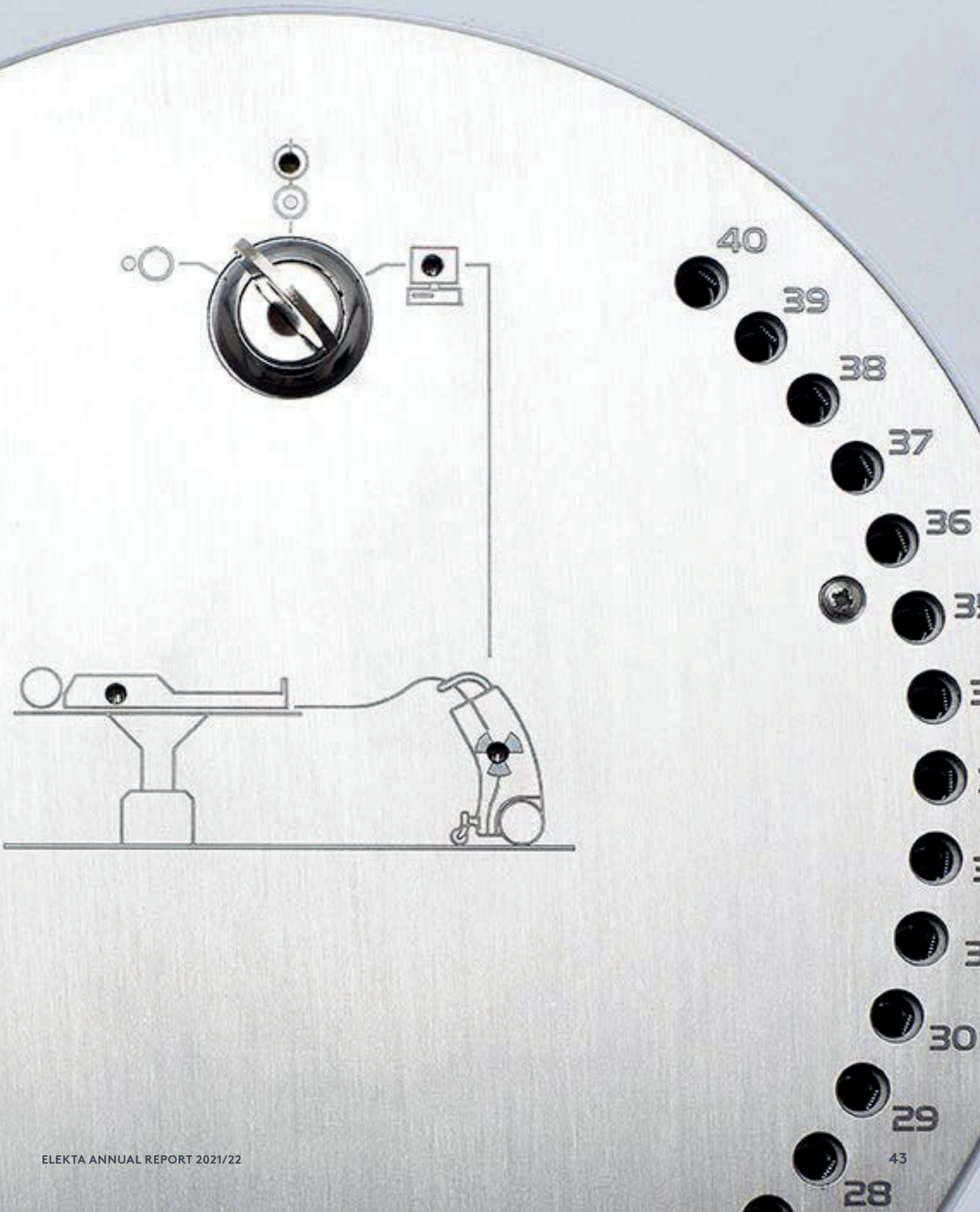


IN-DEPTH SUSTAINABILITY REPORT



We are part of building a sustainable future globally

Elekta’s vision is a world where everyone has access to the best cancer care. Working to realize this vision while taking our social and environmental responsibility is integral for the long-term success of our company and for building a sustainable future for society.

Our approach to sustainability is guided by Agenda 2030 and its Global Goals for Sustainable Development. By addressing our most material sustainability topics, we are making positive contributions to nine of the 17 goals. Particularly, we are making a significant contribution to target 3.4, which is to reduce premature mortality from cancer and other non-communicable diseases by one third until 2030. We do this through our focused strategy to increase access to radiotherapy in underserved markets.

There are large structural differences in cancer care globally, with low- and middle-income countries generally being underserved in terms of treatment capacity. This is illustrated by the fact that they account for 62 percent of new cancer cases each year and for 70 percent of the deaths.

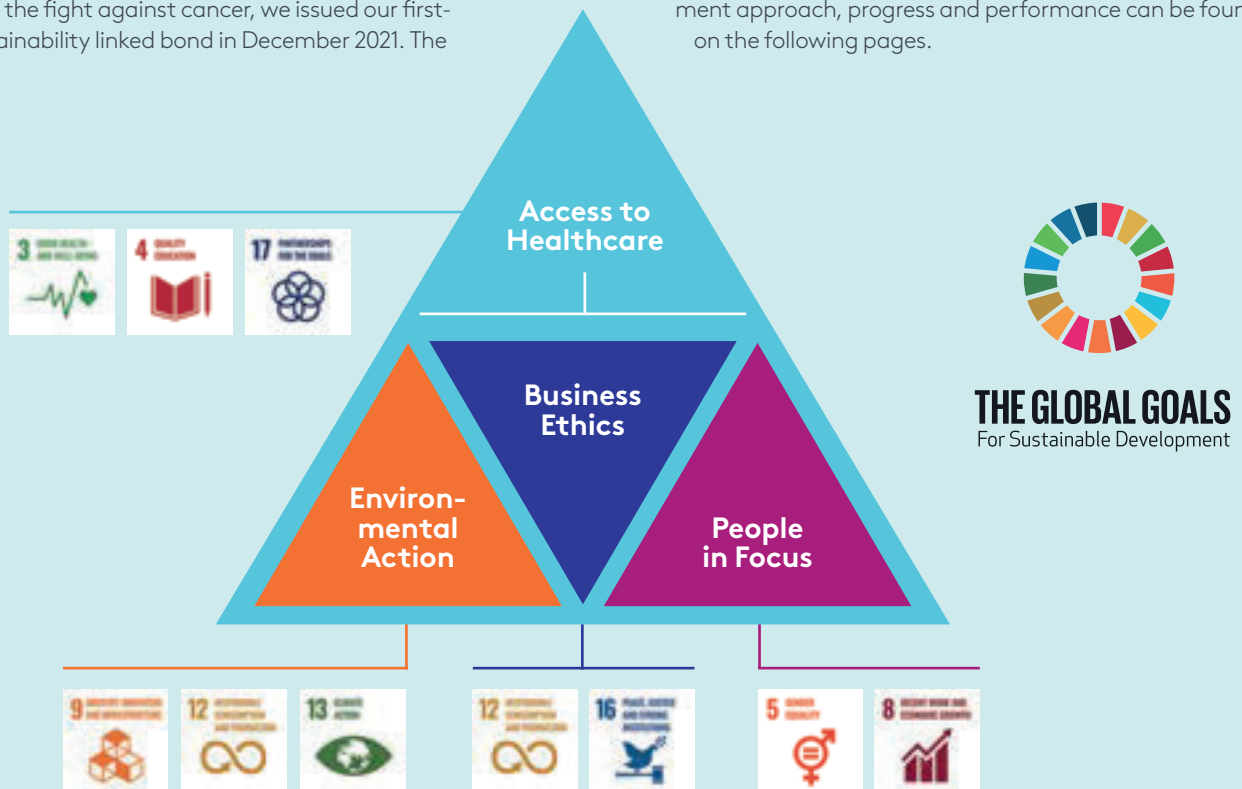
By expanding our reach in underserved low- and middle-income markets, we aim to grow our business and contribute to closing the treatment access gap and supporting global sustainable development. To support this effort, and to drive inclusion and strive towards a world where no one is left behind in the fight against cancer, we issued our first-ever sustainability linked bond in December 2021. The

bond has a KPI linked to closing the access gap and was the first bond ever issued in Sweden with a purely social KPI.

We aim to serve as a partner to decision-makers globally in building sustainable healthcare systems, which for us means ensuring patients get access to the best care possible. To achieve this, the systems need to be able to regularly adopt new innovations that improve treatment outcomes, for example by ensuring fair and adequate compensation structures for healthcare providers. Other key elements include improving education and training access for healthcare professionals and offering innovative financing solutions for treatment products and services.

While access to healthcare for all is the guiding star for Elekta in our business strategy, and a core element of our sustainability agenda, our three other sustainability focus areas – Business Ethics, Environmental Action and People in Focus – serve as enablers by ensuring that we build a sustainable business that can thrive over the long term.

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





Corporate sustainability governance

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

Elekta's sustainability strategy and targets are set on group level and cascaded throughout the organization and aligned with strategies and targets in relevant functions and business lines. Elekta strives to incorporate the agenda into the line organizations' planning processes to ensure effective management and alignment with other strategic initiatives and targets. Sustainability performance may also impact individual performance assessments and remuneration in parts of our organization.

A cross-functional steering committee comprised of selected members of the Executive Management team streamlines the process of implementing relevant actions and targets throughout the organization, and measures results. The sustainability agenda is managed by the Group Sustainability Director reporting to the VP Strategy & Sustainability, following an organizational change during the year where the sustainability function was expanded and moved from Compliance to the Group Strategy function.

The Board of Directors and its committees oversee the sustainability agenda. Social and environmental sustainability

topics are managed by the Board's compensation and sustainability committee while business ethics and integrity-related topics are managed by the audit committee.

Please refer to [page 64](#) for more information on Elekta's sustainability and corporate responsibility governance, as well as descriptions of Elekta's stakeholder dialogues and materiality assessment.

