

**Corporate social responsibility in healthcare & care services 2014**  
Developing sustainable healthcare & care services in Scandinavia



**Aleris**

# Contents

## About Aleris

- 4 From the CEO
- 5 From the Board
- 6 History
- 8 Aleris

## Our social responsibility

- 12 Company management and finance
- 14 Innovation
- 16 Quality
- 18 Employees and working environment
- 20 Ethics and anti-corruption, human rights, equality and diversity
- 22 Environment and climate



## About Aleris

# From the CEO

Liselott Kilaas

I am proud to present Aleris' first report on corporate social responsibility. In this report we describe how Aleris is working on topics such as ethics, the environment and human rights. We also want to address social responsibility within healthcare and care in a wider context.



*Liselott Kilaas has been CEO of Aleris since 2013, and of Aleris Norway and Denmark since 2006.*

Corporate social responsibility is an integral part of Aleris' activities, but only now have we been able to demonstrate this work internally and externally. One of the aims of this report is to identify what is being done, and raise awareness of the work on corporate social responsibility in all three countries.

Corporate social responsibility within Aleris has several dimensions. Since safeguarding healthcare and care services in the future requires innovative and different thinking, we have also defined innovation within services as corporate social responsibility. Through research, development and innovation, we want to help to further develop healthcare and care services so they are sustainable and equipped to meet increased needs in the community.

Another dimension are the initiatives that are separate from our day-to-day operations. Since 2007 we have had a long-term

partnership with the Norwegian Red Cross, and since 2013 with the Danish Red Cross. The focus is on activities that support healthcare and care. Our partnership with the Norwegian Red Cross has produced results such as the first aid app, which provides fast access to basic first aid skills wherever you are and almost 100,000 people have already downloaded the app.

In addition, we have funded traineeships through the Stella Red Cross Women's Centre in Norway, and held a first aid course in Denmark. In 2014 we will support the non-profit organisation Hand in Hand Sweden, which has a presence in India and Africa. Hand in Hand's activities include education in health, entrepreneurship, job creation, health information programs and efforts to prevent child labor.

A third dimension are all the excellent projects Aleris operates in conjunction with local resources. Initiatives for getting people into

employment and support activities for young people in care are just a few examples of public-private partnerships in which both parties benefit from each other's expertise, experience and needs.

To help us better integrate corporate social responsibility throughout the entire organisation, in 2013 Aleris joined the United Nations Global Compact. The Global Compact is the world's largest corporate social responsibility initiative and has defined ten principles in the areas of human rights, the environment, anti-corruption and labour standards. Aleris supports these principles and is looking forward to working long-term to implement them in our strategy and day-to-day operations. This report marks the beginning of this work.

I hope this report helps all Aleris employees gain inspiration from one another and inspire others to find ways to integrate corporate social responsibility into everyday life.

# From the Board

Helena Saxon

Corporate social responsibility is a key aspect of value creation in a business. Since Aleris was established in 2005, the importance of corporate social responsibility has gradually increased, in terms of both management strategy and the work in the various parts of the company.



*Helena Saxon represents Investor on the Board of Aleris.*

Aleris has grown, developing an extensive range of services, and is now a major contributor to the healthcare and care sector in Scandinavia. As a company grows, so do the demands and expectations for professional management, leadership and administration of the company. The Board's mission is to influence Aleris to prioritise wisely and to influence the direction in which the organisation should develop.

The Board has always been clear that Aleris should be an organisation that does more than what is expected of a company in this sector. Quality, ethics and values have been an overriding priority in all our work. This makes corporate social responsibility a natural and important aspect of Aleris's work.

The work of developing Aleris is conducted with great respect and deference to the tradition, experience and expertise of healthcare in Scandinavia, where

there is a high standard of quality in healthcare and care services in Scandinavia. We also know that the sector in the coming years will need to be developed through innovation, investment, exchange of ideas and healthy competition within the sector.

Growing numbers of elderly people and a shortage of skilled manpower will increase pressure on services and require us to think differently.

We must always try to identify those areas of an organisation where it is possible to make improvements. The complexities of healthcare and care ensure that the development of these services will be a long-term process, changes must be controlled and gradual.

A clear strategy for corporate social responsibility contributes to good risk management and added value as we progress towards our overriding objective: working together to create

a highly valued healthcare and care company that both patients and users, owners and employees want to be part of and continuously use services from.

# History

## 2005

Aleris is established through a merger of CarePartner and ISS Health Care, owned by EQT. From the outset the business operates in Sweden, Norway and Denmark. Aleris acquires the Norwegian company, Ungplan.

## 2006

Aleris acquires Norwegian companies Omnia and Axess. Through the acquisition of Medilab Kliniska Laboratorier, Aleris offers the full range of diagnostics services in Sweden. The acquisition of Nackageriatriken extends the portfolio within healthcare and care.

## 2007

Norwegian company BOI is acquired, launching Aleris's adult psychiatric activities in Norway.

## 2008

Aleris enters the specialist healthcare sector in Denmark through the acquisition of Danske Privathospitaler, which consists of five hospitals. Aleris now runs hospitals and medical centres in all three Nordic countries. The acquisition of Sophiahemmet's x-ray activities improves the company's position within radiology in Stockholm.

