experience that people are starting to notice the effect of our improvement work in several areas. One good example of this is our work to bolster patient safety."

"Roger and I represent serial entrepreneurship. It's in our blood; we have been doing it our whole life. It's not just about money; it's about creating something new. But most of all it's about the satisfaction of constantly doing new things. Making the welfare state sustainable. We are proud of the high quality and values that we deliver, but we are also proud of good financial results that provide employment and job security. Some of our success is due to our strong culture, which among other things consists in keeping decision-making processes short. Private companies can do that because they are not subject to a huge bureaucracy hanging over them. Our people have much more decision-making freedom than employees in the public sector. We encourage decision-making among our employees. It makes the workday more enjoyable, so people like to work for us. They get the opportunity to be independent. Rules and decisions are not constantly being dictated to them. We think it is better to make ten decisions and make one mistake than not make any decision at all. Self-confidence does not come from always being right; it comes from not being afraid to make mistakes."

You have been criticized for being welfare profiteers. What do you have to say about that?

"It should be obvious! Whether you operate a reception center for asylum seekers or a bakery, your business should be profitable. We learned that lesson the painful way. If the state as purchaser gets a reasonable price, and the employer adheres to national rules and regulations for working conditions, one should be happy that the enterprise generates dividends. Who is going to pay the deficit if something unexpected happens? It would be totally irresponsible to run a business with no profit margin. Unexpected things happen all the time. Reception centers are a good example of that. We operate in a high-risk market. Our work is determined by the flux of refugees and asylum-seekers into the country. One year you can earn money, the next you can lose it."

"One underestimate private enterprises if one doubt their ability to deliver the highest quality while achieving good economic results. We have proven that this is possible for

more than 30 years. I also think we often identify the causes of potential or increasing inequalities in the Norwegian society incorrectly. This is also true when we compare ourselves with other countries and circumstances that we do not wish to see here in the Nordic countries. In contrast to others, we believe that healthy competition and freedom of choice (participation by the private sector) is a protection against inequality. This allows society to offer the best services to the widest range of users, rather than making them available to the few who have the money to pay for them. Norway has been voted the world's happiest country because the gap between rich and poor is small. We try to contribute to that at NHC," Roger said.

Kristian said, "In Sweden, many municipalities have introduced a law that ensures freedom of choice for elderly care. Using a voucher system where the user can decide where he or she wants to live. You can choose to live in a private care home or a municipal nursing home. Of course, everyone wants to live in the best place, which for us means offering the best service. We view the elderly as customers, not as budgetary expenditures. I suspect the municipalities do the opposite."

"We are currently building preschools and nursing homes in the same building, so they have a common area that serves as a place of entertainment and for dining. This allows the elderly residents to be the audience when there is a party at the preschool. You know, in one way an 80-year-old knows much more about life than a 4-year-old. On the other hand, a 4-year-old can be wiser than an 80-year-old in many ways." The brothers laugh.

"You can design, create and build the most wonderful place in the world. But it takes people to make the dream into reality". Those are Walt Disney's words. We agree wholeheartedly! And we never look back. Of course, we have made plenty of mistakes, but we choose to fix our gaze towards the future. We have re-invested, expanded and taken risks for more than 30 years, and we will continue to do so."



Kristian Adolfsen



Roger Adolfsen



Quality assurance work at NHC

NHC started integrating Aberia, Hero and Norlandia into the Group in different ways in 2017. One of the areas in which integration and the utilization of resources is of more significance was quality assurance work.

Our four business areas – Norlandia Preschools, Norlandia Care, Hero and Aberia – have been working systematically to implement our quality assurance system and improvement work. We will continue to cooperate and help each other with this work in the future. We are planning to implement a common platform for all quality assurance systems and improvement work in 2018. In the long term, this will enable us to monitor and follow-up on QA and improvement work across all our companies to improve quality at all levels.

ISO Certificate 2018	No. of units
Preschools Norway	62
Preschools Sweden	54
Preschools Netherland	20
Preschools Finland	44
Care Norway	7
Care Finland	1
Care Sweden	38
Totalt	224

We decided to install TQM software from TQM Partner AS as the common platform for quality assurance documentation, incident management and risk management.

ISO certification

Norlandia and parts of the Hero Group are already ISO certified. The certifications apply to quality and environment.

Norlandia work throughout 2017 to improve and prepare for the transition to the new ISO standards ISO 9001:2015 and ISO 14001:2015.

The work mainly consisted of meeting the requirements set by these standards.

23 units were audited at the beginning of 2018. A total of 224 units are now included in the certification program at Norlandia.

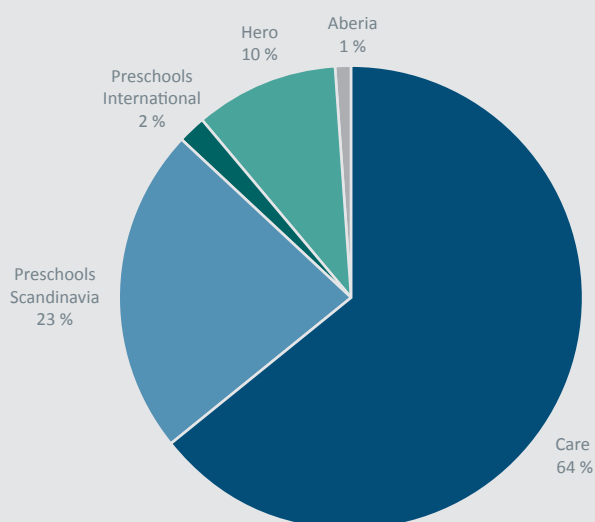
ISO certification, Hero

Hero Tolk also is ISO certified for its services in Sweden and Norway. The certificate is shared by the offices in both countries. The certification applies to ISO 9001:2015 Quality Management Systems.

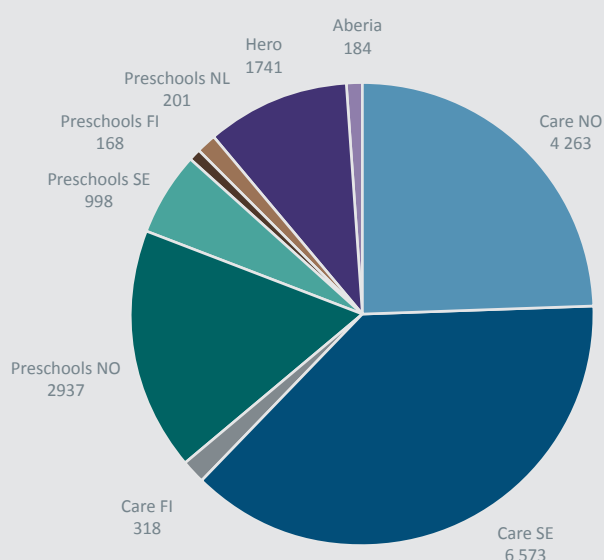
Hero's current quality assurance and incident management system is a combined system, but it will be phased out in 2018 and replaced by the new common system used by the entire NHC Group.

The current system is still finding a large number of incidents, and we are constantly working to increase incident reporting. Hero has operating agreements with agencies like UDI (the Norwegian Directorate of Immigration) which require extended incident reporting on many different parameters, especially for the reception centers.

Incidents registered by area



Incidents registered by area and country



QA Work at Aberia

Parts of Aberia (Aberia Ung) been using the same quality assurance system as Norlandia. This system will be implemented at the remainder of Aberia's operations in Norway and Sweden in the course of 2018.

The quality of Aberia's service deliveries has always been excellent. The company has found very few incidents or deviations at official audits, and work continues to deliver excellent services.

We are working actively every day to deal with these incidents in the best way possible to improve the quality of our services.

We began using the same software for quality management and incident reporting throughout the entire organization in 2018. Hero and Aberia will implement the software at all their departments and units in all countries as well. All of Norlandia's units in Poland will begin using the same system in the course of 2018.

Incident management at NHC

NHC expects all employees and everyone in the organization to report undesirable incidents if they arise. Incident registration is one of the most important areas for improvement.

Every incident that is reported gives us an opportunity to make our quality assurance work even better.

NHC Group has registered more than 17,000 incidents throughout the Group in 2017. This includes all kinds of incidents: minor incidents, suggestions for improvement, feedback from customers and serious incidents.

Total number of incidents registered at NHC

2017

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Totalt
Care	729	894	1058	921	946	916	743	770	966	1098	1189	924	11 154
Preschools	418	359	445	190	569	340	120	391	371	435	409	257	4 304
Hero	71	70	182	127	192	159	102	146	206	175	171	140	1 741
Aberia	14	19	22	7	14	11	9	17	7	20	24	20	184

Economic results and environmental targets

Objectives and aspirations

The business areas within the NHC Group had many different objectives in 2017. These objectives have been categorized according to the primary goals for the NHC Group in 2018 in the official NHC plans.

Employee and customer satisfaction

We have used different methods in the past to measure employee and customer satisfaction at all three companies, so the findings from each company are difficult to compare. Different scales of measurement and varying questions were asked in the surveys and questionnaires.

It is worth noting that Hero had undergone a major reorganization and downsizing process throughout 2017. This continued into the first half of 2018.

Environmental goals

Norlandia has been working to improve its environmental footprint for several years now. Particular focus has gone into recycling and reducing energy costs in recent years.

All of Norlandia's units sort waste into fractions, at least five different types, regardless of what the local government is willing to retrieve. Where waste collection is not possible, Norlandia has signed contracts with private companies or other municipal service providers to transport and recycle our waste.

Norlandia has been working towards a 5% reduction in the use of electricity over the last two years. We have faced some challenges when collecting data – particularly in Sweden. Especially in cases where we do not own the buildings ourselves. This has hampered our attempts to reach get adequate measurements from all the units. Overall, the group has reduced power consumption by 3%. Many units have achieved even better results on their own. We also see that everyone is focusing more attention on environmental initiatives in their annual plans.

Norlandia has been focusing on reducing food waste throughout 2018. We produce and serve a lot of food at our kitchens and at various locations within the organization. We also waste a lot of food. We want to try to stop that, as much as possible.

We carried out spot checks at all our units in the autumn of 2017 and the winter of 2018. All the units are now working systematically to measure and reduce food waste. Some remedies involve talking with suppliers about better planning of deliveries and portioning of food, or teaching employees and customers to serve and take only what they manage to eat, and rather go back for seconds if one is still hungry.

For example, we have learned that our Care units waste about 100 kg of food a week, while a preschool may waste about 20-30 kg per week. So we see a great potential for improvement in this area for 2018. We aim to reduce food waste by at least 10 % in the course of 2018.

Employee satisfaction		2017
Company	Survey	Comments
Norlandia	76 %	The result of our company-wide survey was lower than what we had hoped for. The results are based on the Great Place to Work survey conducted in the autumn of 2017 for our organizations in Norway, Sweden, Finland and the Netherlands.
Aberia	81 %	The results include a separate survey done at Aberia (winter of 2017).
Hero	81 %	The results are based on a separate survey from 2017.

Customer satisfaction		2017
Company	Survey	Comments
Norlandia	86 %	The results are based on different surveys done in different countries within various business areas. The final result is a consensus from all the surveys.
Aberia	81 %	The results include a separate survey done at Aberia Ung.
Hero	78 %	The Hero Tolk survey was given to the company's customers.

Nærvær		2017
Company	Survey	Comments
Norlandia	92 %	Result for the entire group.
Aberia	91 %	Result for the entire group.
Hero	90 %	Result for the entire group.



Kerstin Stålskog and Ranya Said

Contributing to social development

Executive management at NHC met in Sweden to discuss some key issues that involve all our organizations.

Johannes Stigh	Norlandia Barnehager
Kerstin Stålskog	Norlandia Care
Ranya Said	Hero Kompetanse
Jesper Svedberg	Aberia

Executive management at NHC met in Sweden to discuss some key issues that involve all our organizations.

What influence does NHC have on society? Executive management at NHC met at Norlandia offices in Sollentuna outside of Stockholm to share views and opinions about corporate social responsibility, environmental work and the future of welfare services.