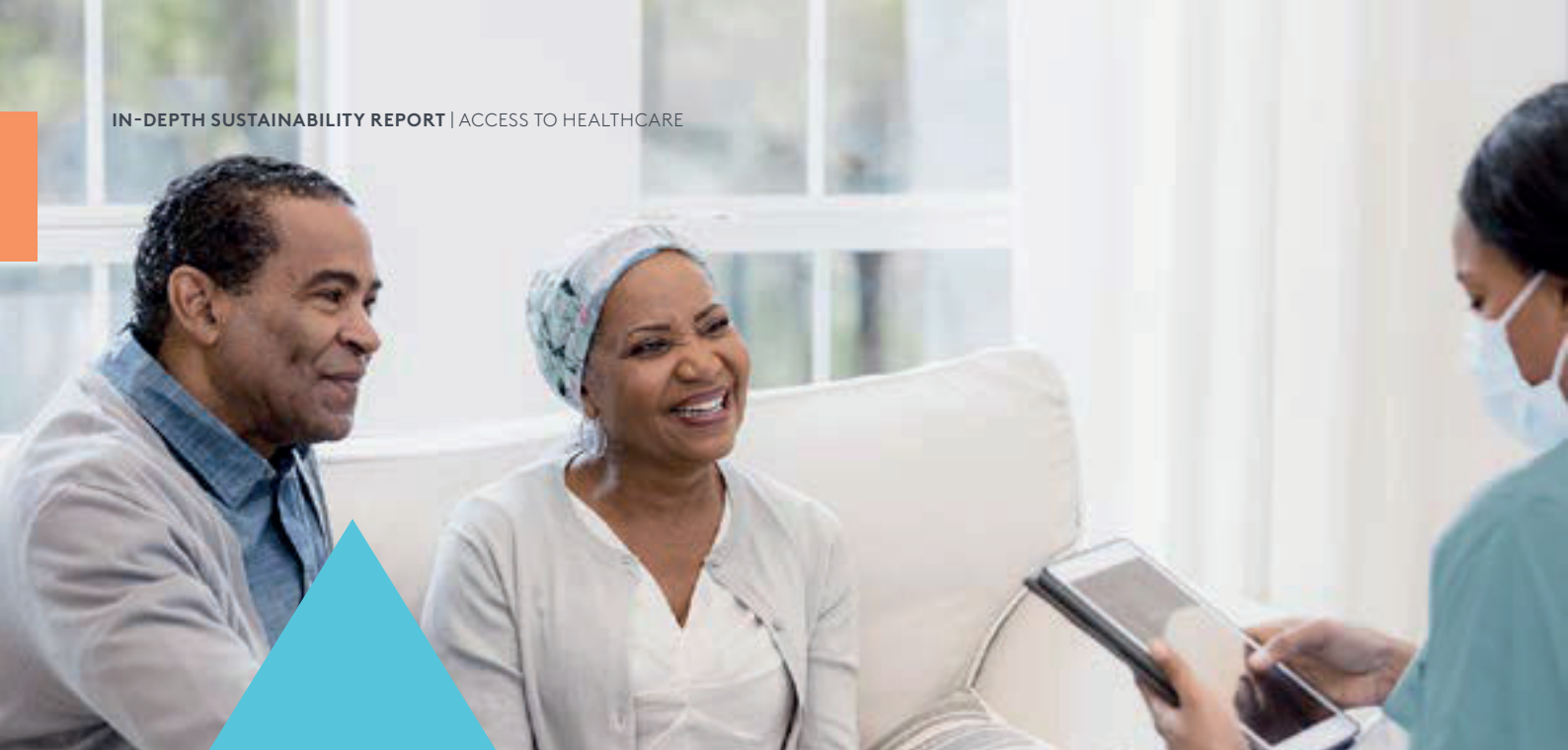
Guided by global standards and principles

Our ethical principles are set forth in our Code of Conduct, which is a cornerstone in our effort to build a sustainable company. The Code of Conduct applies to everyone working for and on behalf of Elekta, such as employees, consultants, controlled companies, distributors, and agents. The Code of Conduct is supplemented by specific policies where needed.

In addition, we let leading global standards and principles guide our sustainability efforts and policies – including the UN Global Compact and its 10 principles; the OECD Guidelines for Multinational Enterprises and its associated due diligence guidance for responsible business conduct; the UN Guiding Principles on Business and Human Rights; the Universal Declaration of Human Rights; the ILO Declaration on Fundamental Principles and Rights at Work; and also the precautionary principle.

Highlights of the year

- Issued a sustainability-linked bond
- Launched Elekta Foundation
- Conducted a fullscale CO₂e emissions mapping (according to Greenhouse Gas Protocol)



Access to Healthcare

Access to healthcare, in particular radiotherapy, lies at the heart of our business. Improving access globally, especially in low- and middle-income countries, is an important strategic priority for Elekta.

Why is this important to us?

Cancer is one of the leading causes of death globally. Around 19 million people are diagnosed with cancer each year and that number is expected to increase¹⁾. In addition, there are large structural differences in cancer care globally. Investing in radio-

therapy capacity in low- and middle-income countries would save lives and lead to substantial economic benefits²⁾, and would contribute to Goal 3 of the UN Sustainable Development Goals: securing good health and well-being for all.

Applicable Sustainable Development Goals



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



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



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

Elekta's contribution

- Providing access to high-quality and innovative radiotherapy solutions globally
- Offering training and education in radiotherapy to healthcare professionals, particularly in low- and middle-income countries
- Collaborating and partnering with clinics, researchers, governments, and the civil society to develop new products and raise awareness about radiotherapy
- Established a philanthropic foundation (Elekta Foundation) to further improve access to, and quality of, cancer care with special focus on radiotherapy

¹⁾ Sung et al, Global Cancer Statistics 2020: GLOBOCAN Estimates of Incidence and Mortality Worldwide for 36 Cancers in 185 Countries, CA: A Cancer Journal for clinicians May/June 2021 <https://acsjournals.onlinelibrary.wiley.com/doi/full/10.3322/caac.21660>

²⁾ Atun et al, Expanding global access to radiotherapy, The Lancet Oncol 2015 Sep; 16(10): 1153-86 <https://pubmed.ncbi.nlm.nih.gov/26419354/>

What hinders access?

Improving access to radiotherapy in low- and middle-income countries, often requires working more levers than just adding equipment. The challenges can be categorized into three main types:

- **Infrastructure:** underdeveloped general healthcare and late cancer diagnostics, low public awareness, lack of financing and compensation systems, and under-dimensioned power systems that may not serve radiotherapy equipment appropriately
- **Human capital:** qualified radiotherapy professionals (such as radiation oncologists, radiation therapists, radiation physicists) are in short supply globally, but especially in low- and middle-income countries
- **Utilization of equipment:** usability knowledge gap which may lead to equipment downtime, unnecessarily lengthy treatment plans and patient queues

In addition, healthcare systems are slow to adopt innovations that improve patient outcomes. A reason for that is that both compensation schemes and treatment guidelines are slow to adapt to the possibilities brought on by the new technology.

How are we working with this?

Helping health systems with adopting innovation

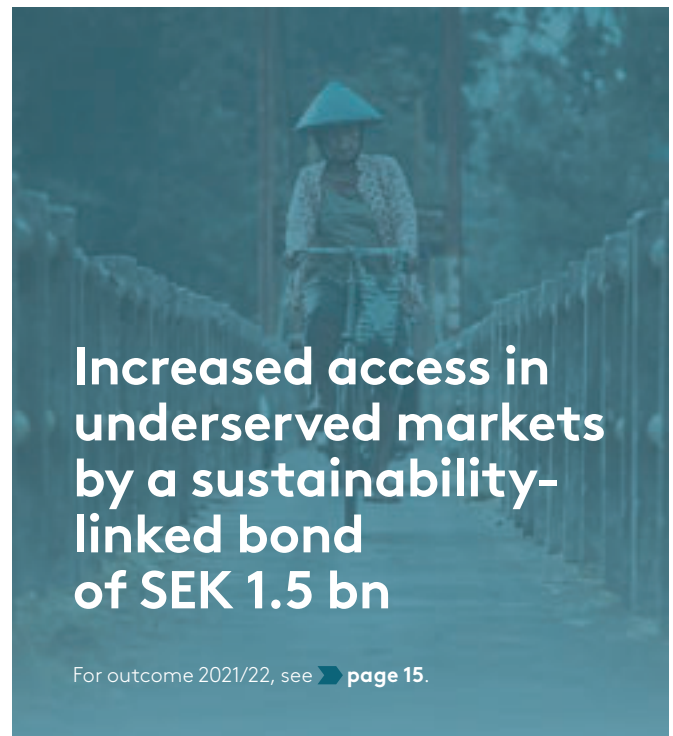
In 2021, Elekta formed a new department, Global Policy and Patient Access, to serve as a partner to decision makers, across the world, in building long-term sustainable healthcare systems. To Elekta, a system is only sustainable if it provides fair and adequate compensation so that new innovations which provide clear clinical value can emerge and be adopted.

Challenges differ between healthcare systems. Developed markets for example may have compensation schemes that economically disadvantage clinics that adopt new treatment schemes, such as hypofractionation, when reimbursing per completed fraction. In developing markets, patients might lack access to treatment altogether due to a range of factors.

To tackle these varying challenges, the department develops expertise on how healthcare systems are constructed, on how compensation and treatment guidelines are set, and what kind of questions researchers need to answer to help policy makers construct policies that lead to optimal patient outcomes, in an economically sustainable way.

To make sure this expertise reaches the right people, the department works with decision and policy makers to drive change. The aim is to ensure fair and adequate compensation for radiotherapy treatments, so that hospitals and clinicians working within healthcare systems can adopt new innovations that improve both patient outcomes and access to treatments.

The department also manages partnerships with organizations such as IAEA and WHO, societies like ESTRO Cancer Foundation and ASTRO, as well as global organizations like City Cancer Challenge, UICC and Global Coalition for Radiotherapy. Elekta engages with these organizations to raise public awareness around the need for, and importance of, radiotherapy as



a critical cancer treatment and for how innovative technical solutions can contribute to increasing access, as well as supports them with both funds and clinical experts.

Innovation focusing on utilization and efficiency

Elekta invests heavily in R&D to develop cutting edge radiotherapy solutions and oncology information system software.

