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Sustainability Review 2024

There is life ahead



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Table of contents

Remarks by the CEO: Basic fitness, no sprints 3

Esperi in figures 5

Key events during the year 7

Happy residents are at the core of our strategy 9

Business areas 10

Residents 11

- Customer satisfaction rose in mental care services and Saga 15
- A deviation is the starting point for development 18
- Gentleness and staying active are at the heart of our culture 20

Esperians 22

- Our mission is to lighten the load of supervisors 23
- Lifelong learning 25
- A good workplace tutor helps students succeed 29

Society 30

- Nursing quotas are a hot topic 31
- Language skills are key 32
- Carbon roadmap shows the way to climate targets 33

Sustainability data 36

#töissäesperillä 40





Basic fitness, no sprints

I go for a run every week. It is a habit that has been part of my life for almost 20 years. I do not go for high-intensity interval training or sprinting, but just refreshing basic jogging. Even so, this habit has enabled me to build a valuable asset: a good level of basic fitness, which is a good foundation for building your success.

At Esperi, we believe in the same principle. A good life is built on the cornerstones of care work: safety, quality, and functional everyday life. These we build in the long term, not with sprints or short-lived projects.

Taking a long-term approach does not mean that you keep running on the same trails. In 2024, we focused on deviations. We have carefully investigated the root causes of serious deviations and developed our reporting as well as the sharing of lessons learned. The number of serious deviations decreased by approximately 80% during the year, which is a great achievement on our path towards zero.

The right to self-determination is also crucial. This was highlighted during my visit to the daily morning meeting of mental health rehabilitation customers, where the tasks for the day were discussed. The meeting was chaired by a resident, and others eagerly raised their hands to participate. The discussion had the kind of responsibility that occurs when leading a business—after all, the rehabilitation customers were shaping their daily lives.

I am pleased that our strong focus on participation and activities has also been reflected in the great improvement in customer satisfaction among mental health rehabilitation customers. In the number of activities, we exceeded both our own tar-

gets and the national average across the board. The guiding principle in Esperi's operations is that there is life ahead for all of us, so we should enjoy it!

Summer cafés, dance challenges, or Venetian festival celebrations organised by homes add festive moments to daily life. Everyday happiness can be found in group exercise sessions or a visiting dog, for example.

Our employees listen closely to our residents' wishes, and we listen to our employees. Esperians know what they need to do their job well—and to be well themselves. In 2024, we implemented the idea of company bikes suggested by our employees.

The continued improvement of job satisfaction, employee turnover declining by more than one-third, and more successful recruitment are all indications that we are doing the right things together.

In the private sector, we have worked hard to promote occupational wellbeing and operational quality. **The Finnish Institute for Health and Welfare's national satisfaction survey on elderly care services** showed that we can produce high-quality services: nine of the 10 highest-ranked units were private.

At Esperi, we stood out from the rest of the sector not only in terms of customer satisfaction (NPS 39 vs. the national average of 36), but also in recreational activities that appeal to residents and are highlighted in the feedback for all of our homes.

Still, in many wellbeing services counties, the idea that internally produced services are superior to outsourced ones is deeply ingrained. A study by the Finnish Association of Private Care Providers showed that publicly produced housing services for the elderly were approximately 20% more expensive than those produced by the private sector. According to the study, over 2,500 elderly persons were waiting for a place in a care facility in 2024, even though there were places available.

In the public sector and the private sector, we serve the same clients: Finnish citizens. We also share the same goal of providing them with good and responsible care. For citizens to be treated equally, it is important to also set equal criteria for private and public operators—not only for price, but also for quality.

It is important to keep in mind that elderly people, mental health rehabilitation customers, and persons with disabilities have a life ahead of them. That is why we try to make every day good for them. For this, I would like to again extend my warmest thanks to our caregivers. I also want to take this opportunity to tell policy-makers that, for the valuable work they do, caregivers need not only my support and Esperi's support, but also your support.

With the right equipment and a proactive mindset, one can enjoy exercise in every season. Even if the terrain is sometimes rocky and the weather conditions challenging, I promise that we will continue on our path towards our goal: the happiest residents in Finland.



Stefan Wentjärvi
CEO, Esperi Care

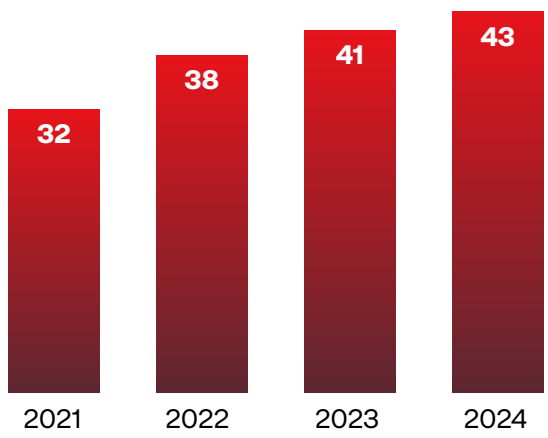
The guiding principle in Esperi's operations is that there is life ahead for all of us, so we should enjoy it!

"This is a good place to live now that I can't manage at home."
– Resident, Esperi Hoivakoti Rantakaisla

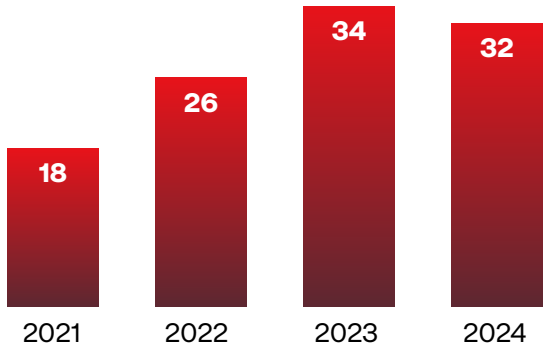
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Esperi in figures

Resident experience NPS



Employee Net Promoter Score (eNPS)



Esperi operates in every wellbeing services county in Finland.