What is NHC's social mandate, in your opinion?

Johannes – NHC plays an important role in society by helping many of the community's residents. We offer a wide range of social services to children, adults and the elderly. For Norlandia Preschools in Sweden, which I am responsible for, our main mission is to help children grow and develop with

a sense of self-worth – because the future of Sweden will be in their hands.

Kerstin – I believe our social mandate is really about being innovative, making a difference and helping improve the lives of the people we are responsible for. In my opinion, it's about improving care for the elderly and trying to create a safe and secure environment, and a good community, for the elderly.

Ranya – For Hero, it's all about helping women in any number of ways, such as providing guidance on what language training is available to them, or entering and thriving in the labor market, and adequate housing.

What makes NHC unique?

Johannes – Without a doubt, I would highlight our strong core values.

Regardless of whether I am in a meeting with our CEO or talking with educators at our organization or out at the units, our core values are the backbone of the entire organization.

Kerstin – NHC is unique in its ownership structure. It is great to have real people at the helm, not a distant investment company. I would also say the drive of the Adolfsen brothers and their energy and level of ambition, which has resulted in a

unique portfolio of social services. There are few enterprises, if any, which currently offer a comparable breadth of services for children, adults and the elderly.

Ranya – We are experts within our fields and can offer services from A to Z. Hero offers dwellings, interpreters and expertise to integrate our clients into society as soon as they arrive in Sweden.

Jesper – I think we are very knowledgeable within our fields, both in terms of formal knowledge and practical experience.

How do you handle the balance between the company's role as a provider of social services of the highest quality and profitability which all companies need in order to grow and develop?

Jesper – Private operators must be able to turn a profit to offer viable, long-term programs. We work in an industry that is constantly in flux, so we need to expect good years and bad years. Public enterprises within the same industry are in the same situation; they can also earn a surplus a few years in a row. Running a business that is basically financed by taxpayers implies a great responsibility – we should not be surprised when the general public wants to know where their money goes. I think the key is to work towards long-term objectives, not the short-term.

Ranya – We need to survive as a company economically to provide high quality services while helping the greatest number of people.

We work hard, every day, to achieve these two goals.

Kerstin – The margins within elderly care have shrunk dramatically in recent years. I agree with Ranya; as a business, we need economic stability to provide and develop our services. And I am disturbed when I hear this profiteer debate and we are presented as earning loads of money, because it is not true!

Johannes – In my opinion, the margins at Norlandia Preschools is quite low. I would also like to point out that a significant part of our profit is re-invested in developing our services to remain innovative and competitive. For example, we will launch a new meals concept in 2018, Mat med Smak (Tasty Food), at the majority of our preschools in Sweden, which means each unit will have a more defined meal profile.

How important is it to practice social responsibility in your industries?

Ranya – It is very important! At Hero, we put a lot of money into projects directed at helping the local community. A good example of this is a project we initiated with the Swedish municipalities to develop and design better procurement processes for the future.

Jesper – It is quite important. I believe we have a strong focus on corporate social responsibility in the industries in which NHC operates. Our services improve and develop society and help the local community.

Johannes – We try to combine our social responsibility work with educational work at our preschools as much as possible. At Norlandia Eds Barnehage, a preschool just outside Stockholm, the children and their educators made bags filled with necessities and amenities intended for homeless people in the surrounding area. Our work must be concrete, so establishing a corporate culture that encourages taking social responsibility is important.

All four of you run enterprises where you have a great responsibility for the lives of young people or people in a vulnerable phase of life – children, the disabled, recent arrivals and new citizens, and the elderly. Do you think much about this responsibility and the opportunities you have to change the lives of other people?



Ranya Said and Johannes Stiigh



Jesper Svedberg

Ranya – Absolutely! It is a tremendously important responsibility, and I am really passionate about that. To change other people's lives, we need to have a basic understanding of their everyday life and the challenges they face in life. At Hero, all new employees are required to work their first three months at an operational level and get to know our users. We want our employees to understand our enterprise from the ground up. Our work involves rolling up our sleeves and facing reality.

Johannes – Achieving a good understanding of our business areas is of utmost importance in establishing a basis for decision-making in questions of this nature. I have visited 40 preschools and met children, parents and preschool staff since I took over operations in Sweden in the autumn of 2017. The experiences I had at those meetings is worth gold in our work to develop future child care services.

Kerstin – Everyone in executive management at Norlandia Care is required to work a couple of days at one of our nursing homes, for the same reasons as Hero says. We made this decision to get a deeper understanding of elderly care and nursing as it is practiced today and to help us look forward towards developing our services and improving quality, and maintaining a good working environment for our talented employees.

Sweden is facing national elections in the fall. What questions do you think are most important for society right now, and what should the government focus on in times ahead?

Ranya – From my viewpoint, the challenge of integration is the most important question. Effort is required from all quarters and groups, and politicians should create conditions so that, together, we can make it easier for newcomers to join Swedish society. Increased flexibility, I believe, is the alpha and omega. We should not require immigrants to reach A before they can progress towards B. Everyone should be able to enter Swedish society from his or her own point of departure.

Johannes – I agree with Ranya; integration is the most important subject that decision-makers and those in power should put on the agenda. By that I mean, policymakers need to design clearer guidelines for Sweden's municipalities and set national quality standards that must be followed by everyone.

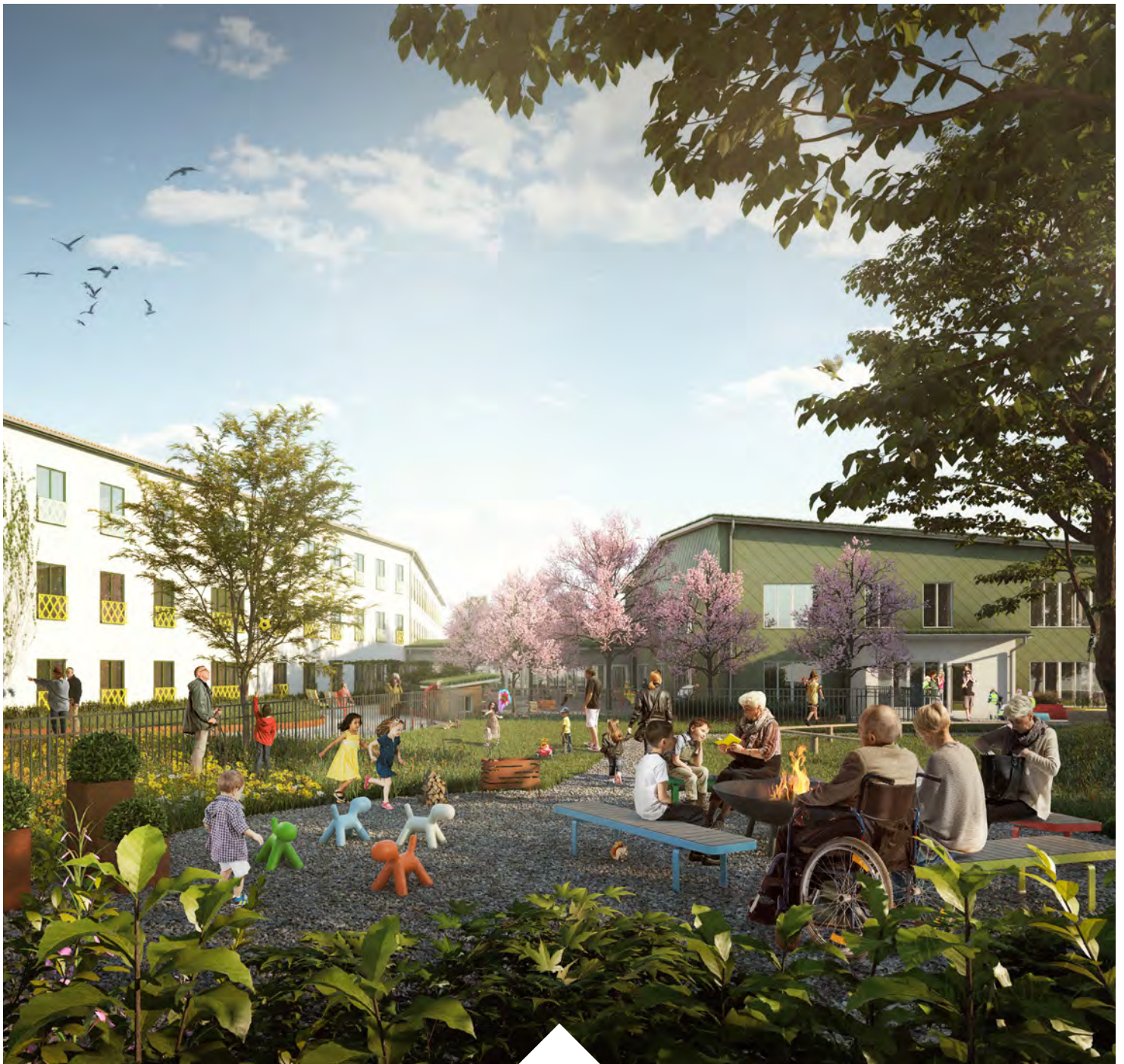
Kerstin – I want to see clear visions and goals for how our future elderly care should be designed. I want to see a long-term plan that allows a diversity of operators to provide the community's elderly with good qualitative care based on security and a sense of community.

In conclusion, how is NHC addressing environmental issues? How is each of your enterprises contributing?

Kerstin – First and foremost, I would say that the ISO certification within environmental management which we achieved in 2016 is a guarantee of our contribution. The certification demands that we set annual environmental goals which the entire organization will work towards in the field of waste management, energy and the minimization of food loss – to name a few examples. And I am impressed by the environmental focus of our employees every time I visit our units. We literally practice what we preach.

Ranya – Environmental goals are important. I believe NHC is a model for environmental protection. I feel that we protect the environment in all aspects of our work, thanks to our continuous efforts to educate our staff on environmental issues.

Johannes – We always base the construction of our new preschools on eco-friendly design. We buy eco-friendly power and we teach our educators and children how to think environmentally. We also buy foods from local producers as much as possible, and we are working actively to reduce food loss. There is a lot to think about, but all the effort is worth the time and trouble. We only have one planet, and we should be careful with.



NORLANDIA

Multi-generational concept for a bustling environment

Norlandia is betting big on its multi-generational concept in Sweden. We are combining a preschool with a nursing home, all in the same building. We hope to create a place where multiple generations meet – a living, bustling environment where people can learn from people of different ages.

Interaction between children and the elderly offers a sense of security during the ageing process. It can also stimulate understanding between the generations. The residents and children become a part of each other's lives, through joint activities and by eating together. These encounters energize the elderly and bring moments of joy into everyday life.

Norlandia is planning to build several new units around Sweden based on the multi-generational concept. The unit in Knivsta will be the first to open its doors to children and the elderly in the spring of 2020. The next project is planned for Norrtälje, near Stockholm, which will be completed by the end of 2021.

Norlandia is working to make life good for everyone – every day. The multi-generational concept will help us realize that goal.



NHC GROUP

Partnering with Impande to build preschools in South Africa

Norlandia signed a partnership agreement in March of 2018 with the Impande Gamalakhe Foundation to help build preschools in KwaZulu Natal, South Africa.

The partnership with Impande includes raising funds, sharing expertise and providing resources for the benefit of poor children in KwaZulu Natal. Many employees at Norlandia are engaged in work related to the Impande partnership: they are eager to share the knowledge and expertise they have acquired while working at our preschools.

Impande works in the Ugu District, in the province of KwaZulu Natal in South Africa. There are 720,000 inhabitants in the district, of which 50 % are younger than 20 years of age. Funds provided by Norlandia will be used to construct preschools in this district. Impande has an impressive

history of achieving much with limited means. They work to stimulate growth and development among children and young people from low-income families in South Africa, with the goal of improving conditions for these children during childhood. Volunteers are the backbone of Impande's work; the organization supports grassroots projects based on local initiatives. Impande has spearheaded 46 projects in South Africa so far. They have built 15 preschools and renovated and equipped 10 more, built 2 multipurpose development centers and built a drop-in center for schoolchildren. Ten schools have been renovated or expanded.