## 2009

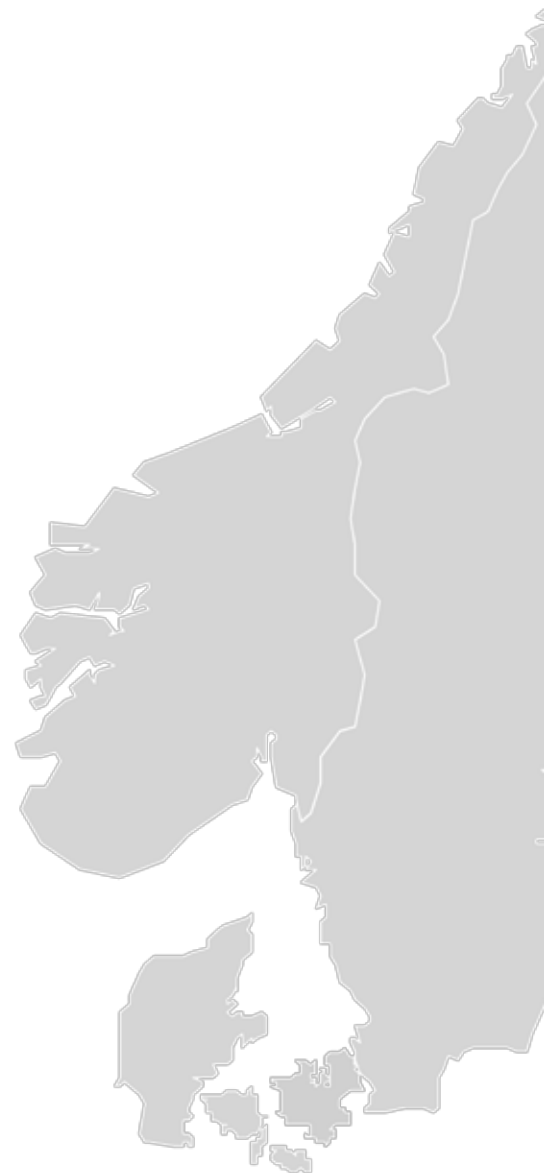
Båthöjden Plaza outside Stockholm becomes the first elderly care unit built and owned by Aleris. Aleris also takes its first steps into primary healthcare services in Sweden.

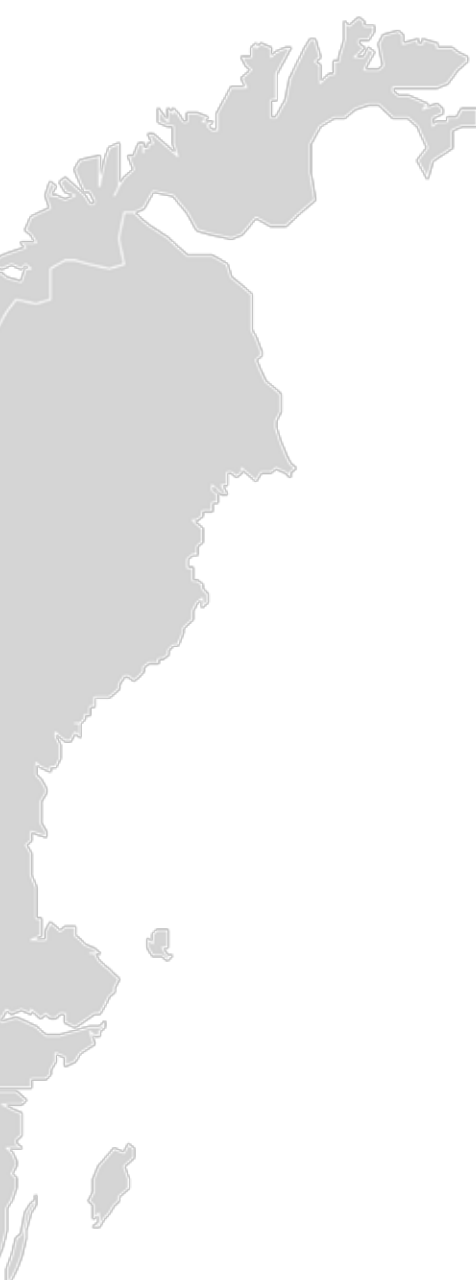
## 2010

Investor becomes new owner of Aleris. Through its commitment and long-term view, Investor clearly demonstrates that it wishes to build up a healthcare business of the highest quality.

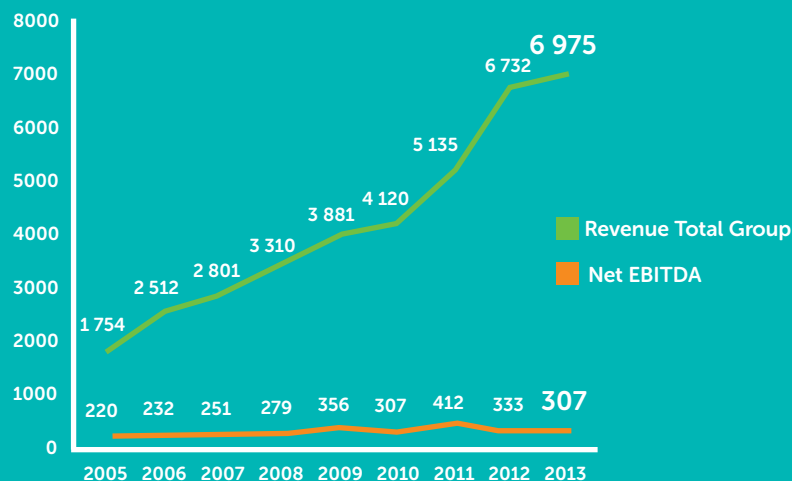
## 2011

Aleris is growing rapidly within the health sector in both Denmark and Sweden: Proxima becomes part of the company, bringing on board its portfolio of specialist healthcare services in Nacka, Motala and Ängelholm and primary healthcare services in Stockholm, Uppsala and Östergötland, as well as rehabilitation. Through the acquisition of Privathospitalet Hamlet, which operates in Greater Copenhagen and Århus, Aleris becomes the largest private hospital operator in Denmark.