Our linac solutions enable delivery of advanced treatment modalities such as IMRT/VMAT and SBRT that can provide outcomes for several indications that are equal to surgery at a fraction of the cost for both provider and patient. Other highly cost-efficient and effective radiotherapy treatment modalities include SRS, for which Elekta has a specialized offering with Leksell Gamma Knife, and brachytherapy, which is the standard of care for cervical cancer and therefore very relevant for low-income markets where prevalence for that indication is higher.

A strong focus of our product development is to increase clinical productivity through software that provides decision support, and through user-friendly hardware. These include high-productivity innovations with competitive pricing specifically aimed at low- and middle income markets, such as the Elekta Harmony linac. It also includes cloud-delivered software bundles that can easily be scaled up or down with usage. This lowers barriers to adoption for new clinics, especially those in low- and middle income markets where the patient load might be uncertain.

Our service portfolio minimizes unnecessary and unplanned clinical downtime through preventive maintenance and remote support. Value-added services such as dosimetry, physics, and workflow consultancy services increase access to the competencies necessary for clinics to treat patients.

The Elekta Foundation

At the 2021 AGM, Elekta's shareholders voted to establish the Elekta Foundation.

Its mission is to initiate and support projects and programs in partnership with governments, NGOs and healthcare providers to improve access to cancer care in underserved regions and communities.

The foundation focuses on three areas:

- 1) expand education to close knowledge gaps in radiotherapy
- 2) increase awareness and prevention in cervical cancer,
- 3) strengthen cancer care infrastructure through new tools and models.

Establishing and supporting the foundation is an important part of Elekta's sustainability strategy. Since its launch in January 2022, the Elekta Foundation and Turkish Radiation Society have co-organized two hands-on workshops to improve radiation oncologists' contouring skills in cervical cancer and breast cancer, the two leading causes of cancer deaths among African women. Also, with initial funding from Elekta last year, Rayos Contra Cancer, a US-based non-profit group developed several multicourse programs geared towards clinicians in low- and middle-income countries in Africa, the Middle East, Latin America and Southeast Asia. The programs were taught by volunteer physicians, medical physicists, and therapists. This year, the partnership moved over to the Elekta Foundation with increased funding so that more people could enroll, with a target set at 1,700 clinicians from 123 centers. During the year, 1,827 clinicians from 280 centers were trained.

The Elekta Foundation is also working with the Rwanda Ministry of Health and NGOs such as Clinton Health Access Initiatives (CHAI) and the Society For Health (SFH) to develop a pilot program in cervical cancer prevent and treatment. According to the World Health Organization, cervical cancer is the fourth most frequent cancer in women with an estimated 604,000 new cases in 2020. Of the estimated 342,000 deaths from cervical cancer in 2020, about 90% occur in low- and middle-income countries. The Foundation wants to join the fight to end this life threatening disease in Africa.



Closing the knowledge gap and building human capital locally

Trained professionals are in short supply globally, especially in low and middle-income countries, and the need for effective education and training is essential to enable increased patient access.

Elekta's education and training programs address this challenge through three broad categories:

- Targeted education and training to optimize adoption of our products and solutions
- The use of learning partnerships with our customers for the provision of peer-to-peer clinical education, and
- Partnering arrangements with local universities and organizations in low and middle-income countries.

Elekta employs a flexible education and training offering to assist the customer adoption of our products and solutions with instructor-led sessions conducted at customer sites, instructor-led courses conducted at Elekta's Global Learning Centers, and through digital virtual sessions as part of our Elekta Digital Learning offering. During 2021/22, over 17,000 people undertook training using this blended approach. In addition, our customers and employees are able to access self-study materials including videos, eLearning, and software simulations through our Learning Management System and over 21,000 users were registered in the system in 2021/22.

Peer-to-peer education is facilitated by our global network of learning partnerships and initiatives such as Elekta's Brachy-Academy, which enable accelerated adoption and start-up of our solutions through consulting and clinical education. Experienced learning partners share their expertise and best practice

by hosting clinical observations sessions, clinical courses, and webinars. Over 6,700 clinicians were assisted through these offerings this year. In addition to this, Elekta also arranges for clinics in low and middle-income markets to twin with – and learn from – clinics in developed markets.

Elekta has developed its successful partnering program with NGOs to provide digital learning opportunities in low and middle-income countries this year. Over 450 clinicians have been able to benefit from these free course, including contouring classes for African radiation oncologists to enhance their contouring skills by Turkish Society for Radiation Oncology and a clinical training program focused on cervical cancer in India via the BrachyAcademy.

The creation of the Elekta Foundation has served to reinforce our commitment to growing cancer awareness and prevention to ensure access to cancer care for all. Please see [▶ page 48](#).

Strengthening local presence

Elekta builds capacity locally by expanding its direct presence, and by increasing the number of local technical experts (service engineers) that help customers avoid unnecessary clinical downtime, directly improving patient access. We are also establishing new entities in low- and middle-income countries to better serve customers. During the year, we have, for example established local entities in the Philippines and Indonesia.

Developing customer financing solutions in joint efforts

By partnering with third-party financiers, such as leasing companies or export credit agencies, we enable financing solutions and other alternative payment models, that increase the affordability of modern radiotherapy technology for clinics.

Susanna Francke Rodau

VP Global Policy and Patient Access, Elekta

“ Our newly established team acts as a liaison between industry, academia, health-care professionals, patients and governments to enable a joint approach for facing challenges in healthcare systems in an economically sustainable way. ”

Performance and outlook 2021/22

Goals	Achievements	Status
ACCESS TO HEALTHCARE		
Increase the installed base by 825 linacs in underserved markets by April 30, 2025, compared to April 30, 2020.	2021/22: 175 linacs were installed in underserved markets in (2020/21: 163 linacs).	

New/adjusted goals

Goal retained.

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



Environmental Action

As Elekta strives for a world where everyone has access to the best cancer care, we need to ensure that we minimize our environmental footprint while maximizing the social value. By setting ambitious targets for reducing greenhouse gas emissions and waste, and increasing circularity, Elekta is committed to being part of the solution and decouple growth from environmental impact.

Why is this important to us?

Climate change is an existential issue and everyone must take action to curb global warming and ensure a sustainable future for the planet. As a society, we need to decouple economic growth from environmental impact. At Elekta, we are determined to do our part, and we have stepped up our ambition

during 2021/22. Elekta has set an ambitious roadmap for reducing emissions in line with the Paris Agreement and aligning our operations with climate science. Elekta has submitted environmental targets to the Science Based Targets Initiative for validation, following our commitment to the initiative in 2021.

Applicable Sustainable Development Goals



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



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



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

Elekta's contribution

- Decrease the greenhouse gas emissions at Elekta and throughout our value chain through e.g. environmental efficiencies within our own operations, supplier and customer engagement, product development, proactive servicing to maximise system value, environmentally efficient logistics and and the scaling down of waste at our sites
- Advancing our circular approach and applying ISO 14000 series design for sustainability standards to all new product development
- Ensuring adherence to our environmental policies and standards

How are we working with this?

Group-wide collaboration

Elekta has established a group-wide team for driving the company's environmental agenda, with dedicated representatives from the company's four business lines and selected business functions giving the company a platform for driving change across the value chain.

Detailed CO₂e assessment to enable ambitious reduction targets

During 2021/22, Elekta has completed an in-depth analysis of our GHG emissions profile across scopes 1–3, establishing a new CO₂e baseline. We have identified three main sources of emissions resulting from our work to drive access to cancer care: the use of our products, our supply chain and the production of input materials, and the transportation of our products.

In Scope 1, Elekta has expanded its baseline with detailed information on car fleet emissions and we have continually focused on reducing emissions from Scope 1 and 2 during the year.

Actions taken include installing more efficient heating and cooling systems in the Brachy production facility in the Netherlands and switching parts of our North American car fleet to hybrid vehicles. We foresee absolute emission reductions in Scope 1 and 2 over the coming years as part of our commitment to Science Based Targets.

In Scope 3, Elekta has improved our emissions data by completing a full emissions according to the Greenhouse Gas (GHG) Protocol. Categories added in the mapping include: employee commuting, processing of products, an expanded view on use of sold products, and end of life treatment of sold products.

To reduce our transportation emissions, Elekta has worked with logistics partners during 2021/22 to establish granular emissions data. We have also established digital intelligence tools to analyze activity-based logistics data which will further increase the understanding of our environmental footprint and assist in identifying prioritization areas for emissions reduction.

The pandemic developed our ability to leverage digital tools for coordinating global events and activities. We continued to stress more environmentally efficient business travel and during the year, we also estimated emissions from employee commuting through an employee survey across our global organization to follow up going forward.

Increasingly driving circularity and scaling down waste

The circular economy principles aim to minimize waste and to reuse products and materials. Developing business models based on a more circular approach will enable the decoupling of economic value creation from the consumption of finite resources.

Our ambition is to deliver eco-designed products where we take the full product lifecycle footprint into consideration. The aim is to maximize the positive social impact of our solutions in terms of care provided, while minimizing their environmental footprint. This is managed at the product development stage through the setting of meaningful requirements that drive inherent design choices. These requirements relate to low energy usage, materials selection, and modular design that increases upgradability, repairability and serviceability to maximize the product value. We also design for reuse, enabling reselling of components at a system's end of life.

Gustaf Salford
President and CEO, Elekta

“ We are committed to aligning our operations with climate science and have submitted Elekta's environmental targets to SBTi for validation. ”

A dedicated Global Product sustainability team was set up during the year to analyze the environmental impact of Elekta's Linac Solutions and to expand the scope of Linac parts included in the circular economy. The team focuses on engineering analysis of high CO₂e impact materials such as tungsten and on the quantification of reusable parts used in modular assemblies within our products to identify improvement opportunities and to implement changes. Based on this work and as part of the planned materiality analysis, Elekta aims to revisit our circularity strategy during 2022/23.

Elekta has several ongoing and planned projects for taking back components of our products at end-of-life for refurbishment. We have continued to expand this approach across our product lines. In Linac Solutions, the refurbishment program includes 22 Linac components (21 components in 2020/21), and we continue to identify new components fit for refurbishment. When hardware is updated in Neuro, computers are now returned to Elekta to be used as spare parts.