NHC GROUP

Ethics Day - #MeToo

Ethics need to regularly be taken into consideration in the sectors where Norlandia provides services. This poses a special demand on our organization. Human dignity is a fundamental objective of everything we do. The ability to make decisions based on a solid ethical foundation is learned through training. We aim to establish forums where interesting and relevant dilemmas can be discussed and explored in a safe setting.

That is the basis for the annual Norlandia Ethics Day. #MeToo was a natural topic for discussion at many of our units on the 2017 Ethics Day.



Photo: Aftenposten

NORLANDIA CARE

Reducing the use of excessive medications

The average resident at a Norwegian nursing home takes between 9 and 10 medications a day. At our nursing home in Oppsal, we managed to reduce this number to 4 a day. The nursing home is working systematically to provide individualized medication programs for all its residents/patients. Once they arrive at Oppsalhjemmet, the patients are subject to a systematic analysis which aims to taper off as many medications as possible. The staff carries out a pharmaceutical review twice a year.

The staff at Oppsalhjemmet was interviewed by the national radio station in Norway (NRK Radio) on Friday 18 August 2017 to discuss their approach to medication. Nursing home physician Stephan Ore and physiotherapist Catarina Amundsen told NRK how the various activities at the nursing home are intended to change the residents' lives for the

better. One of the residents said that "my medicine is physical activity and music!". Stephan Ore spoke of a patient who helps the custodian replace burnt-out light bulbs and how he has benefited from this. The families of the residents tell us their loved ones seem to enjoy life more at Oppsalhjemmet.

NRK talked about how medication at nursing homes can be reduced – especially anxiolytics, sedatives and sleeping pills.

The major Norwegian newspaper Aftenposten ran a front-page story on 20 February 2018 about the use of medication at nursing homes and about the work being done at Oppsalhjemmet in this field.

NORLANDIA PRESCHOOLS

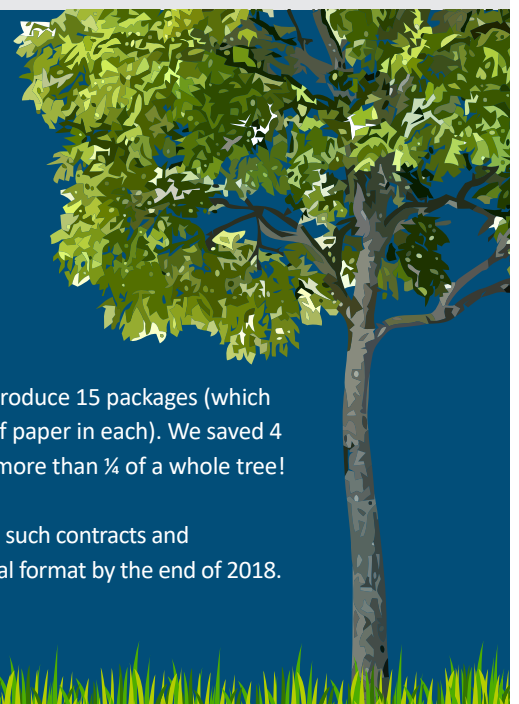
Saving a tree

Norlandia's Kinderopvang preschools in the Netherlands began designing digital contracts in 2017. The purpose of the concept was to save paper in line with the company's environmental ambitions.

729 new agreements were signed in 2017. 360 of these were sent as paper documents, and 369 were sent digitally. Each agreement consists of six A4 pages. If we had sent out all agreements in paper format, we would have used 4374 pieces of paper. The 369 digital agreements saved 2214 sheets of printed paper. That is a difference of 2160 sheets. In other words, we saved 49 % on paper consumption.

It takes one tree to produce 15 packages (which contain 500 sheets of paper in each). We saved 4 packages – which is more than ¼ of a whole tree!

The goal is to have all such contracts and agreements in a digital format by the end of 2018.





Norlandia Preschools establishes and runs preschool operations. We work systematically to make the children in our preschools more curious, have a greater drive to explore and have a greater urge to develop their own ideas. Let the discoveries begin!

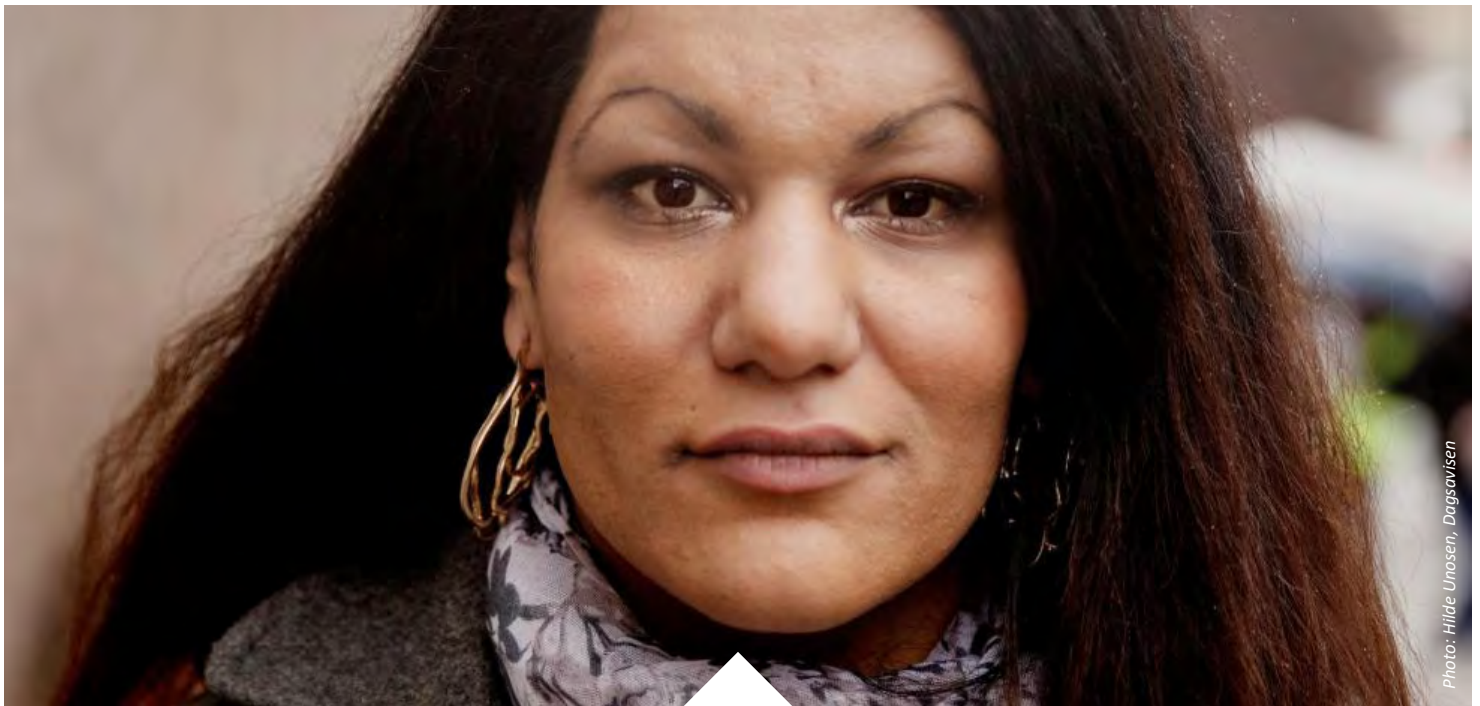


Photo: Hilde Unosen, Dagsavisen

ABERIA

From human trafficking to experience consultant

Angelica Kjos lived in 16 different institutions and foster homes during her adolescence years. She is now employed at Aberia Ung as our first experience consultant within the field of child welfare.

Angelica Kjos (27) was eleven years old when the police and the child welfare authorities entered her home and took her from her parents. It was early in the morning, she was not dressed, and the police shouted, "You have to get out! Where is he, where is he? You have to get out!"

"Everything happened so fast, they took my stepfather away and my mom was hospitalized. I was taken to the child welfare services home with other members of my family. I was scared to death. We were taught to believe the police and child welfare workers were dangerous soldiers. I kept telling myself, we have to escape, or we will be killed."

Angelica was invited to Aberia Ung's Christmas party in 2016 to tell her story to Aberia's employees. She told about civil war in Iraq, about how she went to the family reunion of a pedophile at the age of four, about a psychopathic stepfather and a step-uncle in Norway. She had been forced to use drugs and sold into trafficking at the age of nine. She spoke about living at 16 different child welfare institutions. She also told them about all the little things that are important for children in institutional care. Thomas Eklund, the head of Aberia's child welfare institutions in Norway, was in the audience. Her speech gave him a good idea. Angelica signed a contract with Aberia a couple weeks later as Norway's first experience consultant.

What does an experience consultant do?

Angelica travels to Aberia's child care homes to amplify the voices of the children at these homes and to talk with the employees. She suggests improvements, talks with young people she meets there and makes sure the managers and employees never rest on their laurels. Angelica asks the young people questions – whether

they feel safe, whether they have found an adult who is easy to talk with – and she helps the milieu therapists reflect on their own practices. Angelica has prepared various questionnaires and surveys for the young people living at these institutions. The questions are simple, clear, friendly and warm. "Do you feel safe?", "Can you trust at least one adult?"

Angelica was elected to join the board of directors at Aberia Ung. She is an advisor for the Ombudsman for Children in Norway and has her own column in Aberia's newsletter. She also participates in Responsibility Group meetings as an advocate for the young people and is the initiator of a cooperation between the Norwegian Academy of Music and Aberia Ung to get music therapy into the youth institutions for young people who would like to try it.

In 2018, Angelica focused much attention on children who have suffered from human trafficking; there is a large group of vulnerable children and young people out there without a voice in the public sphere, the exact number we don't know.



In the autumn of 2017, Angelica Kjos interviewed the city commissioner for the elderly, health and social services in Oslo, Inga Marte Thorkildsen, to ask what the commissioner felt were important issues for children and young people. The interview was published in Aberia's newsletter. Of course, Angelica used the opportunity to take a selfie.



NORLANDIA PRESCHOOLS

The Norlandia Run for Children

We are a proud sponsor of one of the major running events in Norway, the *Sentrumsløpet 10K*, an annual event that is held each spring in downtown Oslo. As part of this engagement, we support the *Norlandia Sentrumsløpet for Barn*. In this event, we invite children to run a much shorter distance. We organize a day with many activities and fun together with a local sports club (*BUL Idrettslaget*) with a focus on good health and the enjoyment of training.

This fits perfectly with our objective of making physical activity a natural part of everyday life at the preschools, combined with the joy of doing fun things together with other people.





Lamar (4)

Lamar is a whirlwind. She uses her pink blouse to collect tiny apples, giving some away and juggling the rest. Her father Mohammed Al-Abdallah applauds.

"Lamar is beautiful now, but she is even more beautiful when she is together with her mother. Every night, Lamar wakes up asking, 'where is mommy? I want my mommy!'. What should I do then?"

Read Lamar's whole story at www.hilspå.no



Hanybal (11)

"My English is much better than my dad's. Well ... he isn't really my dad, he's my uncle. My real dad was run over by a truck in Afghanistan. My mother turned mean after he died. That was when my uncle came to fetch me. We left everyone who was mean and came all the way to Norway."

Read Hanybal's whole story at www.hilspå.no

HERO

Get acquainted via "Say hello"

Feeling a little curious? Hero spent a whole year on a documentary project entitled "Hils på" (Say hello) consisting of stories captured through film, photography and text. The aim of "Hils på" is to generate understanding; to understand the challenges and daily lives of asylum seekers. Perhaps we are more alike than you think?

Many people live and work at our centers. Everyone has an important story to tell. We want to open our doors and invite you in. To bring you inside the reception center to get acquainted with the people staying there.