## Aleris Group 2005-2013 MSEK



### 2012

Aleris takes over the running of the specialist care services at Bollnäs Hospital, which becomes Aleris' first accident and emergency hospital. In Sweden, home care services also expand through the acquisition of Södermalm's home care services. Aleris's second elderly care unit is inaugurated.

### 2013

Aleris expands its elderly care service, taking over several nursing homes in Norway and Sweden. In Sweden, Aleris opens its third nursing home and commences building in Simrishamn and Halmstad.

### 2014

Since its inception, Aleris has grown and expanded its service portfolio significantly through acquisitions, organic growth and new contracts and agreements. In an effort to bring together and represent the new Aleris, the company changes its appearance, logo and profile.

# Aleris

The name Aleris comes from the Latin “alere”, which means to provide nursing and care, healing and nourishment.

With around 8,500 employees across 350 units in Norway, Sweden and Denmark, Aleris is one of Scandinavia’s leading private healthcare and care service companies.

The company is highly diverse and includes hospitals, medical centres, home care services, diagnostics, child welfare, mental healthcare, care for the elderly and facilities for the disabled. Its services are used by the public sector, businesses, insurance companies and private individuals. Since its inception in 2005, Aleris has acquired around 30 companies, and had a turnover of around SEK 7 billion in 2013.

Aleris is a company with high ethical standards. Consideration, professionalism, commitment and innovation are our values and characterise everything we do. We organise our services around the needs of our customers, as quality and service are prerequisites for the organisations delivery.

We wish to both contribute to and be an integral part of the public healthcare and care services wherever they are needed.

## **Long-term corporate governance with Investor**

Aleris is owned by Investor AB, a Swedish company with almost a century of experience in the development and corporate governance of major companies. Investor is listed on the Swedish Stock Exchange.

Investor is committed to long-term perspective and accountability, believing that corporate social responsibility is a key aspect of value creation in the companies it invests in. Through the work with the various company boards,, Investor encourages its companies to operate in a responsible and ethical manner, and be leading players within corporate social responsibility in their sectors.

## **Read more about Aleris**

[www.aleris.no](http://www.aleris.no)

[www.aleris.dk](http://www.aleris.dk)

[www.aleris.se](http://www.aleris.se)

## **Read more about Investor**

[www.investorab.com](http://www.investorab.com)





## New look

A major survey conducted by Aleris in 2012 showed that Aleris' values and working methods are, largely, aligned to users and clients' wishes.

The survey also showed that awareness of Aleris could be improved in Norway, Sweden and Denmark. As part of the effort to better define the organisation, we have changed the appearance, profile and logo in 2014.

The name and trademark Aleris mean that we work according to the same values, quality objectives and ethical guidelines wherever you encounter us.



Aleris

## Aleris and the Red Cross: The first aid app

Aleris and the Norwegian Red Cross have developed a first aid app anyone can download free to their mobile phone. The first aid app shows what to do in various emergency situations, and can locate you through a GPS function if necessary.

There is also a quiz where you can test your basic first aid skills and a list of international emergency numbers. The first aid app received an honourable mention in the 2013 CSR Awards organised by CSR Norway. To date, almost 100,000 people have downloaded the app.

The app was nominated for innovation in the 2014 Prize and Award "SPOT".

### Read more and watch the video on the first aid app

[www.rodekors.no/forsthjelpsapp/](http://www.rodekors.no/forsthjelpsapp/)

[www.youtube.com/watch?v=CdY8Z-vjrKY](http://www.youtube.com/watch?v=CdY8Z-vjrKY)