Elekta also has an ambition to reduce its packaging waste and during the year, we have worked to improve the baseline for our product packaging. Some initiatives underway include the redesign of packaging cases for Linacs and patient support systems. Elekta is also reusing and switching to more environmentally efficient materials, such as replacing soft wood with plywood, which decreases our packaging footprint and decreases transport emissions thanks to the reduced size and weight of packaging materials. Other circular initiatives include return and reuse of Gamma Knife shipping containers as well as the refurbishing and reuse of Brachy source containers.

Elekta is dedicated to eliminating landfill. Our largest manufacturing site in the UK achieved zero waste to landfill in 2021, and waste to landfill is already zero at our other two major office sites in Europe (Sweden and the Netherlands). In addition, used furniture, laptops and mobile phones from Elekta are being repurposed in schools and charities in the UK as part of a local circular economy and recycling community scheme.

In this report, Elekta has adopted the Global Reporting Initiative's revised waste reporting standard, increasing the quality of our waste reporting, see [page 67](#).

Environmental compliance across our business and in our supply chain

To ensure compliance in our own operations, all Elekta manufacturing sites have local environmental management systems that are certified with ISO 14001 or equivalent. A group-wide environmental policy is used to continuously drive environmental performance. On an operational level, environmental compliance is managed by the business lines. Elekta intends to expand its group-wide coordination of environmental compliance during 2022/23.

Elekta's environmental compliance risks are mainly found in the supply chain and involve suppliers specializing in complex manufacturing processes, which occasionally could have adverse environmental impacts. Suppliers are required to operate in full compliance with applicable environmental legislation and employ suitable management systems. Through our

Supplier Code of Conduct, we ask suppliers to set the same level of responsibility for their environmental impact that we have set for ourselves. The Code is reviewed and updated regularly and covers a wide range of sustainability activities that provide greater transparency about the risks and opportunities faced by both Elekta and the supplier.

Additionally, our current suppliers are assessed and monitored from an environmental risk perspective through our Sustainable Sourcing Program, see [page 61](#). Elekta selects suppliers through our Sourcing process that includes quantitative and qualitative assessment criteria which are governed by our Sourcing Board, as well as commercial contracting and quality assurance processes. If an environmental risk with a current supplier is identified, an action plan would be initiated to correct any non-conformances. If the risk is still not addressed, the supplier would be deselected as a last resort.

EU Taxonomy

The Taxonomy Regulation

The purpose of the European Union's Taxonomy Regulation is to facilitate investors' assessments of companies' performance in relation to climate and the environment, with the aim of redirecting capital flows to sustainable businesses. The Taxonomy Regulation is a classification system defining sustainable performance for a set of economic activities. Activities covered by the taxonomy are called taxonomy-eligible activities. For these activities, the delegated acts complementing the Taxonomy Regulation define performance criteria across six environmental objectives, as well as minimum safeguards for the protection of human rights and labor law. Activities that meet all these criteria are considered taxonomy aligned.

Elekta's taxonomy assessment and reporting

A cross-functional working group at Elekta has analyzed the Group's activities, based on NACE (Nomenclature of Economic Activities) codes and in-depth knowledge of the Group, to identify activities and financial transactions which relate to the share of taxonomy eligible net sales, capital expenditure and operational expenditure. Elekta's main activity, the manufacturing of medical technology, is not currently taxonomy-eligible under the first two environmental objectives.

To develop the Group's taxonomy reporting, Elekta is following the developments relating to the Taxonomy Regulation, its delegated acts and guidance issued. In 2022/23, initiatives will be undertaken to analyze Elekta's alignment to the criteria of the taxonomy-eligible activities. In line with the reporting requirements, Elekta will report its taxonomy alignment in the annual report 2022/23.

	Total (MSEK)	Share of which taxonomy eligible, %	Share of which taxonomy non-eligible, %
Net sales	14,548	0%	0%
Capital expenditure	1,732	0.34%	99.66%
Operational expenditure	697	0.03%	99.97%

Net sales

Elekta's net sales totaled SEK 14,548 million in 2021 (see Note 6). None of the net sales is attributable to activities covered by the delegated acts.

Capital expenditure

Elekta's capital expenditure, as defined in the Taxonomy Regulation, corresponds to SEK 1,732 million, of which 0.34 percent is considered taxonomy-eligible. The denominator includes additions to Intangible assets, Right of use assets and Tangible assets (see [Note 16, 17, and 18](#)). Taxonomy-eligible capital expenditure relates to the purchase of facility upgrades (taxonomy category 7.3–7.4), and long-term leasing of hybrid and electric cars (taxonomy category 3.3).

Operational expenditure

Elekta's operating expenditure¹⁾ of SEK 697 million, covers direct capitalized costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair and other direct expenditures relating to the day-to-day servicing of property, plant and equipment. 0.03 percent of this operating expenditure is considered taxonomy-eligible and primarily includes facility maintenance upgrades (taxonomy category 7.3–7.4).

¹⁾ The Taxonomy Regulation's definition of operating expenditure does not correspond to that of IFRS and Elekta's financial statements.

Performance and outlook 2021/22

Goals Achievements Status

CLIMATE AND EMISSIONS

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

Emission reduction targets covering Scopes 1–3 have been submitted to SBTi and are awaiting validation. (In 2021/22, Elekta has further developed its climate calculations methodology with an extended scope, improved data quality and updated emission factors. 2021/22 is Elekta’s new baseline year.)



CO ₂ e (tons)	2021/22
Direct emissions (Scope 1)	4,405
Indirect emissions (Scope 2), market based ¹⁾	2,859
Other indirect emissions (Scope 3)	826,756
Total emissions, all scopes	834,020
Emission intensity (total emissions tons CO ₂ e/MSEK net sales)	57.3

¹⁾ Location based indirect emissions in 2021/22: 6,206 tonnes CO₂e.

Please refer to [page 66](#) for detailed reporting.

MATERIALS EFFICIENCY

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

Ongoing, with 22 components included in program (21 components in 2020/21). Elekta is actively working to expand the scope of this program through the deployment of circular economy requirements in two major new product development projects, as well as in the existing installed base.



WASTE

Send zero waste to landfill by 2024/25.

On track. In 2021/22, Elekta achieved zero waste to landfill in the UK. In Sweden and the Netherlands, zero waste to landfill has earlier been achieved.



During 2021/22, Elekta has adopted the Global Reporting Initiative’s revised reporting standard, increasing the quality of our waste reporting, see [page 67](#).

New/adjusted goals

The emission reduction targets will be communicated once validated by SBTi. Progress will be reported in the Annual Report 2022/23.

Increase number of components in the take-back program.

Circularity strategy and initiatives to be expanded in 2022/23.

Send zero waste to landfill by 2024/25 from our main sites (UK, Netherlands, Sweden, China; 3 out of 4 completed) and improve data quality at remaining sites.

New! Minimize waste from use of sold products by increasing re-use or recycling of materials; first step is to refine customer disposal guidelines by 2022/23.

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



Business Ethics

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

Why is this important to us?

Unethical business practices, such as corrupt or anticompetitive behavior, hinders sustainable economic and social development. Such practices can also have a substantial negative impact on innovation, customers and ultimately the well-being of patients. Agenda 2030 and its SDG 16.5 sets out to substantially reduce corruption and bribery by 2030. It is a prerequisite to reach the other global goals for sustainable development.

The healthcare sector is particularly vulnerable to corruption¹⁾, including improper benefits provided in good faith in close interaction with those in charge of government funds. Close interactions with healthcare professionals calls for detailed guidelines on business practices that need to be free from even the suggestion of improper influence. Most of our sales will go through a public tender process, and it is crucial that we implement and promote lawful and sustainable practices, which is part of SDG 12.7.

Applicable Sustainable Development Goals



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



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

Elekta's contribution

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

¹⁾ According to a report from the U4 Anti-Corruption Resource Centre, this is due to "large amounts of resources, information asymmetry, the large number of actors, system complexity and fragmentation, and the globalised nature of the supply chain for drugs and medical devices". Read more at: <https://www.u4.no/publications/health-sector-corruption>

Performance and outlook 2021/22

Goals	Achievements	Status
RISK ASSESSMENTS		
Complete anti-bribery and corruption risk assessment for Region Europe.	Completed for Russia. Other eastern European countries to be concluded within 2022/23.	→
COMMUNICATION AND TRAINING		
Complete compliance training for all regions.	Goal revised during the year to target all regional management teams with responsibility to cascade down. Completed for the majority of regions. Training continuously on-going in all regions.	→
Annual all-employee Code of Conduct to be completed for 100% employees according to enhanced training model, further adapting training to the employee's individual profile.	Annual employee Code of Conduct training provided to all regions, detailed and instructor lead training provided to customer facing employees.	→
Complete Code of Conduct and enhanced Compliance training for all third parties according to new delivery model.	Goal revised, new strategy and modality for compliance training to be implemented in 2022/23.	→
Extend trainings <i>on lawful interactions during public tenders</i> to all employees and third parties involved in sales working for and on Elekta's behalf during 2021/22.	Goal revised during the year to target all regional management teams with responsibility to cascade down. Completed for the majority of the regions. Training continuously ongoing in all regions.	→
DETECT AND RESPOND		
Implement Third-Party Monitoring program and complete monitoring process for 40% of total third-party population during an 18-month period.	Goal achieved.	✓
Continue to increase response rate for participation in annual all-employee Integrity Survey with a target of at least 50% participation.	<p>Increased response rate (from 38% to 45%) with an absolute increase of more than 500 employees.</p> <p>The survey revealed that Elekta employees are committed to compliance generally, with a very good understanding of importance of ethical business, and how to behave in accordance with the Code of Conduct and other company policies and that standards expressed therein align with their personal values (>95 %). Year-over-year trends were positive in 4 of 6 questions for which such a comparison can be made. The only two questions slightly tending down, which are topics for global improvement, regards clear understanding on compliance expectations including management communication of compliance expectations.</p>	→

New/adjusted goals

Develop a compliance-focused risk assessment strategy by 2022/23, to be used to prioritize activities and allocate resources.

Continue to execute and mature a structured business ethics training and communication plan, with 100% employee training in compliance & business ethics, including in-depth role-based training plan as well as training of customer facing Elekta business parties.

Complete monitoring activities for the second target group of the Third-Party monitoring program by 2022/23.