Many things can happen when people meet. Stories can be shared; both painful and positive. For some people, a reception center is a means of reuniting with family members that were lost during their flight from harm. For others, the process is about dealing with grief or making difficult choices, maybe even returning to a place of war or conflict. The lives of the residents and employees at the center are affected and shaped by these encounters. This leaves its mark.

We think you will be surprised by the stories they have to tell. You will experience joy, humor, warmth and hope. You will also feel grief, loss, fear and despair. In the midst of a life characterized by waiting and uncertainty, many people are simply trying to do their very best. We are proud of the employees and residents who are generous enough to tell their story online (www.hilspå.no) so you can get to know them.

We are humbled by the individuals who stay with us. They do not speak our language, they do not know us very well and they often have more questions than answers. Everyday life is about learning, mastery and feeling safe. Our dream is to make new opportunities possible for these people in the future. In this new future, our understanding of uniqueness grows while fear decreases.



About the Municipality of Boden

Boden is the third largest municipality in Norrbotten County in Sweden, with 28,000 inhabitants. The nearest major city is Luleå.

NORLANDIA CARE

Norlandia creates jobs in Norrbotten, Sweden

Norlandia will open a new nursing home in Boden, Sweden, on 01 November 2019. The client for this project is the Municipality of Boden. Our partners in the project are Peab and Hemsö. This will be one of Norrbotten's largest nursing homes with space for 126 residents, a big common room and ample outdoor space.

The nursing home is going to create many new jobs in the region around Norrbotten. The nursing home will need certified nurses, auxiliary nurses and nurse assistants. The staff will be comprised of about 150 employees. We aim to create the future of nursing and care homes with a first-class working environment using the latest welfare technology, designed to attract new groups of employees like younger job seekers in the municipality.

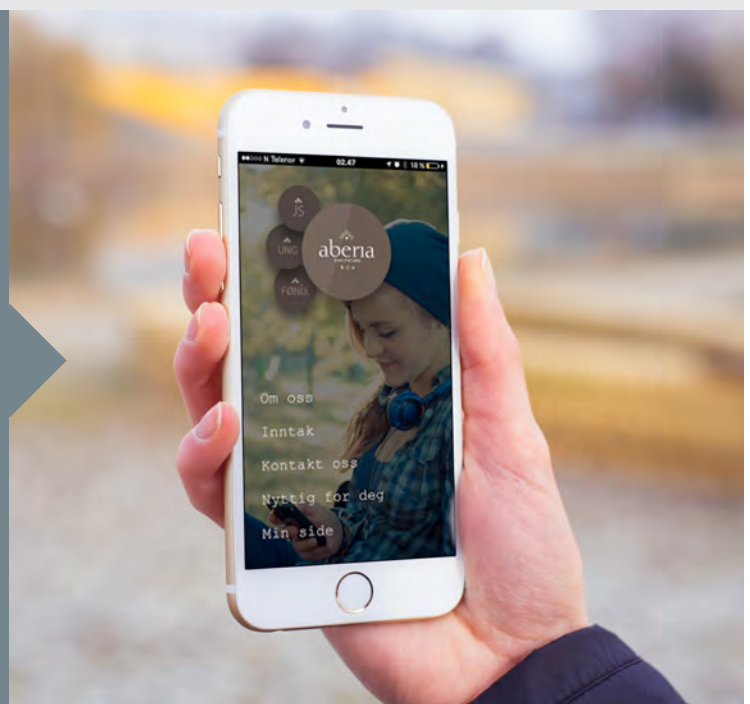
We are collaborating with the local unemployment office and regional nurse and care worker training institutions in the region, hoping to get these schools involved in the project. The project is also being marketed to job seekers and students in Luleå. Luleå is a prominent university town. The university offers courses and degrees in health and nursing, and it has a substantial network outside the municipal borders. We hope to increase the influx of people from Luleå to Boden via this project. The project has the potential to create new jobs in other sectors as well.

ABERIA

Aberia app

Aberia has developed two different apps for users, parents, the public and our employees. One applies to children and young people, while the other is directed at care and relief services.

Our apps make it easy for users, parents and the public to stay informed about our offers and activities, locate our units on maps or to find the right persons for their enquiries. You can download pamphlets from the apps with information that you can use with relevant authorities. We have also gathered the most essential instructions, guidelines, laws and regulations in one place, to inform users about their rights. The applications allow us to reach users on their own terms, giving them the opportunity to maneuver easily through otherwise complex terrain.



Apps that create peace of mind

A key part of today's welfare technology involves data applications for health and care workers that make it possible to work in close proximity to the user and offer streamlined and effective care. A smartphone and an app is all that is needed to make the workday more flexible. The app gives the elderly a greater sense of security, and employees have a better overview of daily tasks.

We finished a pilot project last year to manage electronic medicine administration at several of Norlandia's nursing homes in Sweden. In practical terms the project managed our patient journals regarding when during the day residents were to take their medications. This information is transferred automatically via the app to the employees' smartphones. After the medication has been administered, the employee signs the journal directly in the app, which is then controlled by another authorized staff member at the organization. An alarm function notifies staff immediately if a medication was forgotten or administered late.

There are many advantages to this approach. The residents feel secure because medications are always handed out at the agreed time. Caregivers can document this process in the resident's room to enhance interaction. The right medicine at the right time policy is monitored effectively by the whole team and recorded in the patient journal system. This level of precision allows the staff to develop and improve working practices even further. This is an important prerequisite for our quality assurance work.

About Safe Care

The Swedish company Safe Care AB develops and markets Safe-Doc, a documentation and patient journal system for the private and public sectors. The system offers an application that allows information from the organization's system to be transferred easily to the workers' smartphones.



HERO

A leader in diversity

Hero aims to be at the forefront of diversity. At least 40 % of our employees were either refugees or immigrants. We strongly believe diversity is a strength. Ethnic background is a part of this diversity. We believe uniqueness and diversity among employees help us achieve our company goals. That is why we actively recruit people from different ethnic backgrounds.

We want our colleagues and users to feel confident that they can be themselves, to feel empathy and respect, and be given equal opportunities regardless of race, ethnic background, sexual orientation, gender, age, faith or functional abilities.





HERO

Grønn Tolk, eco-friendly interpreting services

Hero Tolk aims to offer more efficient and eco-friendly interpreting services. That is why we introduced the concept of green interpreting at our organization. *Grønn Tolk* (Green Interpreting) is a good name for these services because interpreting by phone reduces pollution. Interpreters do not need to travel to their assignments. Interpreters from all over Norway are available by phone, and the price is often reduced to a third of what it once would cost to send someone in person.

- Green Interpreting does not pollute or harm the environment and it eliminates travel time.
- Green Interpreting optimizes interpreting resources by turning travel time into interpreting time.
- Green Interpreting makes interpreters from all over the country available to our customers, increasing selection and allowing us to offer the right interpreter for a specific assignment.
- Green Interpreting reduces costs significantly. Quite simply, time is spent interpreting, not traveling.

Hero Tolk donates 1 krone from each green interpreting assignment to a worthy cause. We donated more than 185,000 kroner to Eco-agents (*Miljøagentene*) in 2016 and 2017. *Miljøagentene* is an environmental organization for children in Norway. Our contribution supports the Eco-agents' work to stimulate interest in nature and find lasting solutions for environmental protection among as many children as possible, on the children's terms. They work for a cleaner environment and a safer future by helping children learn to have faith in themselves and have faith in the future, and to learn that their efforts make a difference.

ABERIA

Ripple effects

Ringer i Vannet (The Ripple Effect) is a recruiting program run by the Norwegian Confederation of Business and Industry (NHO). The goal is to help people who have fallen out of working life for one reason or another to get back to work. NHO's solution is to get its associated companies to sign recruiting agreements with employment rehabilitation agencies.

Aberia Healthcare participates in the Ripple Effect Program by hiring people to work at our units. We feel that our contribution can make a difference for these people if we get them back into the workforce, becoming part of a team and feeling good about working with important social causes.





NORLANDIA PRESCHOOLS

Positive dining experiences as a guiding light

Norlandia Preschools in Sweden is trying to create a positive attitude toward food starting at an early age. Our tasty food concept (Mat med Smak) will help us reach that goal. Patrik Karlberg (the head of our nutrition and meals department and the initiator behind the concept) pointed out that our relationship to and perceptions about food are established when we are quite young.

The concept was first launched as a handbook which describes Norlandia Preschools' philosophy about nutrition and meals at our units. The concept includes nutritional recommendations, menu planning, food trends, recipes and inspiration. The program aims to create a common approach to food and meal times among our cooks, chefs and kitchen personnel. The concept also has an

educational program and network gatherings – additional factors that help us develop our food and meal practices and share knowledge and experience.

What began on a small scale is now being implemented at all our preschools. Our healthy meal concept will be in place at all our preschools in Sweden by the end of 2019. It's all about having a holistic idea about each meal. This involves not only knowledge about ingredients and preparation, but also about how food is served, the environment in which it is served and the social situation surrounding the meal. A meal is so much more than what is on the plate or what fills the glass.

Mat med Smak not only involves knowledge about ingredients and preparation, it also deals with how food is served, the environment in which it is served and the social situation surrounding the meal.



Mat med Smak Delibutik

We launched a new delicatessen concept within the *Mat med Smak* program in the Spring of 2018 (Delibutikk). The idea is to open small delicatessens at some of our preschools where parents can buy a cup of coffee when they take their child to preschool, or buy a takeaway meal when they pick up the child in the afternoon. Norlandia Upptäckten preschool in Uppsala is home to our first deli, which is also open to the public.

Mat med Smak Delibutikk offers excellent coffee, great takeaway meals and a wide range of organic goods. We want to create the atmosphere of an international coffee shop or deli on the premises with timeless and charming decor. We promise great food while simplifying the lives of families with small children.





HERO

Give a Job

One of Hero's most important goals is to facilitate and streamline integration. Employing refugees and immigrants as soon as possible is an important part of this work. That is why Hero has been a proud partner of Give-a-Job since 2016.

Give-a-Job is an organization that aims to change our perceptions about refugees, learning to see them as a resource not a problem. We are collaborating with Give-a-Job to help local businesses and communities meet refugees and see them as people who can contribute to the local community.