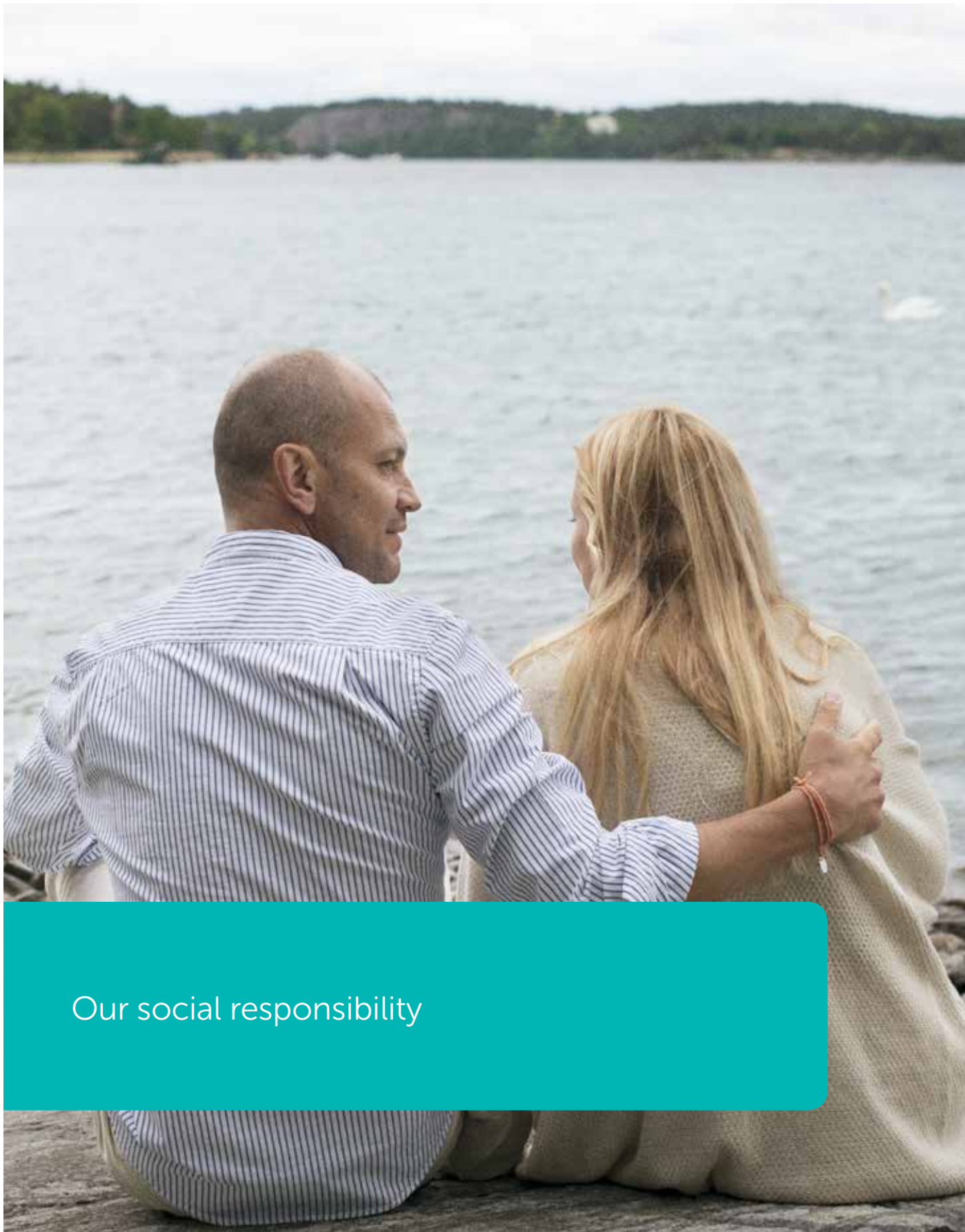
# The app you want everyone around you to have

First aid saves lives. Aleris and the Red Cross encourage you to learn more about first aid.



Last ned gratis på [rodekors.no/app](http://rodekors.no/app)





## Our social responsibility

# Company management and finance

## Principles

Delivering and developing good quality, sustainable healthcare and care services that our clients and customers choose to use requires good financial management and governance.

The management of the company is just as committed to improving minor details as it is to the improvement of major systems. Our philosophy is that something good can always be better, and we seek to learn not just from ourselves but from others.

## Challenges and opportunities

Aleris wants to show that it is possible to operate excellent healthcare and care services on a sound financial basis. We strive for a flexible organisation that can adapt and quickly readjust to the diverse and evolving needs of our clients and users. With operations in the three Scandinavian countries that are developing in different ways, we have a unique opportunity to learn from our experiences in all countries.

## Status

Aleris is currently in a good financial position, with sound financial

management. Our long-term owner and developer, Investor, provides financial security, and solid business operations allow us to fulfil our values. Any surplus is used to invest in personnel, infrastructure, research, development and innovation so that we can improve and develop our services.

The prioritisation of corporate social responsibility is anchored in executive management and in our corporate governance model.

## Objectives

Aleris aim is to continue growing and developing, we want to create value in society by playing a central role in healthcare and care services in the Scandinavian countries. Financial security allows us to achieve our ambitions for operational predictability and stability, and to be a driving force for research, development and innovation within our areas of activity.

By improving logistics and efficiency, we want to show that it is possible to increase capacity while maintaining our standards of quality, safety and satisfaction among users and employees.



## Global Compact

In 2013, Aleris joined the Global Compact – the UN's corporate social responsibility network.

**Read more about Global Compact's ten principles**  
[www.gcnordic.net](http://www.gcnordic.net)



### **Aleris and collaboration with public authorities**

In 2013 Aleris-Hamlet Hospitals in Denmark entered into a historic new partnership with Region Sjælland, involving the region and a consortium of several operators.

It is the first time that such a partnership agreement has been entered into between a region and private operators on the provision of healthcare and care services.

The agreement also enables Aleris-Hamlet Hospitals to contribute to the development of innovative solutions in the partnership.



### **Aleris and Save the Children: Group discussions for unaccompanied underage asylum seekers**

In Sweden, Save the Children and Aleris have developed a model for conducting supportive group discussions for unaccompanied underage asylum seekers. The majority of these children and young people have a difficult psychosocial situation and have experienced a number of serious incidents. In our experience, this kind of support is important to these children's overall health and development.