Continue to deploy and mature an improved culture of business ethics and compliance, emphasizing role of leadership, ownership and accountability, measured through yearly integrity surveys and re-launch in 2022/23 of Elekta Integrity Line campaign in all offices.

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

Elekta's compliance program



1 Top-level commitment

The responsibility for implementing an effective compliance ultimately rests with the Board of Directors. At least four times a year, the President and CEO reports to the Board and the EVP & General Counsel, in the capacity of head of the company's Compliance function, reports to the Board's audit committee on risks, programs, and ongoing issues and investigations. For more information on the compliance function and its interaction with the Board, see the Corporate Governance Report on [page 75](#).

Since the building of a compliance culture starts at the top, the CEO and the senior management team are expected to lead by example, to demonstrate through behavior and communication that all employees are expected to act according to the highest ethical standards.

2 Risk assessments

Elekta's biggest compliance risks are identified through systematic risk assessments where high-risk geographies with strategic importance to Elekta are prioritized. The aim of the assessments is to identify any gaps our compliance program might have in a specific region and to implement mitigation measures where needed. The assessments are conducted as workshops together with the relevant regional management and external support, and include a comprehensive risk identification process that covers the typical risk categories of country-, sector-, transaction-, business opportunity- and business partner risks. They are supported with specific compliance audits conducted by the internal audit function.

3 Compliance organization

The Board of Directors has given the EVP & General Counsel, as the head of the Compliance function, autonomy and resources for the day-to-day management of the compliance program that oversees the high-risk legal and reputational areas: anti-bribery and corruption; competition and antitrust law; and trade compliance. These resources include regional compliance officers, and a global trade compliance officer. The compliance function was reorganized during the year with a greater focus on regional remits.

Tax matters are managed by Elekta's tax committee and Elekta's finance function.

4 Practical and accessible policies

Our Code of Conduct and the Group-wide anti-corruption policy are the cornerstone documents for building and maintaining a compliance culture.

The Code of Conduct is available in twelve languages and is further supported by several policies from the Board of Directors and the President and CEO. The global policy framework was reviewed and updated during 2020/21. In 2021/22, the focus has been on further updating the Code of Conduct, updating the policies as well as creating processes that align with the updated policies. These cover the following areas:

- Anti-corruption & dealing with business partners
- Conflicts of interest
- Fair competition
- Confidential information & trade secrets
- Insider trading
- Trade compliance
- People & Human rights
- Procurement
- Data privacy
- Risk management
- Tax strategy
- Anti-money laundering & anti-tax evasion
- IT security
- Travel & expenses

The anti-corruption policy provides guidance to employees and business partners, primarily in various interactions with healthcare providers and professionals. Where needed due to a higher identified risk, the policy is supplemented by stricter local guidelines.

Several ways-of-working documents supplement each area with more detailed guidance.

How are we working with this?

We are building a culture of ethical business conduct by establishing expectations for individual behavior across the organization and by embedding compliance into our processes. The work is guided by our nine-point compliance program, focusing on our high-risk legal areas: anti-bribery and corruption, competition law, and trade compliance. The program is based on best practices defined by leading enforcement agencies that have been tailored to suit Elekta's needs, risks and challenges. It consists of nine activities designed to strengthen business ethics and prevent corruption and improper payments. The management approach of trade compliance and fair competition are also described below.

How do we know the program is working?

Elekta measures the Compliance program effectiveness through risk assessments with the aim to identify and remedy any gaps we may have in our program due to for example spe-

cific country risks or local challenges. The risk assessment serves as a good indicator of local knowledge about policies and procedures and whether local management genuinely engages in promoting compliance and integrity.

Elekta includes root cause assessments as part of our case management process for reported incidents. The aim is to detect and prevent future similar misconduct and to test whether the existing controls were adequately designed to mitigate the risk. Additionally, we are including compliance controls in our Internal Controls Framework.

Elekta's annual internal employee survey tracks employees' perception of our performance on compliance and integrity. Survey questions include whether Elekta's senior management genuinely promotes a culture of compliance and integrity, and whether employees believe concrete actions would be taken should they report a violation of the Elekta Code of Conduct. Results are presented on [page 55](#).

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

5 Communication and training

Compliance and integrity training is essential in ensuring that our Code of Conduct and other policies are used and adhered to, and we strive to provide continuous training for both employees and business partners. The training is designed to be engaging and uses real-life scenarios and ethical dilemmas with a focus on the psychology of decision-making.

To provide easily available hands-on guidance on the main corporate policies, training videos on different topics are regularly published internally. The material is also included in the mandatory Code of Conduct training.

New employees are introduced to the Code of Conduct during their orientation program. The Code of Conduct is supplemented with specific compliance training tailored to the risk profile and needs of the employee's role.

6 Third-party risk management program

Third-party representative risk is managed by strict requirements on completion of an automated risk-based due diligence on all third-party intermediaries, as well as inclusion of compliance-with-laws language in all representative agreements which sets forth clear expectations on business conduct and provides audit rights.

The third-party risk management program covers commercial intermediaries and other non-sales intermediaries that work with government officials, such as registration agents and customs brokers. The program was revamped during the year to include systematic monitoring of the high risk third parties. This provides reasonable assurance that our third parties follow the applicable laws and business ethics standards set out in our Code of Conduct, when acting on Elekta's behalf.

7 Interactions with healthcare professionals

Elekta has clear guidelines in our anti-corruption policy on interactions with healthcare professionals that, in addition to areas such as travel, gifts and entertainment, covers risk areas such as research funding,

scholarships and other collaborations. In higher risk markets, the guidelines are supplemented with more detailed local policies.

The guidelines are aligned with codes that have been developed with peers in industry associations such as COCIR and AdvaMed. Cooperation and alignment are vital for the creation of a framework for ethical business conduct between the medical device industry and healthcare professionals.

8 Detect and respond

Elekta aims to create a culture where everyone feels free and safe to raise compliance-related issues. When such issues are promptly addressed, it reduces the risk of escalation to violations against the law or our Code of Conduct. To facilitate anonymous reporting for all stakeholders, internal and external, if such violations were to occur, or were suspected to occur, we have an established global whistleblower process and a reporting tool, the Elekta Integrity Line, which is available in all applicable languages.

All reported cases are checked internally by the head of the Compliance function, the EVP & General Counsel, and regularly reported to the Board of Directors. Each case is followed up to the extent feasible, and appropriate remediation measures are taken.

In 2021/22, 17 cases were reported, either through the Integrity Line, a special e-mail address directly to Compliance, or through other channels. Most cases relate to people and leadership issues.

9 Monitoring and continuous improvement

The effectiveness of the compliance program is ensured through continuous monitoring and audits that make sure our policies and procedures are adhered to.

Internal adherence is ensured through, inter alia, the inclusion of relevant compliance-specific questions in the Internal Controls Framework and audits performed by the Internal Audit Function. Findings are used to improve both local and global programs. The third-party monitoring program referred to in step 6 above, measures adherence by our third parties, and can trigger performing audits where necessary.



People in Focus

People are at the core of Elekta’s business. From the patients receiving treatment with our solutions, to our more than 4,700 employees across the globe and the people that we, in different ways, engage with in our supply chain.

Why is this important to us?

We are dependent on the creativity and competence of both our own employees and the people employed in our supply chain to keep bringing innovations that benefit cancer patients to the market.

Ensuring that we can attract and develop qualified employees is a prerequisite for keeping our position as innovator of

cancer treatments. We offer a range of opportunities for employees and aim to create an inclusive and diverse culture where everyone can grow professionally as well as personally.

In addition, we set high standards on our supply chain to ensure human and labor rights are safeguarded.

Applicable Sustainable Development Goals and targets



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



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

Elekta’s contribution

Safeguarding human rights and labor rights for everyone working at Elekta and in our supply chain globally. Ensuring that we offer an inclusive and safe workplace.

How are we working with this?

Our approach as employer

Elekta's approach as employer is summarized in our People & Human Rights Policy. It is based on international standards for human and labor rights and aims to facilitate a culture that promotes diversity, inclusion, and equal opportunity as well as high health and safety standards. The Human Resources function is responsible for maintaining the policy, training our employees and investigating any reported violations. Managers are responsible for implementing the policy in their line organizations and for making sure that all employees and contract workers are familiar with it and follows its guidelines.

Elekta's global People Agenda aims to leverage the full potential of our employees in executing on our company strategy. The agenda is updated on an annual basis in line with Elekta's annual strategic focus areas, and is based on the following cornerstones:

- Driving capability development to ensure delivery of ACCESS 2025, with systematic talent management ensuring a future talent pool and a culture of development
- Strengthening our culture to secure a sustainable delivery of our strategy
- Continuing to improve the Diversity, Equity, Inclusion and Belonging agenda
- Proactively driving organizational effectiveness and efficiency
- Continually enhancing the support delivered by HR through our HR Excellence program

Performance evaluation and employee engagement

Employee performance is reviewed throughout the year with a formal annual review against company targets and values (as well as Leadership Cornerstones for managers), and against individual annual development plans. The plans, which manager and employee co-develop, and the reviews are tools for employees to become accountable for their own career development.

Comprehensive employee engagement surveys are conducted yearly and complemented throughout the year with shorter pulse surveys across the organization. They enable Elekta to track a range of indices, including engagement, team efficiency and leadership, and to improve as an employer. The last comprehensive survey was conducted in March 2022. See [page 62](#) for comments on results.

Tailored training and development programs

Continuous competence development is essential to keep up with a rapidly evolving business environment and is at the top of Elekta's strategic agenda. Personal development plans are based on the best practice model 10:20:70, which means 10 percent formal training; 20 percent developmental relationships such as peer coaching, support from a line manager, a mentor, or similar; and 70 percent applying the acquired skills in the daily work or in a stretch project.

Developing leaders is an important priority for Elekta. We have various global leadership development programs, aimed at managers at different levels in the organization, as well as diverse development offerings for all employees. We constantly review both the content and delivery methods of our offerings

to ensure employee development aligns with our strategy or as a response to the changing demands of employees and leaders alike, such as in relation to well-being, or diversity, equity or inclusion.

In addition to the global programs, different local offerings, both within geographies and functions, are offered.