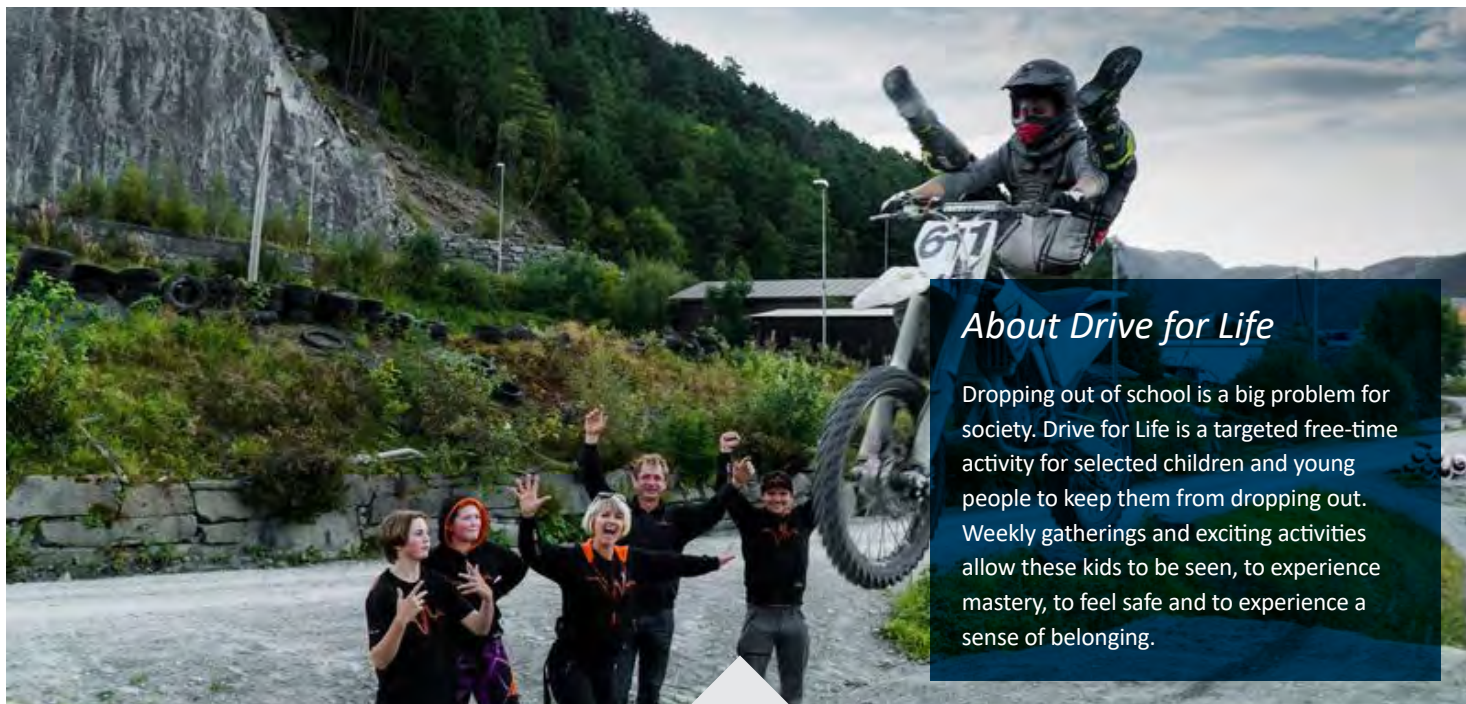
Give-a-Job organizes conferences around Norway and Hero, as their partner, participates in these conferences. Give-a-Job events are extended job fairs where refugees meet potential employers face to face. We look for businesses that have a real

need to hire and interest in employing new faces.

The goal is to find a job for as many people as possible at these conferences. Having a job to go to increases one's feeling of self-esteem and helps expand local networks. A job integrates people into culture and language faster. Jobs build bridges between people within a local community while reducing crime rates, resolving conflicts and establishing mutual trust and common goals.

That is why we will continue to expand our efforts in this field. We have entered into a partnership agreement to support CHARGE. Charge is an incubator and accelerator program that supports start-ups and entrepreneurs run by refugees or first-generation immigrants.





About Drive for Life

Dropping out of school is a big problem for society. Drive for Life is a targeted free-time activity for selected children and young people to keep them from dropping out. Weekly gatherings and exciting activities allow these kids to be seen, to experience mastery, to feel safe and to experience a sense of belonging.

ABERIA

Drive for Life!

Dedication to social responsibility and awareness of how one's organization or business affects people, communities and the environment are obviously important goals. The challenge with work related to Corporate Social Responsibility (CSR) can sometimes be to translate it into something that really means something for the company, its employees and the community. How can we take abstract ideas and give them content and meaning?

We can get quite far by combining our business operations with our social aspirations. Aberia Healthcare did just that in 2017 when we invested in a social entrepreneurship called Drive for Life! (Kjør for Livet). This is a pioneering collaboration in many ways. We are a commercial enterprise that is trying to work operationally and strategically with a nonprofit organization in order to measure the results of the collaboration in terms of the positive influence the program has on society.

Impact

The word Impact is much in use at the moment. Those who work with social responsibility tell us how hard it is to measure a company's social efforts in terms of impact on society and what that means for the company. We can always tell the world about how much money we donated, but we cannot prove that this money had any real impact. Impact is difficult to measure. Since 2013, Drive for Life has been finding ways to measure this factor, in cooperation with the Norwegian Crown Prince and Crown Princess' Foundation and Det Norske Veritas (DNV).

Measuring Impact

Social entrepreneurs are forced to find ways to illustrate the impact their activities have on society. At Drive for Life, we have been able to prove that our participants do better at school, which has a life-changing effect on the kids. The longer a youth remains at school, the better his or her chances are of getting a job, working longer and being more successful in life in the long term.

At Drive for Life, we know that 87 % of our participants stay at least one year longer at school than the reference group (DNV, 2017). This can be measured in economic terms, with a benefit to society of more than 450 million Norwegian kroner.

A partnership between a commercial operator and a social entrepreneur is a very good idea. Drive for Life is based on a solid professional platform and rigid routines for documentation and measuring impact, under the auspices of certification agency Det Norske Veritas. Young people experience a sense of mastery at Drive for Life. They feel that they are being seen and are part of a team. This fits well with Aberia's core values and makes it easy to agree on a shared strategy for this collaboration in the future.

Potential

Drive for Life has found some great supporters since 2011, the likes of FERD (a Norwegian family-owned investment company) and the Crown Prince and Crown Princess' Foundation, but the collaboration with Aberia Healthcare opens a new chapter for the organization. Together, Aberia and Drive for Life will be able to offer individualized attention to more young people, which has a demonstrable life-changing effect.

Together, we will be able to build on the tools that Drive for Life brings to Aberia Healthcare – to identify what the partnership means for society, especially children and young people who have struggled but whose lives have been changed by such measures.

All of a sudden, social responsibility is not so abstract anymore – it becomes a core element of our organization.



Zero Vision dementia care – from words to action

Education, multidisciplinary teams and clear goals – these are the success factors behind Norlandia Solliden's successful implementation of Zero Vision – dementia care without restraints or restrictions. Solliden is located in beautiful surroundings in Skåne, Sweden. The care center currently offers 97 places to people with dementia.

A person-centric approach has always been a matter of course among our staff, helping our residents live on their own terms, according to their own needs and wishes. The Zero Vision method offers advice and guidelines for working with this approach on a daily basis. It has been developing by leaps and bounds in the course of the last years.

A series of specific measures have been developed to reach the goal of implementing strong person-centric working methods. Part of this approach involves changing the apartments themselves such as removing coded door locks, but it also implies changing some working methods; for example, a staff member will always accompany a resident at a distance when a staff member sees a resident exiting the building to go outside in Solliden's soothing outdoor environment.

To reach the zero-tolerance goal, Solliden's head of operations Suzane Erlandsson thinks we need to be decisive, set clear goals and allocate time and resources to education and guidance. "Norlandia has an in-house education program, NorlandiaSkolan, where employees learned about Zero Vision and its guidelines last year. The courses were followed by advice and guidance, which produced fantastic results," Erlandsson said.

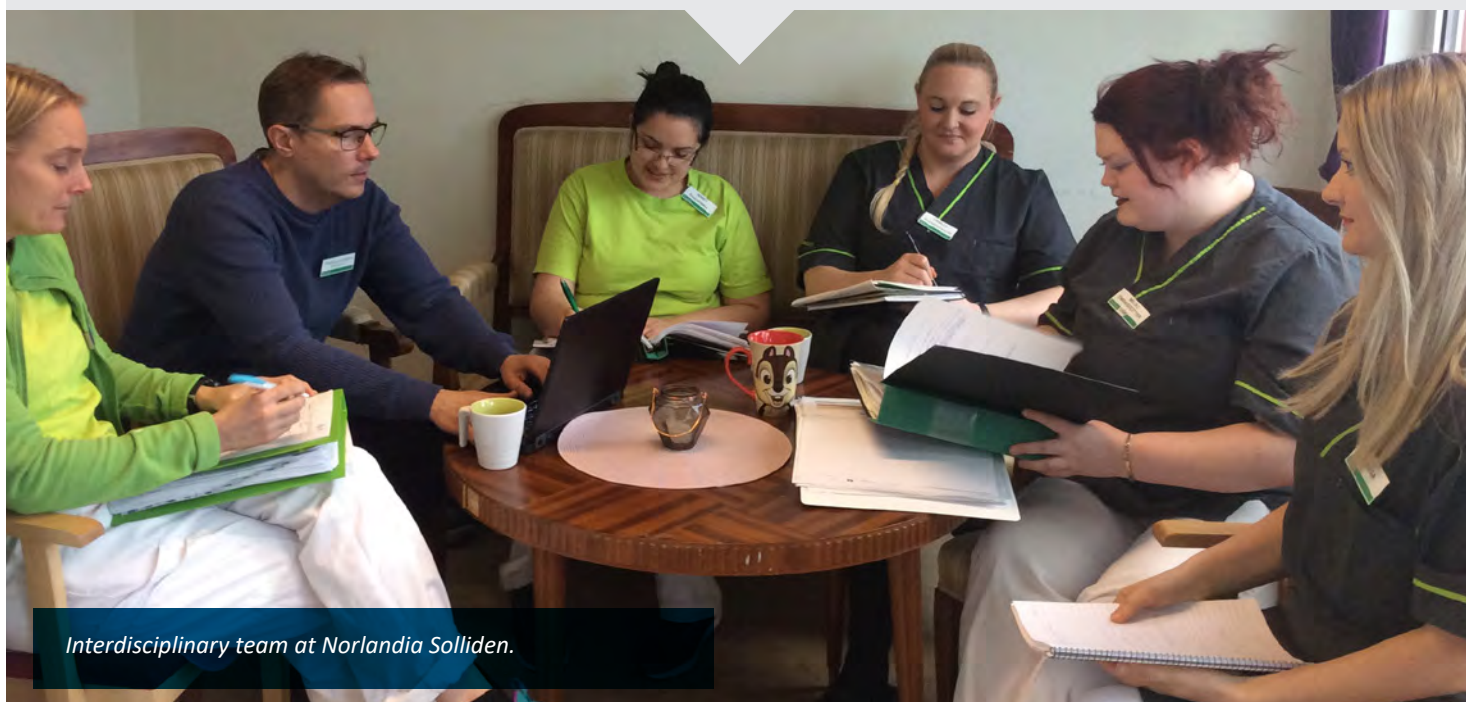
Beyond education and guidance, the organization set up an interdisciplinary team to keep us on the right track while

implementing person-centered methods. Each department has a team comprised of staff members from all the professions represented at the nursing home. The teams meet once a week to discuss the journal and the health status of each resident. Each staff member offers his or her recommendations from a professional point of view on how care and care work should be developed to achieve the best quality of life for each resident. The implementation plans are also revised and updated every three months as needed (which is more than the national average) further enhancing care and care work.

Suzane Erlandsson told us that the journey toward zero tolerance has been a lot of fun and very educational. Regarding the question of what comes next in these efforts, Erlandsson says, "I am a strong supporter of current welfare technology if it can provide us with opportunities to further enhance the quality of our work. The Swedish Dementia Centre has developed an app in which they have collected a great deal of advice and guidelines in this field. Imagine how great it would be for every care worker to have a universe of information in their pocket while at work."

Facts about Nollvisjonen

Nollvisjonen (zero vision) is a method in dementia care without physical or chemical restraints and restrictions to movement. It is a strategy that aims to strengthen person-centered working methods and lessen the need to use coercion, restraints and restrictive measures in the field of nursing and care of persons with dementia diseases. The Swedish Dementia Centre developed the zero-vision approach on assignment from the Swedish government.



Interdisciplinary team at Norlandia Solliden.



Aberia Healthcare is involved in child welfare services and runs relief homes for handicapped persons. We approach our work from a holistic point of view based on the needs and self-worth of the individual and specific requirements for dignified treatment and safeguarding personal integrity.





The director of the Norwegian Directorate of Immigration, Frode Forfang, was among those who lectured at the Hero conference.

HERO

The Hero conference: "From Flight to Work"

Hero opened its first reception center for asylum seekers more than 30 years ago, on 14 September 1987. Hero held a conference in Stavanger in 2017 on that same day, 14 September, entitled From Flight to Work (Fra flukt til arbeid). The conference was a huge success. 250 participants got a professional update from committed speakers. All the important institutions within the field of integration were present and provided speakers.

The aim of the conference was to put the spotlight on the importance of participating in the workforce and helping refugees become a lasting part of Norwegian working life.

The results of a survey conducted by Hero and NHO were presented at the conference to explain why business and industry are willing and able to promote integration. The companies that participated in the survey were asked about their willingness to hire refugees and their experience with refugees as employees.