The discussions take place on six occasions at the young person's residence, together with personnel. The model is based on trauma-informed care, which is a framework for understanding vulnerable children with an emphasis on the importance of their experiences from early childhood. Trauma-informed care is based on safety, understanding and good relations which help improve the child's ability to control reactions and difficult emotions.



### **Aleris and music therapy in child welfare:**

The entertainment group "Kom Nærmere" (Come Closer) The entertainment group "Kom Nærmere" was set up in 2003 on an initiative from Aleris Ungplan in Norway. The idea was to create a venue where young people in the child welfare system could tell their stories in a different way.

The efforts of politicians, professionals, musicians and not least the young people themselves, have turned "Kom Nærmere" into a major standalone collective project.

In 2013 the entertainment group celebrated its 10th anniversary in the Fana Cultural Centre, and received the Bergens Tidende award of NOK 50,000. Aleris is considering starting up "Kom Nærmere" projects in several towns and cities.

# Innovation

## Principles

Innovative thinking is one of Aleris' core values. This means that at all times we should adapt our operations to the changing needs of the population, and that we are innovative in the design and operation of our services. Healthcare and care services in Scandinavia have always been, and will continue to be a public responsibility.

But no sector develops optimally without competition, and this also applies within the healthcare and care sector. Through innovation and competition in the right areas, private contributors can also help to improve the quality of the public healthcare and care services.

## Challenges and opportunities

The healthcare and care services are growing steadily, as is the need for them. People are living longer and the healthcare and care services are becoming increasingly advanced and specialised. There are stricter requirements for quality and safety, and service users have higher expectations and greater rights to a wider range of services than previously. Aleris believes that the quality and availability of healthcare and care services improves when parts of the services are undertaken by private operators. For example, the private sector is able to quickly establish new services where the public sector requires more time, and can therefore complement the public provision with specialised services when so required. Aleris experiences competition on a daily

basis from other skilled private operators. This contributes to necessary innovation within the areas of our activity.

## Status

Through development and operation of new diagnostic and treatment forms, research, professional and financial support for innovation, Aleris contributes to innovation in logistics and service within all our areas of activity. In all three countries, Aleris collaborates on quality improvement in various networks of public and private healthcare and care service operators. Aleris contributes to the training of healthcare and care personnel in all three countries.

## Objectives

Aleris will continue to be an innovative contributor to and an integral part of public healthcare and care services in Scandinavia. We want to more actively share knowledge between Aleris and public sector authorities in all three countries. We want to use IT technology to a greater degree in healthcare and care, and achieve greater collaboration with public sector authorities on research and development.

Healthcare professionals are becoming a scarce resource and this trend is expected to continue in the future. Aleris must focus on creativity and innovation within the service sector in order to help improve healthcare and care services and maintain its position as an attractive employer.



## The Aleris Research and Development Fund

The Aleris Research and Development Fund was established in 2013 following a desire to strengthen internal R&D at Aleris. A sum of SEK 10 million has been allocated in the period 2013-2016. The aim of the fund is to support patient clinical research and development through projects aimed at improving treatment, nursing and care.

The fund will also support Aleris's values and goals. The fund is managed by a fund committee appointed by the CEO, with representation from all business areas and all countries in which Aleris operates.

There has been great interest in seeking support from the fund. Following a selection process in which projects were ranked according to factors such as patient benefit and scientific level, a total of 16 projects have been granted money from the fund in 2013.



## Research at Aleris Helse: Innovation in hospital services

**1. Breast centre with response on the day:** At the new Breast Centre in Oslo, women with a lump in their breast are able to have all necessary examinations in one day and get immediate results from examinations by skilled specialists. The fast diagnostic examination ensures that women do not have to worry unnecessarily and are treated more quickly if they are diagnosed.

**2. Competence centre for prostate cancer:** Aleris has Northern Europe's best equipment for the diagnosis of prostate cancer with integrated MRI and ultrasound diagnosis of the prostate gland. This provides the most accurate biopsy possible and enables fast and reliable diagnosis. The competence centre consists of a multidisciplinary team of urologist, oncologist, radiologist and nuclear medicine.

**3. Clinical research in surgery for morbid obesity:** The obesity clinic at Aleris has published a study based on efficiency improvement in its own hospitals from 2005-2010. While the time required for the actual surgery is the same, the processes before and after surgery are significantly reduced due to more efficient organisation: the time from the start of anaesthesia to the start of the operation is reduced from 23 to 6 minutes per operation. Non-surgical time in the operating theatre is reduced from 43 to 15 minutes per operation. This frees up time so that surgeons can carry out more operations per day.



## Research at Aleris-Hamlet Hospitals: Shorter convalescence after knee surgery

In 2009, doctors at the Anaesthesia Department of the Aleris-Hamlet Hospitals in Copenhagen developed a new method for treating pain following surgery of the knee where a new artificial knee joint had been inserted. With the new method, known as adductor canal blockade, a local anaesthetic is administered to the nerves in the operated knee via an injection in the middle of the thigh. With this placement of the local anaesthetic, which takes place using ultrasound guidance, the muscle controlling nerves are only slightly anaesthetised, while the pain-sensitive nerve fibres are completely anaesthetised. The muscle function is thus almost fully preserved and the patient is able to walk on the operated leg just a few hours after surgery.