A diverse and inclusive workplace

Everyone at Elekta should have equal opportunity, no matter of gender, age, sexual orientation, ethnicity, nationality, religion or any other potential basis for discrimination. An inclusive and respectful work environment is essential for maintaining a diverse workforce, where everyone's talents and contributions are appreciated. Our approach is outlined in Elekta's People & Human Rights policy and is evaluated against targets and reported annually.

Gender diversity is an area of special focus where we have targets to increase the underrepresented gender, which today is female, in both senior leadership and in business-critical positions to 30 percent by 2022/23. To achieve this, we ensure that there is female representation in recruiting processes, that we evaluate candidates for new roles fairly, that we identify new hires with high potential for managerial roles and that the gender distribution in our leadership programs is balanced. We also assess and review gender pay gaps for comparable roles within the company. These are conducted locally and are based on local regulations and legal requirements.

Elekta promotes a geographically and culturally diverse workforce. One example of our work is the Diversity, Equity, Inclusion and Belonging Committee with a Women's Initiative and Next

Karin Svenske Nyberg

EVP Human Resources, Elekta

“ I'm proud that we have continued to strengthen our culture during the pandemic. When each and every one takes full responsibility, we create a force that will strengthen our position as an employer, and secure our long-term competitiveness as a business. ”

Generation affinity group in the region Americas. The groups work to make Elekta an increasingly inclusive and rewarding place to work, for example by supporting women and early career employees in the workplace. Another example is the recently started Diversity, Inclusion and Belonging group in the UK, that works with awareness training, for example about unconscious bias.

Emily Jenkins
VP Marketing, Elekta

“ Becoming a more diverse and inclusive company is a smart business decision as it drives performance and customer loyalty. We have started a Women’s Initiative in our region to create a space for women to grow, to connect, and to further a sense of belonging within Elekta. ”

Health, well-being and safety of employees

Elekta is committed to ensuring a safe work environment throughout our operations, preventing workplace accidents, injuries, and illness. The health, well-being, and safety of our employees and customers is paramount, and we will continue to develop this agenda in relation to both physical and psychological aspects. Discrimination, harassment or bullying in the workplace jeopardizes the health and well-being of our employees and contractor partners and conflicts with the company’s success and are not tolerated in any form. There have been nine incidents of discrimination in the year, of which all have been investigated and resolved without any further actions. No incidents are still on-going. Reported incidents of discrimination are primarily reviewed by the local HR function as well as by an independent party.

Our manufacturing sites operate local occupational health and safety (OHS) management systems which have been designed in line with national legal requirements. All procedures cover both our own employees and subcontractors working on behalf of Elekta. Local OHS committees or onsite working groups identify hazards, assess risks, and investigate workplace incidents. They meet quarterly and are comprised

of representatives from local management teams, health- and safety-specialists, and employee representatives.

Risk assessments are in place for all activities that are carried out by Elekta’s workers and contractors. Specially trained health- and safety-managers also carry out walk-around audits and inspections to identify hazards and investigate reported incidents. External advisors are consulted in these activities. When hazards are identified or incidents occur, the internal processes are reviewed and risk assessments updated.

Employees and contractors are required to report work-related hazards and hazardous situations to their managers or directly to the health- and safety-manager. Specific instructions and routines have been established for workers engaged in off-site installations, for example with installations or service at hospitals. These employees are always required to evaluate their working conditions and may discontinue their work until any identified health and safety issues have been resolved.

OHS risks directly linked to our business include radiation and off-site installations. Safety measures related to radiation include purpose-built shelters for testing, personal dosimetry for workers exposed to radiation and regular occupational health physical exams.

Training in health and safety is provided to workers according to the specific needs of their role and responsibilities. As stipulated in both our Code of Conduct and in our People & Human Rights Policy, roles that require specific safety instructions and protection receive all necessary training and are equipped with personal protective equipment (PPE) and tools before starting work.

Health- and safety-training covers general work practices as well as specific work-related hazards including the use of chemicals and radiation. Health- and safety-information is communicated through the line organization and in many sites through work-safety ‘Tool Box Talk’ meetings where workers are invited to participate. Employees are also consulted in the development, implementation and evaluation of the safety management systems.

The promotion of worker health, including mental health, is of the highest importance to Elekta. We partner with non-occupational healthcare providers as part of the compensation and benefits system in many sites. Other sites offer medical exams annually. Elekta encourages employee well-being and health through webinars and the sponsoring of company sports associations, team well-being events and health awareness campaigns.

Safeguarding human and labor rights

Elekta has a global supplier base and most of our suppliers of direct materials do not operate in countries with known human rights issues. Such exposure is located further upstream in our supply chain, where there may be a risk that workers work excessive overtime, lack freedom of association, experience forced labor or are not paid living wages.

Our commitment to human rights and labor rights is set out in our Code of Conduct, which prohibits any form of forced, compulsory or child labor and proclaims the right to fair wages including time to rest, overtime compensation and holidays. The Code of Conduct is complemented by a Supplier Code of Conduct, which puts more detailed human and labor rights

requirements on Elekta suppliers. It also covers sourcing of conflict minerals, business ethics, and environmental protection and requires all suppliers to cascade the same requirements on their suppliers.

Some of our products contain, to a small extent, minerals such as cobalt and tungsten, which are often mined in high-risk or conflict-affected areas and where there might be modern slavery-like working conditions connected to their extraction. We are members of the Responsible Minerals Initiative and are working with them to trace the source of minerals in our products, ensuring the minerals have been extracted under decent working conditions. For results, see [page 63](#).

Supplier engagement for sustainability

We select suppliers through our Sourcing process that includes quantitative and qualitative assessment criteria that are governed by our Sourcing Board, commercial contracting and quality assurance processes. A key part of our sustainability ambition is our Sustainable Sourcing Program, which is a due diligence and continuous improvement program aimed at building a win-win relationship with our suppliers to manage risk and drive value creation, while identifying opportunities for improvements in our supply chain. The program covers a range of sustainability requirements, and aims to identify and mitigate any non-conformances with Elekta’s Supplier Code of Conduct. During the year, we have revised the program to address deviations identified in 2020/21 regarding its execution and started its implementation. Elekta’s revised Sustainable Sourcing Program is managed by the Sustainable Sourcing Forum which is chaired by Business Line Linac Solutions Sustainability Lead and includes procurement directors and representation from Compliance. Elekta’s Compliance function is responsible for the Supplier Code of Conduct while Elekta’s Procurement Function is responsible for ensuring supply chain implementation and compliance to the Code.

During the year, Elekta conducted supplier assessments including supplier audits and business reviews in which suppliers shared their ESG programs. Eleven supplier audits included specific ESG assessments. The audits identified no significant non-conformances. Some suppliers were instructed to review their employee working hours policy. In 2021/22, four suppliers were categorized as high-risk suppliers. Elekta commissioned

independent third-party on-site audits of all these suppliers. Findings included risks relating to working hours and overtime. Elekta has reported its findings to all the suppliers and requested corrective action. No supplier commercial contracts have needed to be terminated, and we continue to engage with the suppliers to build collaboration across the supply chain.

We aim to build collaborative partnerships with suppliers that foster a mutual understanding of each organization’s sustainability programs, commitments and targets. In March 2022, Elekta hosted a global supplier engagement day in Sweden, UK, the Netherlands, and China. More than 100 supplier representatives attended physical and virtual events focusing on the importance of sustainable sourcing and the building of resilient supply chains for the future.

Steve Wort

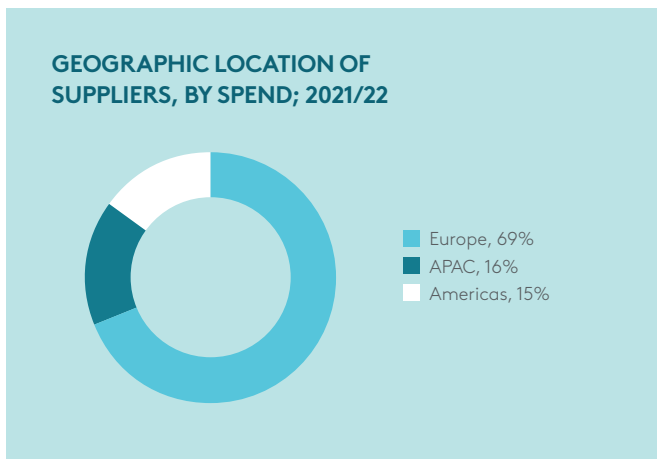
SVP and Head of Supply Chain, Linac Solutions, Elekta

“ Supplier collaboration is key to Elekta and we welcomed more than 100 suppliers during our global Supplier Day in March 2022 for discussions on future strategic collaborations, specifically on sustainability and resilience programs. ”

Striving for the highest quality and product safety

Quality and safety in all products and offerings are top priorities for Elekta. The goal is to meet the highest possible safety standards for all products, for customers and patients, as well as for the company’s own installation and service employees. Elekta’s products are developed, manufactured, marketed, sold, and serviced in accordance with quality-controlled processes. As a medical device manufacturer, Elekta must comply with strict and comprehensive international legal requirements and product safety standards. The function Product Quality & Service is specialized to improve and monitor product quality.

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



Performance and outlook 2021/22

Goals	Achievements	Status	
EMPLOYEE ENGAGEMENT			
Increase eNPS (employer net promoter score) to 26 by 2023/24.	eNPS at 28 in 2021/22.		
Reduce voluntary attrition rate to 7% by 2023/24.	Voluntary attrition rate at 8.2% in 2021/22. Elekta has seen a slight increase in attrition this year, which follows global trends in this area.		
Improve overall employee experience based on results from individual employee and team discussions, comprehensive or pulse surveys and other dialogue forums.	In 2021/22, the annual employee survey saw an increase of all indices. Elekta continues to develop pulse survey offerings to ensure timely employee feedback is obtained and acted upon. All employees received performance and career development reviews during the year.		
DIVERSITY AND INCLUSION			
Increase the female/underrepresented gender representations in critical business positions to 30% by 2022/23.	26% in 2021/22, increased during the year. Elekta continues to focus on initiatives to develop gender diversity for example through leadership development.		
Implement, assess and review gender pay gap reviews in our larger sites globally in a meaningful way.	Location	Gender Pay Gap	
	United States	16 %	
	The Netherlands	12 %	
	United Kingdom	6 %	
	Sweden	0 %	
	China	0 %	
	Gender pay gap is measured at Elekta's larger sites. For reporting principles, see page 68 .		
Continue to promote a geographically and culturally diverse workforce.	We continue to develop the use of employee resource groups across Elekta.		