The survey revealed that many companies consider hiring immigrants a social responsibility. One interesting finding was that 54 % of employers in the private sector were even more willing to be involved in work to increase the rate of refugee and immigrant employment.



ABERIA

Tailor-made dwellings

Aberia has learned over the years that the design of a dwelling is crucial for well-being, safety and care. If properly designed, a dwelling can be used at various stages of a treatment/stay, and be adapted to different users. It can also make work safer for nurses and care workers etc., and make the work situation more controllable.

We developed a prototype for a treatment and care home in collaboration with the architect firm Benjamin Haffner Arkitektur. We considered the location of rooms, shared/common rooms, kitchen and living room. We also designed modules to provide flexibility so that we can for instance turn a room into a gym/training room.



Photo: Folksom Arkitektur



NORLANDIA PRESCHOOLS

Norlandia Quest 2018: Science!

Norlandia Quest is a direct result of work being done by our Knowledge & Innovation team. Knowledge & Innovation has been formulated to be the identity of the preschool organization and is a set of working methods. The goal is to stimulate the kids to be as generally curious as possible. Norlandia Quest is an annual event. All Norlandia preschools in Norway, Sweden, Finland and the Netherlands took part in Norlandia Quest in January and February of 2018. The topic for 2018 was SCIENCE.

The event was comprised of big and small activities. 230 children from the Romerike region in Norway visited the Norwegian Museum of Science and Technology in Oslo and got

to see the new exhibits and take part in science activities for kids. This included coding and mathematics.

Norlandia Quest managed to stir up some great enthusiasm among children, staff and parents. The topic of Science tickled the children's natural curiosity, setting the course for activities back at the preschool.

Norlandia Quest is an event which creates interest, enthusiasm and joy among children. A group of employees selects the year's topic, which is the same for all the preschools. Every preschool plan how they will immerse themselves in the topic. Norlandia Quest is a key part of Knowledge & Innovation as the foundation for creativity, exploration and learning.



A former presenter on Newton, a national television science program for kids, Stian Sandø, taught the children how to program robotic bees. Stian is shown here in an interview with one of the children, in a segment shown on TV (NRK Østlandssendingen).





HERO

Together for safety

Hero Kompetanse has received a good deal of mention in foreign and national media (BBC, New York Times, NRK and VG) about a workshop they offer to prevent sexual violence and rape, entitled Sammen for Sikkerhet (Together for Safety).

The workshop was the idea of some dedicated staff members at a Hero reception center, who later received more extensive training and professionalization from educators at Hero's skill enhancement department, Hero Kompetanse. In 2018, Hero Kompetanse expanded the workshop and brought the concept to Germany. In a time of great influx of asylum seekers and several incidents of violence and cases of abuse in public spaces such as Cologne and Sweden in 2016, Hero developed a way to make such environments safer. Hero's experiences in the field was renowned, which resulted in invitations from many different operators in the field of integration.

The workshop provides information about laws, cultural codes and unspoken rules of interaction between women and men. The participants of the workshops are considered informants and supporters who can reach out to relevant environments with important information.

Our methodology of engaging participants in a common effort to improve security has caught the most attention. Different cases are discussed from the standpoint of a witness, in which the participants are challenged to think about the grey zones and specific situations that can be categorized as abuse. This helps us decrease the chances that a participant feels stigmatized or becomes defensive, while openly discussing the case to find good solutions.

This method is based on theories of intercultural communication, where one works to interpret signals and

situations. The goal is for the participants to gain an increased understanding and a broader perspective – and see various possible interpretations for situations and thus choosing from a broader range of possible actions. By gaining insight into the realities of the lives of young girls and our interpretations of equality, openness and freedom, the participants are in a better position to respect the limits which are set by national laws.

The concept is to make asylum seekers more responsible, not more suspicious. This is a key factor of any integration process, and it also works during the Together for Safety workshop. Asylum seekers are resourceful people. They want to protect their reputations and safeguard their communities. Hero has years of experience bringing the residents of reception centers into the process, in order to safeguard their interests. Making residents a part of the process is a guiding principle for all our reception centers. That is to say, our residents are highly capable of identifying where such problems can arise and help make our surroundings safer for everyone. Read more online: www.sammenforsikkerhet.com



Horse and music therapy are valuable tools

Equine therapy

Horses can be a very good tool to help people who have experienced painful relationships that make it difficult to open up and trust others. Horses are big animals. You need to stay focused in their proximity and physical contact is a key part of the therapy. People often manage to find greater serenity, balance and presence through equine therapy, feeling more attuned to their own bodies.

Controlling such a large animal enforces a sense of mastery and coping, and you learn to cooperate – with the horses and with the people at the stables. Working with a horse can therefore strengthen one's sense of self-esteem.

At Aberia, we use horses as a type of therapy for children and young people who have experienced neglect, trauma and abuse in the past. This can help them find coping strategies and develop self-confidence so that they can live and function better in society.

Music therapy

Music therapy is a type of therapy that uses music to work with the most difficult questions; things one is either unable or incapable of putting into words. By making music, creating lyrics, singing, playing an instrument and setting tones to emotions, we often

dare to enter painful and vulnerable places inside ourselves that we would otherwise not dare to go. Telling others what you feel and what you have experienced through lyrics and melody is recuperative and curative, allowing a person to work with painful feelings. The therapist can come pretty far using music with people who find it difficult to talk about their experiences and help them process pain in other ways.

Expressing oneself through music also strengthens self-esteem. At Aberia, we offer music therapy to traumatized people who have experienced neglect and abuse in the past. This can help them break out of old patterns, put the pain behind them, develop more self-esteem and thus also function better in society.



NORLANDIA PRESCHOOLS

The discovery prize

We have created an award to recognize preschools that implement successful methods and projects related to Norlandia Preschools' identity: Knowledge & Innovation. In 2017 many fine nominations were submitted, and the jury assessed a number of inspiring projects from all of our preschools.

The winner was Norlandia Kanonen preschool in Oslo, which managed to integrate food into learning in an innovative way. The children are given the opportunity to explore food, flavors, exciting ingredients such as fish and shellfish, and to grow their own kitchen garden.

The cook at the preschool participates actively in activities and joins the group on excursions where the children find and explore raw ingredients that they can bring back to the preschool to cook. Kanonen works closely with the national nutrition program, Fiskesprell, and they have won several competitions on this topic. The preschool's work in this field has received a great deal of attention in the media and by politicians. They have also been noticed internationally.

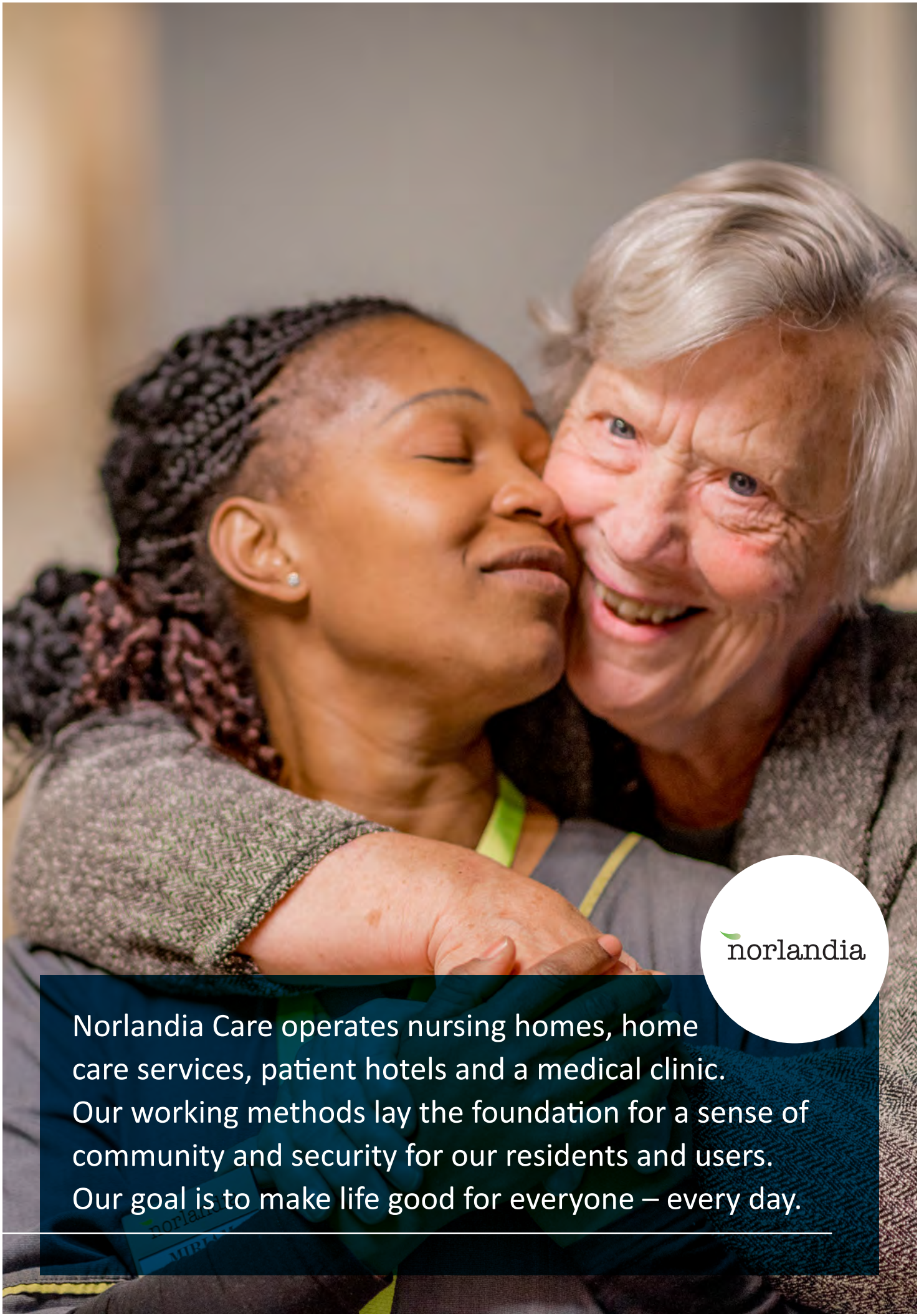
Beside Kanonen, one winner was designated from each region:

Norway

Region Nord: Hvalrossen
Region Nordland: Stordalen
Region Oslo: Kanonen
Region Vest: Capella
Region Øst: Tre Troll

Sweden:

Region Mitt 1: Örtagården
Region Mitt 2: Rönninge
Region Nord: Årsta
Region Syd: Äventyrsbåten



Norlandia Care operates nursing homes, home care services, patient hotels and a medical clinic. Our working methods lay the foundation for a sense of community and security for our residents and users. Our goal is to make life good for everyone – every day.



NORLANDIA PRESCHOOLS

Vardefjellet – digital tools as part of everyday life

Norlandia Vardefjellet preschool is one of the first preschools in Norway to invest in a 3D printer. Digital tools are a natural part of everyday life at the preschool – as is true in today's society. The goal is to make the children into producers, not consumers. In the beginning, they used the printer just to print simple models. But the children eventually learned to print different kinds of big pieces that can be put together.

Digital tools has been an area of interest and investment at Norlandia for several years, providing a whole new dimension of things children can do in the preschool, together with all the other fun things available there. For example, they often use iPads along with a projector to create new rooms in the preschool. Kids of all ages made animated films using an iPad and a camera. No matter what digital tools are being used, the staff is keen to act as good role models and show the children that these tools are a resource when used properly.

NORLANDIA CARE

A robot to fight loneliness

A big challenge for elderly people is the isolation they feel when their health starts to fail. Statistics in Norway show that more than 26,000 people over the age of 75 only have contact with their family once a month or less. Norlandia has entered into a collaboration with No Isolation to increase contact between the elderly and their family and friends.