Together with the Anaesthesia Department of the Main Ortho Centre at Rigshospitalet in Copenhagen, doctors later researched the value of this method for patients and hospitals, given that patients can be discharged after only a few days. The research was published in international journals and the method is now widely used both nationally and internationally. The doctors have just received support from the Aleris Research and Development Fund to improve the method, with the aim of identifying the lowest effective dose of the anaesthetic.



## Research at Aleris Specialistvård Sabbatsberg (Aleris Specialist Care Sabbatsberg): Avoiding surgery for women with adenomyosis

Doctors at Aleris Specialistvård Sabbatsberg have received support from the Aleris Research and Development Fund for research into adenomyosis, a disease which causes severe pain and bleeding during menstruation. There are currently no statistics on the number of women suffering from adenomyosis, but research shows that the disease is more common than previously thought. Many are undiagnosed and are not receiving adequate treatment. Today, for women who are affected, treatment involves surgical removal of the uterus, a major surgical procedure with a risk of complications and a long convalescence. In a study, doctors at Aleris will investigate the effect of treating the disease with drugs rather than surgery. The study is a collaboration with the Karolinska University Hospital. The support from the Aleris Research and Development Fund enables gynaecologists treating the affected women to carry out the study simultaneously, allowing the study to be carried out in significantly less time than at a university hospital. Today there is no alternative to surgery for these women. If the study shows what the Aleris gynaecologists are hoping, it could mean a revolution in the treatment of women with adenomyosis.

# Quality

## Principles

All treatment and follow-up of patients and clients within healthcare and care is associated with a certain amount of risk, requiring strict standards for quality, health and safety and the environment. While Aleris consistently achieves high scores for all quality indicators, a key element of our quality assurance work is that we can always improve. We are open minded to our potential for improvement and we must learn from our mistakes.

Quality in our organisation is therefore subject to continuous control and monitoring via internal and external audits and inspections, deviation management and quality surveys.

## Challenges and opportunities

Aleris provides services to patients and clients with treatment and support needs ranging from the simple and uncomplicated to extensive and complex. Common to all our users, whether they are patients or clients is that they actively choose to use Aleris.

Meanwhile, treatment, nursing and care options are growing steadily,

making us entirely dependent on good quality and excellent efficiency in order to be chosen: If we are not good enough, we will not get patients or public sector contracts. If we are not efficient, we will not be a financially sustainable business, the latter being a prerequisite for operating and the ability to develop new, good quality services.

## Status

Quality assurance and improvement are anchored in the company's executive management. This ensures that quality is prioritised and coordinated across and units in the three regions, and enables us to improve quality across the organisation as a whole.

In addition to reporting on all quality requirements from the authorities in three countries, Aleris has implemented specific systems for measuring aspects such as patient, resident and user satisfaction, employee satisfaction, complications and complaints.

Our businesses were among the first in the healthcare and care sector to initiate ISO-certified quality systems

and accreditation in accordance with the Danish Quality Model (DDKM). We also chart the satisfaction of our clients in all countries.

At a Scandinavian level, each month the management reviews patients' perceived quality at all our hospitals and medical centres. All units also report comparable numbers of complications every month, and complaints are registered and reported on an ongoing basis in all units. The quality control results provide a good basis for identifying where and how we can improve the quality of our services.

## Objectives

Aleris will strive to enhance quality in healthcare and care through closer cooperation with public sector authorities on quality objectives and quality indicators, involvement in research and development and a continuous focus on discrepancies and areas for improvement in our own operations. We continue our efforts to measure the satisfaction of users and clients in all our activities.





### Measurement of patient satisfaction: HappyOrNot

In addition to ongoing written patient surveys, in June 2013 Aleris introduced the HappyOrNot concept at all Aleris centres in Norway, Sweden and Denmark.

HappyOrNot is a newly developed Finnish concept that measures customer satisfaction. The exits of our hospitals and receptions are equipped with monitors on which patients and users can choose from four assessments of how satisfied they are with their visit to Aleris. This better enables us to obtain a continuous overview of patient satisfaction, compare the departments and carry out comparisons between our various hospitals. Each unit has a unique location number and is equipped with a SIM card, which sends the results overnight to a centrally controlled system.

**Read more about HappyOrNot**  
[www.happy-or-not.com/](http://www.happy-or-not.com/)



### Aleris and the Red Cross: Training Danes in first aid

Would you be able to save someone who collapsed in front of you on the street with cardiac arrest? Everyone should ask themselves this question – and if the answer is no, we hope that you will enrol on a first aid course. This is the goal of Aleris-Hamlet Hospitals' collaboration with the Danish Red Cross. The Red Cross holds its First Aider of the Year event to celebrate one everyday hero, receives a prize of DKK 10,000, who in 2013 this was donated by the Aleris-Hamlet Hospitals. The prize is given to an individual who has saved a life by administering first aid. Aleris is on the judging panel for First Aider of the Year in 2013 and 2014.

### Read more about our work with the Red Cross

[www.aleris.dk/vi-tilbyder/aleris-hamlet-hospitaler/patient/om-aleris-hamlet/samarbejds partnere/rode-kors/](http://www.aleris.dk/vi-tilbyder/aleris-hamlet-hospitaler/patient/om-aleris-hamlet/samarbejds partnere/rode-kors/)

# Employees and working environment

## Principles

Our 8,500 employees represent Aleris's most important resource. Along with good leadership, employee development and our approach to employment is essential to create a good working environment and a future-oriented company. Skilled and satisfied employees are essential in order to provide good services.