New/adjusted goals

Increased level of ambition: eNPS at 34 in 2024/25.

Goal retained.

Goal retained.

Goal retained.

We continue to focus on this important area. Elekta will always strive to achieve 100%, meaning 0% pay gap.

Revise diversity ambition and develop our goals during 2022/23.

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

Performance and outlook 2021/22

Goals	Achievements	Status
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OCCUPATIONAL HEALTH AND SAFETY

Zero vision of 'lost time' workplace accidents by 2022/23.	In 2021/22, Elekta recorded a total of four incidents of lost-time cases (15 cases in 2020/21). During 2021/22, Elekta's UK site has initiated reporting of all "near misses" which expedites corrective actions to avoid future accidents.	
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Develop a global work environment policy (incl. psychological work environment).	Continued work to ensure a safe psychological work environment has been conducted during 2021/22 in local units that will serve as input into the global policy framework.	
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SUPPLIER ASSESSMENTS INCL. HUMAN RIGHTS

New goals will be set upon the completion of the review of the Sustainable Sourcing Program which was initiated in 2020/21.	During the year, Elekta has established a new Sustainable Sourcing Program. See page 61 .	
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Training on sustainability risk awareness in the supply chain to be offered to relevant employee groups.	In 2021/22, selected procurement employees (appr 12 employees) have attended ESG awareness sessions including human rights (more than 20 hours per individual). The sessions will be followed up with further training in 2022/23.	
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Revision of previous target: 100% of Elekta suppliers of products with 3TGs (tin, tantalum, tungsten)/cobalt to require their smelters validated by 2021/22.	In 2021/22, all suppliers of products with tungsten used smelters validated by the Responsible Mining Initiative. All suppliers of cobalt have signed Elekta's Suppliers Code of Conduct or equivalent. Elekta is using minor quantities of tantalum, tin and gold.	
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New/adjusted goals

Implement a health surveillance program during 2022/23 for manufacturing sites in the UK and China.

Expand and align accident reporting at manufacturing sites in the UK and China by 2022/23.

Expand the People & Human Rights Policy to include psychological work environment by 2022/23.

Goals and targets within the new Sustainable Sourcing Program are in formulation and will be aligned with new and upcoming international standards.

Offer sustainability risk awareness training with focus on upcoming legislation relating to the supply chain to relevant employee groups.

Maintain level of conformance and improve data quality on supplier processes.

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

Sustainability governance and reporting principles

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

Governance structure for corporate responsibility and sustainability

By incorporating the program for corporate responsibility into our line operations, we ensure effective management and alignment with other strategic initiatives and targets. The Board of Directors governs Elekta's sustainability program and our CEO reports to the Board on major issues.

The Group's compensation and sustainability committee oversees quarterly Elekta's environmental and social work. Matters pertinent to business ethics and compliance are overseen by the audit committee. For more information, see [page 79](#).

A cross-functional steering committee, comprising of selected members of the Executive Management, regularly discusses matters pertinent to corporate responsibility and sustainability. The committee includes functions such as finance, communications, HR, legal, and strategy.

The work of this group streamlines the process of implementing relevant actions and targets throughout the different functions and business lines in our organization, as well as measuring results. The corporate responsibility program is developed and coordinated by the Group Sustainability Director reporting to the VP Strategy and Sustainability following an organizational change during this year, when the sustainability function was moved from Compliance to the Group Strategy function and expanded.

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

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

In 2021/22, Elekta has re-organized its sustainability function and transferred it to the Group Strategy team. Following this re-organization, Elekta is planning to update its materiality assessment during 2022/23.

Elekta continuously engages in dialogues with stakeholders such as investors, clients and employees. Insights and conclusions from these continuous dialogues guide our agenda and activities. Elekta also conducts more comprehensive stakeholder dialogues intermittently, the last one being in 2018/19. In 2019/20, Elekta carried out a gap and benchmark analysis, comparing the sustainability program and reporting with industry standards, peers and various sustainability rating indices. The stakeholder dialogue engaged a number of investors, all our employees as well as our Executive Management team and their directly reporting managers. Stakeholders were asked to rank various sustainability issues and individual topics based on their importance to our business and their impact on sustainable development. Input from relevant networks as well as general external stakeholder priorities of the medical supplies sector were also accounted for. Results were analyzed and discussed in the steering group for corporate sustainability. The topics considered material are presented in the table on [page 65](#).

Forums for sustainable development

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

- UN Global Compact and its Swedish network
- Responsible Minerals Initiative
- ICC Sweden's Sustainability Committee
- COCIR (e.g. the EHS steering committee)

Our material topics and their boundaries

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

The table below describes the specific boundaries – where the impact occurs. The size of the bullet reflects the scope of our impact.

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

See [page 69](#) for the GRI Content Index with page references for each material topic.

Reporting data and principles

Environmental Action

Materials

(weight in tonnes)	2021/22	2021/22 ¹⁾	2020/21 ¹⁾
Non-renewable materials	4,141	3,180	3,049
Renewable materials	1,142	869	859
Total	5,283	4,049	3,908

¹⁾ Excluding Brachytherapy and 2020/21 reporting format.

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

The data compiled is based on material types and composition of standard products and may exclude certain parts. It covers Neurotherapy (Leksell Gamma Knives), Radiotherapy (Linacs), MR-Radiotherapy (MR-Linacs) products and Brachytherapy, that were ordered during 2021/22. Previous years, Elekta has reported by number of shipped units, but starting 2021/22, Elekta reports ordered units for materials used as per the CO₂e emissions baseline set during the year.

The increased use of materials is a result of increased sales during 2021/22 and also impacted by the fact that reporting is changed to number of ordered units.

Greenhouse gas emissions

CO ₂ e (tons)	2021/22
Direct emissions (Scope 1)	4,405
Indirect emissions (Scope 2), market based¹⁾	2,859
Other indirect emissions (Scope 3)	826,756
Purchased goods and services	290,697
Fuel and energy related	2,212
Upstream transportation	16,863
Waste generated in operations	888
Employee commuting	3,733
Business travel	9,651
Processing of sold products	96,712
Use of sold products	405,801
EoL treatment of sold products	199
Total CO₂e emissions, scope 1-3	834,020

Elekta has set a new CO₂e baseline in 2021/22, which is based on number of ordered units in the period. Elekta follows the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and reports greenhouse gas as carbon dioxide equivalents (CO₂e) and has selected the operational control approach when defining its organizational boundary. Elekta does not offset emissions and the calculations were carried out by a third-party provider.

Scope 1 and 2

Elekta’s scope 1 emissions arise from fuel use within owned and leased vehicles (mobile combustion) as well as gaseous fuel used for heating in office premises (stationary combustion).

Elekta’s scope 2 emissions arise from electricity and heating consumption within Elekta’s office and manufacturing premises. Actual consumption figures of electricity and gas usage were collected for all Elekta sites with 50+ FTE (covering around 90% of the total employee count) and the remaining energy consumption was extrapolated from this to cover all FTEs globally.

Scope 3

- Purchased goods and services including capital goods: Emissions from those categories are derived by applying spend-based method where emissions are calculated by mapping each supplier based on its sector to an environmentally extended input-output analysis, EEIO (specifically, Exiobase).
- Fuel- and energy-related activities (not included in scope 1 or 2): Well-to-tank emissions have been calculated based on the used volumes per fuel type and the kWh for energy per country.
- Upstream transportation: The majority of emissions data within this category (91% of the total transport emissions) were provided directly by Elekta’s logistic suppliers (well-to-wheel assessment). For the remaining logistic activities, the emissions were appropriately extrapolated based on the available activity data.
- Waste generated in operations: The calculations were made by applying a spend-based method. Emissions were calculated by mapping each supplier falling into this scope 3 category to an environmentally extended input-output analysis, EEIO (specifically, Exiobase).
- Employee commuting: Emissions were estimated based on an employee survey considering the distance traveled as well as the mode of commuting. The survey was conducted in 2022 with 572 respondents. The results were then extrapolated to cover the whole workforce.
- Business travel: The majority of business travel emissions calculations are based on activity data provided by Elekta’s travel suppliers and the remaining data has been calculated using the spend-based method.
- Use of sold products: Emissions arising from this category were assessed by matching the energy use (per max rating, and using an average user profile with conservative assumptions) over the full lifetime of Elekta’s products (Linac, MR-Linac, Brachy and Gammaknife) and software to respective countries’ emissions factors of the countries to which products were sold. This category also contains emissions from SF₆ used in some of our products.
- End-of-life treatment of sold products: Emissions from this category include an assessment of key materials and packaging by weight which were matched with conservative (highest emitting scenario) end-of-life scenario assumptions since not full transparency is available on how our products or their materials are handled at the end of life at customer site.

Waste

Waste generated

(weight in tons)	Total, generated waste	Diverted from disposal	Directed to disposal
Hazardous	5.49	0.82	4.67
Non-hazardous	403.09	329.37	73.72
Total	408.58	330.19	78.39

Waste diverted from disposal

(weight in tons)	Onsite	Offsite	Total
Hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	0.82	0.82
Other recovery operations	0	0	0
Total, hazardous waste	0	0.82	0.82
Non-hazardous waste			
Preparation for reuse	0	5.6	5.6
Recycling	0	323.77	323.77
Other recovery operations	0	0	0
Total, non-hazardous waste	0	329.37	329.37
Total waste diverted from disposal		330.19	330.19

Waste directed to disposal

(weight in tons)	Onsite	Offsite	Total
Hazardous waste			
Incineration (with energy recovery)	0	0.07	0.07
Incineration (without energy recovery)	0	4.51	4.51
Landfilling	0	0	0
Other disposal operations	0	0.09	0.09
Total, hazardous waste	0	4.67	4.67
Non-hazardous waste			
Incineration (with energy recovery)	0	26.92	26.92
Incineration (without energy recovery)	0	0	0
Landfilling	0	46.8	46.8
Other disposal operations	0	0	0
Total, non-hazardous waste	0	73.72	73.72

Waste data includes data from Elekta's sites in the Netherlands, Sweden, the United Kingdom and China. Data is mainly actual and based on information provided by the waste disposal contractor at each site. In previous years, we have reported waste data for North America. However, nearly all the offices remain closed or attendance on a voluntary basis following the pandemic. In 2021/22, Elekta has not been billed for any waste removal on the following sites: Atlanta, St Charles, Sunnyvale and Montreal.