They offer a product named KOMP; a digital screen that can be installed in the user's home. KOMP is designed to make it easier to stay in touch with the elderly and include them in the family's daily life. KOMP allows family and friends to send pictures and messages and make video calls. The user must learn to use the device, but its design is simple. Only one button turns the device on/off and controls the volume, so it is difficult to make mistakes. The sound is crisp and clear, and it is easier for a grandmother to hear and understand what a child is saying when she can see the child's face. The display screen is high-contrast with large text, making the contents easy to see.

Norlandia is now testing KOMP at its care institutions and via home care services in Norway and Sweden. The results so far are promising and very positive. Many users are receiving hundreds of messages and calls every month. This increases the quality of life for the elderly. We want to help develop KOMP technology in the future.



Aase Rugstad Berg lives at Ullernhjemmet. She was a little wary of the KOMP screen in the beginning. She now enjoys the calls and pictures sent by friends and family.

Very satisfied parents

The Norwegian Directorate for Education and Training conducted its annual parent survey for preschools for the second time in the autumn of 2017. 106,000 parents from 2661 preschools in 280 municipalities responded to the survey. Parents in Norway are generally satisfied with the preschool programs being offered: 94 % are either very satisfied or quite satisfied. On a scale from 1 to 5, the parents with children in municipal preschools awarded an average of 4.4 points, while parents from private preschool awarded 4.6 points.

Five of Norlandia's preschools made the list of best scores. On the whole, Norlandia Preschools scored more top marks than any other chain of preschools. The five best preschools were: Onkel Tomms Hytte, Skistua, Tre Troll, Paradiset and Stordalen.



Make someone happy for Christmas

Some people dread the thought of a lonely Christmas. The Norwegian nonprofit organization Bymisjonen conducts an annual arrangement to help make Christmas more enjoyable for these people. The staff and residents at the Orkerød nursing home participate in the program.

Residents and staff knitted orange scarves which were delivered to the Bymisjonen's office in Moss. They also held a Christmas fair, where the proceeds were handed over to Bymisjonen for a Christmas Eve event.



Collecting money for breast cancer research

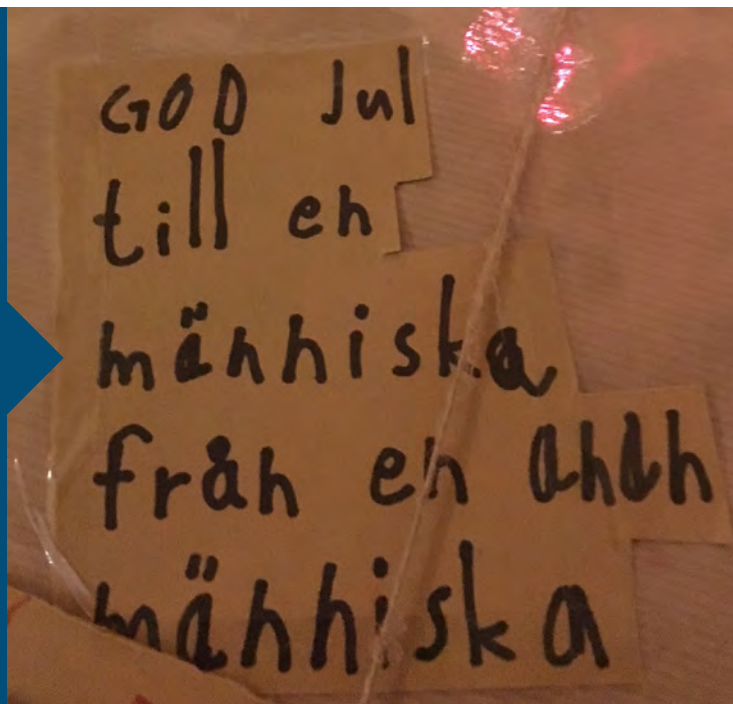
Our preschools in Finland have arranged café evenings for the parents of our preschool children. The café soires raised 900 euro, which went to breast cancer research.



A bountiful Christmas at the Eds preschool

Norlandia's Eds preschool is located just north of Stockholm. The children at the preschool wanted to help the homeless. The children's questions and thoughts were caught up by the educators, who came upon the idea of collecting and making Christmas gifts for the homeless. The response was amazing: Several businesses sponsored the project with gifts, and parents donated clothing and hygiene items.

The children, parents and staff gathered a few days before Christmas to pack each of the Christmas presents, which contained drawings from the children and a personal holiday greeting. One child sat a long time struggling with the text for his card, but he finally wrote, *from one human being to another human being*.



HERO

Educational scholarships

Hero Tolk strives to be more than a traditional interpreting agency. We also focus on guidance and training for our interpreters. We want as many people as possible to complete the national interpreters education and register in the National Register of Interpreters. To encourage interpreters to complete the formal training, we offer educational scholarships every year that cover semester fees, the syllabus and other costs for 4-5 interpreters who have completed the Interpretation in the Public Sector Course at Oslo Metropolitan University.

NORLANDIA CARE

Meaningful work

Norlandia's Kungsgården nursing home in Enköping, Sweden, collaborates actively with OMNIA dagverksamhet, a company that offers daytime services to elderly who live at home.

OMNIA works to empower elderly who live at home and prevent passivity and isolation, hoping to increase independence among people of working age who live with cognitive impairments. OMNIA offers its participants meaningful work tasks on behalf of companies, organizations and other enterprises. OMNIA hired Natalie to work at Kungsgården nursing home to add some spice to the residents' daily lives. She cooperates with Norlandia's activity organizers to involve the residents in such activities. She reads aloud to the residents and plays bingo with them, goes bowling, takes walks and hikes, dances or just chats.



Resident cooperation at reception centers

A very important concept which Hero has been developing for many years at its Norwegian reception centers is to get the residents involved at the center and to offer advice via an active resident council. Our vision was to give the residents more responsibility and more opportunities, to see them as the resources they truly are. The state eventually set official requirements for resident participation and resident councils at all Norwegian reception centers. We introduce this concept whenever we set up a new reception center outside of Norway, most recently in Germany, making sure the client understands the necessity of the measure. The German reception centers are now working to implement active resident participation in all their operations.

The national council exists to give residents a voice, so we can hear their opinions on how reception centers in Norway operate. The voices of asylum seekers must be heard, at the centers themselves and by the people who make decisions in our communities.



ABERIA

An inclusive graduation celebration

When Kathleen Pettersson's handicapped son was reaching the end of his upper secondary studies, she decided that his celebration would be just as fun and rewarding as that of all other young people his age. Oscar Pettersson (21) is developmentally and physically handicapped.

Kathleen Pettersson came to Aberia Healthcare and asked for help and support to give her son a celebration worthy of any high school graduate. Aberia Healthcare is proud to help children and young people with limited capacities or resources enjoy the benefits that all their peers have access to. The boys from Rælingen Upper Secondary got the experience of a lifetime. Oscar and his classmates were also part of a documentary program presented by the TV2 news channel, in a program entitled Same time next year.





HERO

Facilitating opportunities in the future

Hero dreams of making new opportunities possible for our new citizens. Our ambition is to become an international supplier of innovative thinking and a driving force in work to integrate immigrants and make our new citizens self-sufficient, all over Europe. Hero offers expertise in the handling of some of the most precarious and engaging questions faced by modern western democracies: Migration, integration and inclusion of immigrants into the labor market.

Our activities are built on 30 years of experience in Norway, along with new insights and best practice from other countries. We currently have operations in Norway, Sweden, Finland and Germany. To combat what is now being called outsidership and succeed with integration into communities and at the workplace, one must

always work with the outsider and work on the environment at the reception center itself. Good integration requires inclusion.

Successful integration is of great socio-economic importance and essential to the quality of life and to combating child poverty. Hero believes that the businesses and nations which will succeed best in the future will be skilled in managing diversity and leveraging the perspectives and resources that inequality brings with it.

Hero's employees take this work seriously, as professionals and in their private lives. Many of us are even involved in the voluntary sector and contribute outside normal working hours with commitment and efforts in our own neighborhoods and at nonprofit organizations.



ABERIA

Town meeting "On Children's own Terms"

Aberia Ung arranged a public meeting at a cinema in the city of Moss, Norway in August of 2017. The title of the meeting was On the children's own terms (På barns premisser). The conference was free. It was open to local citizens, our employees, young people at our institutions, politicians and our partners around Østfold County.

We also invited politicians to a roundtable discussion to discuss the topic as it is frequently presented during elections; private operators, opportunities and myths.

More than 100 people came to the conference. Our experience consultant Angelica Kjos and milieu therapists Freddy Bolle and Marius Karlstrøm told their powerful stories from the realities of the child welfare system as a user and from the standpoint of an employee of the child welfare services. It was a magical evening with heartfelt stories and high temperaments during a political debate led by Baard Fiksdal from the Norwegian Confederation of Business and Industry.

We are planning new town meetings going forward.

NORLANDIA PRESCHOOLS

Norlandia Family Services

Norlandia in Sweden offers a number of family services to parents/families of small children to simplify their daily lives. At our preschools, the idea is not only to provide care and educational development of the highest quality but also offer other services requested by the parents of the kids in our preschools. A selection of the family services we offer:

Tasty Food: Parents can buy a breakfast bag, lunch bag or dinner kit which is prepared by the preschool's Tasty Food chef.

Babysitting: The staff at our preschools can also offer babysitting outside normal opening hours.

Flexible Care and Open-on-Weekends: Care provided outside the preschool's ordinary business hours: evenings, nights, early mornings and weekends. Flexi-preschool (Nattis) would depend on approvals and agreements with the municipality. On hours and days prior to holidays such as Christmas, the preschool can stay open a few hours extra during the weekend so parents have extra time to plan and prepare for forthcoming events.

FamiliePepp: We invite parents to dinner parties, interaction and networking that include inspiring lectures about current topics.



Pink competency

Pink competency (Rosa kompetanse) is a model for learning developed by The Norwegian Organization for Sexual and Gender Diversity (FRI; formerly LLH), which is funded by the Norwegian Directorate of Health, the Norwegian Police Directorate, the Directorate for Education & Training and the Directorate for Children, Youth & Family Affairs.

Pink competency teaches health care professionals, child welfare services employees, school employees, the police and personnel from the public prosecutor's office about how to talk safely about sex and sexuality. The goal is to increase knowledge about what it means to be lesbian, gay, bisexual, transperson and/or queer in today's Norway.

Aberia has many different users from many different target groups. Aberia has been applying Pink Competency throughout 2018 to increase awareness about gender and sexuality because we work with people every day, so we need to meet these people in a caring and inclusive manner. Knowledge of norms, gender, identity and sexuality allows us to provide the most excellent support possible to youth in their daily lives.



Norlandia runs six preschools in Uppsala. Malin Wikström is the general manager at Norlandia Lindbacken preschool.

NORLANDIA PRESCHOOLS

Praised for excellent work

The Municipality of Uppsala in Sweden bestows educational awards every year to employees in the municipality's preschools, primary schools and secondary schools. Since 2016, the municipality also has an award for a preschool manager or school principal. The municipality hopes to encourage Uppsala's preschools and schools to work systematically to increase the quality of the education they offer.

Malin Wikström from Norlandia Preschools was awarded the school leader award for 2017 for her conscientious work to make an already excellent enterprise even more exceptional. Her work included ensuring a non-toxic preschool, working on gender-role awareness and implementing quality controls where co-workers actively participate in improvements and developments at the organization.

Trusting one's employees, giving them room to develop, as well as always having an open door are some of the factors Malin believes contributed to her getting all personnel groups to work towards the same goal. "This is not a one-man-show. We work together every day to develop our organization so children and staff can reach their full potential," Wikström said.



NORLANDIA PRESCHOOLS

Royal visit to Onkel Tomms Hytte

Norlandia's Onkel Tomms Hytte preschool near Tryvann, Oslo, had a royal visit on February 2, 2018. William and Kate, the Duke and Duchess of Cambridge, and Crown Prince Haakon and Crown Princess Mette-Marit of Norway were shown how the children at an open-air and sports preschool spend a day in the middle of winter.