We focus on wellbeing and on building motivation and optimism about the future together with our users and our patients. Meeting the treatment and care needs of those who approach us gives them the best possible conditions for being active in work, studies and other activities.

## Challenges and opportunities

We believe ownership and short decision paths are factors that help to attract, develop and retain competent employees at Aleris. A flexible environment also enables the organisation to quickly adapt to changing tasks and needs.

Many jobs in the healthcare and care sector are demanding with high workloads, and absence due to sickness is generally high compared

with many other sectors. It is therefore important to work systematically on various measures in order to keep absenteeism down.

## Status

Our key HR tools include the annual leadership and employee surveys. With response rates of around 70%, the results are consistently good, indicating that most people are satisfied, but also vary in how the employees perceive the working environment and leadership in the various departments and businesses.

Most people feel respected by their line manager and 85% are aware of Aleris's values.

Because of feedback in the survey, all employees now have a greater opportunity to monitor the quarterly presentations of financial results. A Scandinavia-wide leadership development programme has also been drawn up for managers at Aleris. The aim is to provide specialist knowledge of what leadership requires and work on what is expected of them in terms of competence, motivation skills and other abilities.

## Objectives

Our long-term overall objective is to continue to be an attractive and valued employer within our various fields. We should have a good working environment and an inclusive workplace in which our employees are proud and committed to their job.

The employees must have the opportunity to participate, influence and develop their skills. We will contribute to encourage inclusion and diversity among our employees, focus upon capacity and continuity in leadership and, where necessary, actively work to reduce absence due to illness.



### **Aleris Care: Job rotation for employees**

In Denmark, Aleris aims to include vulnerable people on the job market in our care operations, and ensure that our work can be adapted for our employees when they need it.

Aleris in Gribskov has received an award from the local employment council for being the best business to introduce job rotation.

In 2013, Aleris trained and qualified 22 long-term unemployed people and 14 former temporary workers in Denmark. 90% of the temporary workers have since secured a permanent connection within the job market.



### **Aleris Ungplan & BOI and NHO: Rings in the water**

Rings in the water (Ringer i vannet) is a recruitment strategy on behalf of the Confederation of Norwegian Enterprise (NHO) in Norway. The aim is to get people who have dropped out of the workforce for various reasons into ordinary jobs. Aleris was one of the first companies to sign a national Rings in the water agreement.

In November 2013, the labour market enterprise Mindus awarded the Brobyggerprisen (the Bridge Builder Award) to the Mandal division of Aleris Ungplan & BOI for taking responsibility for getting unemployed people into employment. Aleris Ungplan & BOI's division in Southern Norway runs various services for young people based on Mandal and Marnardal.



### **Aleris Ungplan & BOI and the Church City Mission: Children's Centre in Brazil**

The Children's Centre in Norway is a solidarity project organised under the Church City Mission (Kirkens Bymisjon) in Bergen. The Children's Centre works to improve living conditions for poor children in the city of Porto Nacional in the state of Tocantins in Brazil. Through the local partner organisation, Comsaúde, more than 500 children and young people are able to participate in various activities within health, education and culture in which they are given the opportunity to actively improve their own situation.

Aleris has chosen the Children's Centre for its solidarity project and is one of the project's oldest and most important partners. We renewed our support agreement in 2014, helping to ensure the continued operation of the Children's Centre.

# Ethics and anti-corruption, human rights, equality and diversity

## Principles

Aleris's ethical guidelines apply to all employees and all those who perform tasks for us in any way and as a purchaser, Aleris imposes stringent requirements on subcontractors. In all our work we strive to safeguard the interests of our patients, customers and users in the best possible manner.

We feel that equality and diversity in employment help to improve creativity and innovation, and are essential in order to achieve the company's goals and visions. Everyone should feel welcome at Aleris.

## Challenges and opportunities

Aleris has a particular responsibility to safeguard patient and user rights and the privacy of those who come to us as patients may be unable to clearly judge what is best for them. Within child welfare, substance abuse and mental healthcare, we occasionally provide care services that the user does not wish to receive, but judge this to be the best professional solution for the individual.

Employee diversity is important within psychiatric care, where different backgrounds, ethnic origins and education among employees are essential to achieving good relationships with the users and

achieve a successful treatment programme.

Due to the significant amounts spent on products and services each year we have strict requirements to ensure that satisfactory control procedures are in place vis à vis our subcontractors.

## Status

Aleris is made up of around 70% women and 30% men and there is a good gender balance in the Group management team.

For major purchases, we require written documentation on the subcontractor's standards relating to the work environment, anti-corruption, ethics and human rights. Until now, Aleris has not carried out its own research into whether this has been complied with, but we are now becoming more active in this area.

## Objectives

Aleris contributes to ethical dialogue and cooperation with individual stakeholders as well as community representatives. We want to increase the proportion of men in Aleris as a whole, and strive for gender balance in those parts of the operation where there is a high predominance of either men or women.

We want to work with public sector authorities to ensure that as many people as possible have equal access to the most appropriate healthcare and care services when they need them. In 2014 we will be visiting selected subcontractors to check conditions against the written documentation we have received.