Environmental compliance

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

Business Ethics

During 2021/22, Elekta made a significant upgrade to its Global Data Privacy organization in order to meet the challenges posed by the constantly increasing data privacy regulatory requirements. The organization is transitioning to a GDPR+ methodology whereby the default approach is GDPR compliance and adjustments are made to this approach based on specific country-by-country requirements. During the FY, the organization investigated several potential privacy-related issues, none of which arose as a result of complaints. Elekta has not been subject to any significant fines or nonmonetary sanctions for non-compliance with data privacy laws and no privacy related cases reported through the Elekta Integrity line during 2021/22.

In 2021/22 there were no confirmed incidents of corruption, and no legal actions for anti-competitive behavior, anti-trust, and/or monopoly practices. Elekta has no on-going legal disputes.

People in Focus

Elekta's employees

Elekta has 4,826 (4,342) employees. Occasionally, Elekta uses contractors for specific projects. Elekta's number of employees is not impacted by seasonal variations. The human resources data has been collected from Elekta's HR system.

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

	2021/22		
	Permanent contract	Temporary contract	Total
Women	1,378	23	1,401
Men	3,257	21	3,278
Non-categorized	146	1	147
Total	4,781	45	4,826
	2020/21		
	Permanent contract	Temporary contract	Total
Women	1,201	27	1,228
Men	2,942	34	2,976
Non-categorized	138		138
Total	4,281	61	4,342

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

	2021/22		
	Permanent contract	Temporary contract	Total
North America	1,035	1	1,036
South America	118	0	118
Europe	2,253	28	2,281
Middle East, Africa and India	306	0	306
China	741	0	741
Japan	135	12	147
Asia Pacific	193	4	197
Total number of employees	4,781	45	4,826

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

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

	2021/22		
	Full-time	Part-time	Total
Women	1,342	59	1,401
Men	3,208	70	3,278
Non-categorized	146	1	147
Total number of employees	4,696	130	4,826

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

Collective bargaining agreements

All employees have the right to join a trade union and to bargain collectively in accordance with local laws and applicable conventions. Everyone who works for Elekta should have the right to fair terms and conditions according to local rules and regulations, including contractual working time, time to rest, overtime and holidays. Employees, whether they are covered by collective bargaining agreements or not, are competitively and fairly compensated for their work. At year end 2021/22, 12.6% (11) percent of Elekta's employees were covered by collective bargaining agreements (Brazil, Germany, Austria, France, Greece, Italy, Finland, the Netherlands).

Occupational health and safety

Workplace accidents are followed up by collecting data from production sites involving manual manufacturing work. See [page 63](#).

Diversity of governance bodies and employees

	2021/22		2020/21	
	Men	Women	Men	Women
Board of Directors	57.2	42.8	62.5	37.5
Group management	85.7	14.3	86.0	14.0
All employees ²⁾	61.0	29.0	61.0	29.0

²⁾ 10.0% of employees are not categorized.

	2021/22			
	-30 years	30-50 years	50+ years	No age recorded
Board of Directors	0	14.2	85.8	0
Group management	0	50.0	50.0	0
All employees	11.0	61.6	24.4	3.0

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

Gender pay gap

Gender pay gap is calculated by dividing the average salary of men by the average salary of women and subtracting one. The gender pay gap reflects the pay gap across the organization and is not adjusted for differences such as managerial levels and years of work experience. See [page 62](#).

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

GRI content index

GRI Standard	Disclosure number	Disclosure name	Page reference	Omissions / Comment
GRI 101: FOUNDATION 2016				
GRI 102: GENERAL DISCLOSURES 2016				
ORGANISATIONAL PROFILE				
	102-1	Name of the organisation.	96	
	102-2	Activities, brands, products and services	16–17, 18–29, 96	
	102-3	Location of headquarters	96	
	102-4	Location of operations	16–17	
	102-5	Ownership and legal form	41, 96	
	102-6	Markets served	17, 30–35, 126	
	102-7	Scale of the organisation	18, 67–68, 96, 104, 106, 137	
	102-8	Information on employees and other workers	67–68	
	102-9	Supply chain	18, 60–61	
	102-10	Significant changes to the organisation and its supply chain	98–99	
	102-11	Precautionary principle or approach	45	
	102-12	External initiatives	45, 50	
	102-13	Membership of associations	47, 64	
STRATEGY				
	102-14	Statement from President/CEO (senior decision-maker)	6–7	
ETHICS AND INTEGRITY				
	102-16	Values, principles, standards and norms of behaviour	11–12, 44–45, 56, 59–60	
GOVERNANCE				
	102-18	Governance structure	45, 64, 78–80	
STAKEHOLDER ENGAGEMENT				
	102-40	List of stakeholder groups	64	
	102-41	Collective bargaining agreements	68	
	102-42	Basis for identification and selection of stakeholders	64	
	102-43	Approach to stakeholder engagement	64	
	102-44	Key topics and concerns raised	64–65	
REPORTING PRACTICE				
	102-45	Entities included in the consolidated financial statements	137	
	102-46	Process for defining the report content and the topic boundaries	64–65	
	102-47	List of material topics	65	
	102-48	Restatements of information	60	
	102-49	Changes in reporting	72	
	102-50	Reporting period	72	
	102-51	Date of most recent report	72	
	102-52	Reporting cycle	72	
	102-53	Contact point for questions regarding the report	72	
	102-54	Reporting in accordance with the GRI Standards	72	
	102-55	GRI content index	69–71	
	102-56	External assurance	72	

Material topics

GRI Standard	Disclosure number	Disclosure name	Page reference	Omissions/ Comment
ACCESS TO HEALTHCARE				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 46–49, 65	
INNOVATION AND R&D				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	13–14, 16, 18–29, 45, 46–47, 57, 65	
Company specific disclosure	N/A	Investments in R&D	99	
ANTI-CORRUPTION				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 54–57, 65, 82	
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	67	
FAIR COMPETITION AND PUBLIC TENDERS				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 54–57, 65	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	67, 100	
EXPORT CONTROL AND SAFE TRADING				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 54–57, 65	
MATERIALS EFFICIENCY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 51, 53, 57, 65	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	66	
EMISSIONS				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 50–53, 57, 65	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	53, 66	
	305-2	Energy indirect (Scope 2) GHG emissions	53, 66	
	305-3	Other indirect (Scope 3) GHG emissions	53, 66	
	305-4	GHG emissions intensity	53	
WASTE				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	48–50, 57, 65	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	50–53, 67	
	306-2	Management of significant waste-related impacts	50–53, 67	
	306-3	Waste generated	67	
	306-4	Waste diverted from disposal	67	
	306-5	Waste directed to disposal	67	
ENVIRONMENTAL COMPLIANCE				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 52, 53, 57, 60–61, 65	
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	67	
SUPPLIER ENVIRONMENTAL ASSESSMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 50–52, 57, 60–61, 63, 65	
GRI 308: Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken	51–52, 61	
EMPLOYEE ENGAGEMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 57, 58–59, 62, 65	
Company specific disclosure	N/A	Employee engagement and eNPS	62	

GRI Standard	Disclosure number	Disclosure name	Page reference	Omissions/ Comment
OCCUPATIONAL HEALTH & SAFETY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 57, 58, 60, 65	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	60	
	403-2	Hazard identification, risk assessment and incident investigation	60	
	403-3	Occupational health services	60	
	403-4	Worker participation, consultation, and communication on occupational health and safety	60	
	403-5	Worker training on occupational health and safety	60	
	403-6	Promotion of worker health	60	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60	
Company specific disclosure	N/A	Number of recorded incidents	63	
	N/A	Number of lost time cases	63	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	60	
TRAINING AND EDUCATION				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 57, 58-59, 65	
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	59	
	404-3	Percentage of employees receiving regular performance and career development reviews	62	
DIVERSITY AND INCLUSION				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 57, 58-59, 62, 65	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	65	
	405-2	Ratio of basic salary and remuneration of women to men	62, 68	Not reported by employee category.
HUMAN RIGHTS ASSESSMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 57, 58, 60-61, 62, 65	
GRI 412: Human Rights Assessment 2016	412-2	Employee training on human rights policies or procedures	63	
SUPPLIER SOCIAL ASSESSMENT				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 57, 58, 60-61, 62, 65	
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken	60-61	
Company specific disclosure	N/A	Number of audits of high-risk suppliers – results and follow-up actions/sanctions	61	
CUSTOMER PRIVACY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 55-57, 65	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	67	
CUSTOMER HEALTH AND SAFETY				
GRI 103: Management Approach 2016	103-1-3	Explanation of the material topic, its boundary and management approach	45, 57, 61, 65	

About the sustainability report

This sustainability report covers the fiscal year 2021/22 (May 1, 2021 – April 30, 2022). Elekta publishes a sustainability report annually. Last year's report was published on July 9, 2021. Compared to last year's report Elekta has adopted the revised standard GRI 306: Waste 2020.

The report covers all Elekta's fully-owned subsidiaries. See **Note 19** for details about Elekta's subsidiaries.

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

Questions or comments? We would like to hear from you. Please contact Hilma Nordquist, Global Sustainability Director, hilma.nordquist@elekta.com

Statutory Sustainability Report

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

	Pages
Business model	14, 16–17
Environmental matters	51–53, 66–67
Social matters and employees	46–49, 58–63, 67–68
Human rights	58, 60–61, 63
Anti-corruption	54–57, 67
Sustainability risks	36–40, 50, 52, 54, 56–57, 58–61
EU taxonomy reporting	52
Auditor's report	72

Auditor's report on the statutory sustainability statement

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

Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability statement for the year 2021-05-01 – 2022-04-30 on pages 43–72 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

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

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

Opinion

A statutory sustainability statement has been prepared.

Stockholm, 8 July 2022

Ernst & Young AB

Signature on original auditors' report in Swedish¹⁾

Rickard Andersson

Authorized Public Accountant

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