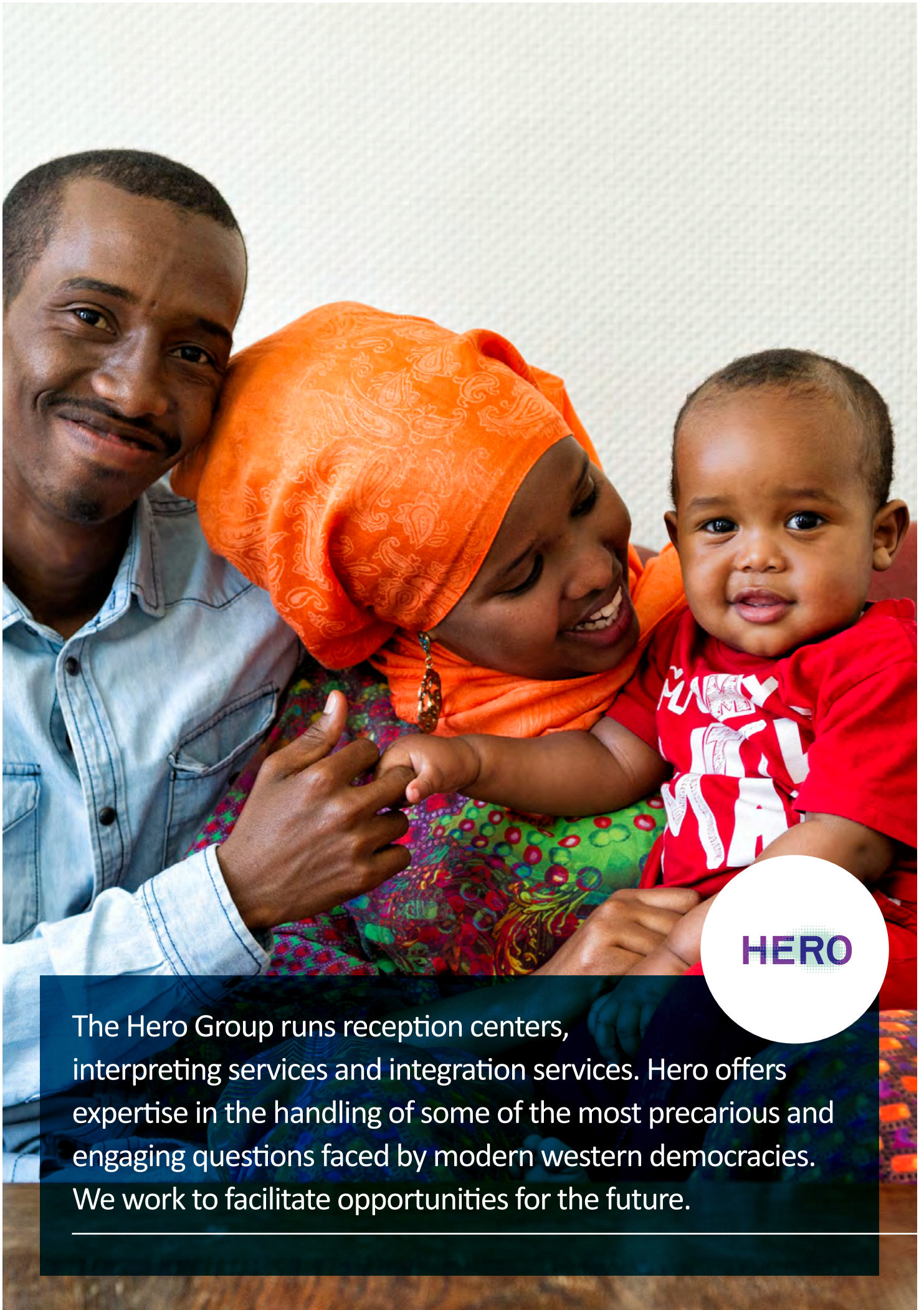
The Nordmarka forest was glorious in the bright sun on that cold winter day. The idyll was not lessened by the sight of all those happy children on skis, to the guests' amazement! They were clearly impressed by the children's skiing skills. The Norwegian Association for the Promotion of Skiing takes care of the ski trails. Norlandia was grateful to be invited to be part of such a wonderful skiers' landscape.

The Royals showed great interest, took their time and talked with many children. They met with unit manager Line Hovland Hansen

and some of the children around the campfire. Hovland Hansen told them about the work being done at the preschool, about the philosophy behind their no-fences premises and the children who play in close proximity to nature throughout the year. They also talked about how to light a campfire, about good conversations around the fire and about cooking on a campfire. Prince William was fascinated that the kids learned to use a knife at such a young age, and believed that this was quite nontraditional compared to preschools in his country.

The mental health of young people is an area of great importance to William and Kate. The conversations that evolved during their visit to the preschool also involved how access to nature influences upbringing and development of children in a positive direction.





The Hero Group runs reception centers, interpreting services and integration services. Hero offers expertise in the handling of some of the most precarious and engaging questions faced by modern western democracies. We work to facilitate opportunities for the future.

Back to work!

Many young people in Finland find it difficult to enter the labor market. Many of them have been out of the labor force for a long time due to illness or other challenges. Our preschools in Finland work actively to help people from these groups get back to work by offering short-term, trial jobs.

One good example of this program is a woman who had not worked for many years who began working with us as a trainee/assistant for one year. She was an invaluable member of the unit where she worked; her colleagues described her as the heart of the preschool. She was asked to work full time at the preschool when her trial period was nearly over.



NORLANDIA CARE

This year's longest senior marathon!

Norlandia runs an activities campaign for all its units within elderly care in Norway every year. The campaign focuses on physical activity and fresh air, and we encourage residents to join us on a fictional long-distance hike to a particular destination.

In 2017, the fictional trip went from Oslo to China. The residents counted every kilometer of the activity that summer. The distance is divided into stages, and each of the milestones on the road is commemorated by gathering all the residents to an evening dedicated to the destination with a quiz and a small taste of what the destination has to offer by way of traditions and food.

Happy and hearty residents joined the kick-off for the trip and received a diploma when they crossed the finish line in Oslo's Frogner Park. Thanks for joining us!





Photo: Budstikka

NORLANDIA PRESCHOOLS

Activity days with Olympic hurdle race

Norlandia is passionate about physical activity among children and adults. One of our initiatives is to support the Oslo downtown 10 K (Sentrumsløpet) by hosting the kids version of the race.

The marathon is arranged by a local sports club, Bondeungdomslaget (BUL). Norway's leading hurdler, Isabelle Pedersen, runs for BUL.

Isabelle Pedersen visited Nilsemarka preschool in Asker one snowy day in January 2018 during their activity day. A hurdle track was set up at the preschool where the children could test their skills. Race bibs, Norwegian flags and fancy medals made the day quite special. The event was a part of the preschool's physical tivity plan.



Norwegian hurdler Isabelle Pedersen participated in a sporting day for the children at Nilsemarka preschool.



Hybrid cars for home care

We have begun replacing our older vehicles with new hybrid cars as an environmental measure at Norlandia home care services.

We have also started coordinating driving lists so two employees can use the same car whenever possible. This is more efficient and good for the environment, and it brings a social element to the workday.



Supplementary education for nurses from countries outside Europe

Many foreign nurses cannot be certified as nurses in Norway because they took their nursing education outside EU/EEA. This led many of them to the field of care work, resulting in less opportunity to leverage their expertise and experience from their home country.

16 students from countries outside Europe/EEA began a supplementary education in the winter of 2018 at VID Specialized University, with the goal of becoming certified as a nurse after finishing their studies.

This project involves state, municipal and private operators who share a common desire to certify these employees and have their expertise recognized in Norway. Norlandia initiated the program, which eventually led to a collaboration by various institution: VID Specialized University, Diakonhjemmet Omsorg, the County

Governor of Oslo and Akershus and Sykehjemsetaten.

The part-time supplementary education course for nurses at VID is currently a pilot program. A key element of the project is paying the students a salary during their studies. The state, represented by the County Governor, is financing the cost of hiring temporary workers when the participants are at school.

This partnership was high priority for Norlandia. We are proud of doing our part to solve a big challenge faced by society within the field of health and care services; there is a scarcity of nurses in Norway and we can do something with that through this project. The project also contributes to integration. It ensures that people who come to Norway can use their resources and are given the opportunity to participate in work and community life.



From the commencement of the project at VID Specialized University on 29 January 2018. From left: Monica Carmen Gåsvatn, Senior advisor at the health office for the County Governor of Oslo and Akershus. Helge Jagmann, Director of Sykehjemsetaten, Municipality of Oslo. Ingunn Moser, President of VID Specialized University. Helle Dorthea Gjetrang, Director of Diakonhjemmet Omsorg. Hulda Gunnlaugsdóttir, COO at Norlandia Care. Marianne Borgen, Mayor of Oslo. (Photo: Susanne Ward Ådlandsvik)

Working toward Integrated Child Centers in the Netherlands

In 's-Hertogenbosch, a municipality in the southern part of the Netherlands, the 'Childcenters 0-13' concept has been on the agenda for childcare, primary education and the local government for years. The joint ambition is to develop the talents of children through one continuous pedagogical and educational line.

Childcare, school boards and the local government wanted to follow the development of the child centers from the start. To this end, the City Photo was designed in 2012. The City Photo is a monitor which shows the cooperation within the child centers. An analysis takes place on twelve content domains in which five phases of development are distinguished. The extent to which our own policy and the municipal policy are aligned can be assessed using this tool.

The City Photo monitor stratifies degree of integration into five levels:

- Phase 1: organizations operate separately
- Phase 2: organizations coordinate with each other
- Phase 3: organizations have fixed forms of consultation and do things together
- Phase 4: organizations have joint policy and responsibility
- Phase 5: organizations with integral responsibilities

The City Photo 2017 shows that the upward trend of 2013 and 2015 continues. The Norlandia child centers in 's-Hertogenbosch achieved in 2017 an average score of level 3, meaning that we do things together with the primary school system, in a self-responsible fashion.

The goal is to move from 'doing together' to increasingly 'being together responsible'.

The "City photo" shows that most child centers focus on what is possible and can be done together for the development of children. Practical, sometimes temporary solutions are chosen, and energy is put into what is useful.

The results that the child centers are most proud of are mainly substantive success factors that directly benefit the children or that influence the cooperation between the employees.

Norlandia Kinderopvang actively contributes to the further development of Integral Child Centers in the Netherlands. This makes Norlandia Kinderopvang a reference for other organizations in the industry.





NORLANDIA PRESCHOOLS

Zero tolerance for bullying at preschools

Research shows that bullying occurs at preschools in Norway. The new Framework Plan for Preschools was published in 2017. For the first time ever, the plan offered guidelines for how preschools can work with parents to make sure children have a safe and good start at preschool.

Norlandia decided to implement these guidelines wholeheartedly, together with some of the strongest academic communities in the field. Norlandia aims for zero tolerance of bullying at all its preschools. Our goal is for every preschool to have the competence to detect, prevent and deal with bullying as soon as it occurs. No children at Norlandia Preschools will be bullied or insulted.

We have done extensive work at all our preschools to prevent and stop bullying of any kind. We collaborated with Professor Ingrid Lund from the University in Agder in 2017 and in the spring of 2018 to train our staff on the topic of bullying.

We select specific employees to participate in workshops and we have laid out an extensive follow-up and compliance program at the preschools, which enable our employees to develop the skills they need to prevent and stop exclusion and bullying. We have

become even better at securing the conditions for children to thrive and develop.

We use our Knowledge & Innovation staff actively in this work. We call our selected employees ombudsmen. These ambassadors will act as the driving force for preventive work out at the preschools.

We have developed a toolbox at Norlandia Kompetanse that can be used to improve enjoyment, well-being and friendship which we conceptualized as Norlandia's Zero Bullying Standard. This standard sets the requirements for employee competency, and it includes a tool for charting this work.



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