## Read more about Aleris's ethics and values

[www.aleris.no/Om/Om-Aleris/Etikk/](http://www.aleris.no/Om/Om-Aleris/Etikk/)  
[www.aleris.se/Om/Om-Aleris/Vara-varderingar/](http://www.aleris.se/Om/Om-Aleris/Vara-varderingar/)  
[www.aleris.dk/om/om-aleris/vores-vardier/](http://www.aleris.dk/om/om-aleris/vores-vardier/)



### **Aleris Care: Equality in home care**

Equality projects in the City of Stockholm, funded by the Swedish Association of Local Authorities and Regions (SKL), have attracted interest and involvement

Aleris Södermalm's home care operation was invited to participate in SKL's equality initiative.

The project is still ongoing and has resulted in the "Equal home care" course, which is 8 hours and is now a mandatory part of Södermalm's Home Care School. Thanks to the experience gained from the project, Aleris is able to train employees across Aleris Care in equality.

The project suggests that improving equality in home care improves the quality of the services.



### **Aleris Care: Language teaching for personnel in care for the elderly**

The 250 employees at the Lambertseter Retirement and Nursing Home in Oslo include representatives of over 30 nationalities. In the spring of 2010 we started in-house training in reading, writing and computer skills (Basic competence in working life), supported by the National Agency for Lifelong Learning (VOX) and taught by the Oslo Adult Education Centre Skullerud. 45 employees divided into 3 groups participated in the first 30 week course, and due to high demand the project continued for two further periods.

Aleris has very positive experiences of this project. Following the course, 32 of the participants passed both written and oral Norwegian Level 3. Aleris has sought additional funds to enable other employees to do the same.

The course has resulted in a significant improvement in communication at work, allowing Aleris to better utilise the skills of its multicultural employees. Employees are able to contribute more and are better integrated into society, and conversation is now easier with residents, relatives and colleagues when at work.



### **Aleris and training of healthcare and care personnel**

In Denmark, Aleris-Hamlet Hospitals is the only private hospital involved in the formal specialist training of orthopaedic surgeons in Aarhus and Copenhagen. The training programme has been operating for several years, and has received positive feedback from both the doctors involved and from public sector authorities.

In Norway, Aleris Helse is funding a part-time professorship at the Faculty of Medicine at the University of Oslo. As part of this, Aleris is participating in a total of six studies. Aleris also has nursing students in practice in mental care.

In Sweden, the Aleris Specialist Care Elisabeth Hospital has started specialising in shoulder surgery in collaboration with Skåne University Hospital and DePuy Mitek (Johnson & Johnson). The training programme is called Shoulder Academy and is aimed at orthopaedic specialists with a special interest in the shoulder. Aleris Specialist Care Elisabeth Hospital performs nearly 10% of planned shoulder surgeries carried out in Sweden.

# Environment and climate

## Principles

An integral part of corporate social responsibility is the consideration of the climate and environmental impact our business has on society. Aleris is continuously working towards its goal of identifying and implementing measures to reduce the company's negative impact on the environment and environmental management is a priority throughout the entire company.

## Challenges and opportunities

The company's operations have a only a limited direct impact on the environment, the main environmental impact comes from emissions relating to transportation, as Aleris is a large, geographically distributed organisation. We therefore focus on how we can best reduce the use of electricity and fuel to minimise our environmental footprint.

## Status

Our patients and customers are made aware of our efforts to reduce the environmental impact we are responsible for. Such initiatives include the recycling and effective use of paper, the use of video and teleconferencing to reduce emissions from transportation and where this is not possible we use energy efficient transportation and low emission vehicles. Due to the rapid development and evolving requirements and standards, we have not yet implemented a cross-border environmental

certification scheme for the organisation as a whole.

## Objectives

Aleris will raise environmental awareness and contribute to sustainable social development by continuously working to minimise negative environmental impact, comply with the environmental laws and requirements affecting our business, and evaluate and continually improve our environmental work.

Our main environmental focus in 2014 is on continued reduction of car and electricity usage, and increased use of waste separation. We will continue to closely monitor developments in certification solutions. The long-term aim is for all businesses in all three countries to have an environmental management system and be certified in accordance with an appropriate environmental management system.



## Examples of environmental management at Aleris Healthcare

The hospital activities of Aleris Helse (Norway) and the majority of the activities of Aleris Diagnostics (Sweden) are environmentally certified in accordance with ISO 14001.

ISO 14001 is the internationally recognised general environmental management standard for organisations in all industries. It was developed by the International Organisation for Standardisation (ISO) and is based on two concepts: continuous improvement and regulatory compliance.

In Denmark, all Aleris-Hamlet Hospitals are accredited by The Danish Quality Model (DDKM), which ensures that businesses comply with the environmental considerations covered by DDKM.



### **Whistleblowing: Opportunity for anonymous notification**

In order to avoid offences and other improprieties and facilitate a safer and better workplace, Aleris wishes to be informed of any such improprieties in the company as quickly as possible. An external warning system has been set up for the Group, called the Whistleblower system, in which employees can report any improprieties in the workplace.

The scheme complements the opportunities for notification through normal reporting paths. An independent external party (Ethos International) handles the notifications, and employees are able to report anonymously.

In Sweden, in early 2014, Aleris adopted a policy of "protection of sources" providing the same rights as public employees. In practice, protection of sources already applies, but the policy has been adopted to further reinforce and emphasise this.

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