In 2024, the resident capacity increased by approximately

470.

Total number of residents approximately

6,820



Total number of employees approximately

7,160



Climate targets for 2030

–51.6%

emissions when compared to 2023

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Elderly care services

Esperi's assisted living facilities provide a safe home where elderly people can enjoy life and where their daily life runs smoothly. We plan the daily programme for our elderly residents according to their needs and interests. We make an effort to create time for encounters, as they are of great significance in day-to-day interaction—both for our residents and our caregivers. We provide 24/7 residential care, communal housing, short-term housing and day activities.

NPS 35

Mental care services

Esperi provides mental health rehabilitation customers and substance abuse rehabilitation customers with housing services and diverse rehabilitation in a safe and home-like environment. The residents have their own rooms, but participating in various group activities is an important part of Esperi's housing services. Our range of rehabilitation and housing services provides a flexible and goal-oriented rehabilitation path for all customers, whether they need 24/7 support or coaching to support independent living.

NPS 49

Disabled care services

For the clients of disabled care services, Esperi provides a comfortable home where they are supported by experienced professionals. We organise personalised housing services, taking into account the needs, functional capacity, and situation in life of each resident. Everyone is unique and has their own personality. Our goal is for our residents to live a full life.

NPS 48

Saga

Saga premium communal services provide high-quality homes and services for the elderly in a safe and active environment. The Saga concept includes the opportunity to lead an independent life and enjoy the company of one's peers. The services are adapted to each resident's individual needs.

NPS 66

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Key events during the year

Esperi's homes excel in national satisfaction survey

Esperi's elderly care facilities were highly ranked in the 2024 national satisfaction survey on elderly care services carried out by the Finnish Institute for Health and Welfare. Esperi stood out with above-average score for resident satisfaction (NPS 39 compared to the national average of 36). In addition, two of our assisted living facilities were ranked in the top 10 nationally and three were among the facilities with the best scores regionally.

Spotlight on the year's top successes

At our supervisor days event in September, we again honoured homes that had performed particularly well in their development efforts. The award for the happiest home of the year went to Esperi Hoivakoti Rantakaisla, also ranked in the top 10 nationally in the Finnish Institute for Health and Welfare's satisfaction survey. At Rantakaisla, 100% of the residents have recommended the home for several years now. "I don't understand everything anymore, but I do understand that the caregivers take good care of me" is how one of the residents described the facility. Congratulations to all of the winners!

A renewed Esperi with a renewed brand

Our 2023 employee survey reinforced our view of the company's development over the past few years: we are proud of our work and each other, and we want this appreciation to be more visible to the outside world. "I am proud of the work we have done together to reach this point. However, our brand no longer reflected our operations, so we decided it was time to renew it," says CEO **Stefan Wentjärvi**. In 2024, we made our new brand visible in various ways, including the streetscape, and our external reputation continued to develop favourably.

Sustainability reporting ahead of time

We started our journey towards standardised sustainability reporting back in 2023. In 2024, we identified our material sustainability topics and conducted a stakeholder survey. This effort supported the renewal of our sustainability review.

Making our residents' dreams come true

An ice hockey game, a trotting race, meeting your favourite artist, and a surprise engagement party — we made our residents' dreams come true as part of the YouTube miniseries The happiest residents in Finland. Caregivers working in different parts of Finland submitted our residents' dreams and wishes to the project, and four were selected. "The series is a heartwarming tribute to Esperi's caregivers, who know the hopes, joys, and dreams of our residents. Thanks to everyone who participated in the project, and especially to Leena, Sauli, Sulo, Mika, and Nina, who shared their dreams with us," says Recruitment Manager **Johanna Nykänen**.

Watch the miniseries on Esperi's YouTube channel.

Go Out with the Elderly— we won recognition for our active participation

We again participated in the **Go out with the elderly campaign** organised by the Age Institute. In 2024, we collected stories about time spent outdoors. Our 77 assisted living facilities produced a record-breaking 1,770 stories as part of the campaign. The three facilities with the highest number of stories won 500-euro awards, and we also served coffee and cake to the 10 most active writers of the stories. "I want to thank our personnel, the families of our residents, students, and everyone else who took on this challenge and boosted the visibility of this important issue," says Head of Elderly Care **Arne Köhler**.

A blood donor group started at Esperi

Everything is more fun when you do it together, even donating blood! In 2024, we started Blood Group, which brings together Esperian blood donors and lowers the threshold for donating blood. We encouraged each other to contribute, especially on World Blood Donor Day on 14 June, and we offered shared taxi rides to groups that went out to donate blood.

We met students at the movies

We organised a tour to meet students of practical nursing at Finnkino cinemas in Oulu, Turku, and Helsinki. The students had the opportunity to learn more about Esperi and hear our caregivers' thoughts on working at the company. This was followed by a screening of the new film Joker: Folie à Deux. "The evenings were very warm-hearted, and we were pleased to receive very good feedback from the participants. The movie night events increase awareness of Esperi among new care professionals. The tour will continue in 2025," says Recruitment Manager **Johanna Nykänen**.

Our residents illustrated mental wellbeing

In October, we celebrated World Mental Health Day for the third time at Esperi. We organised a photo competition in which our residents and personnel took photos to illustrate actions that promote mental wellbeing in daily life. We gave an award to the home with the most evocative and inspiring photos. The prize was 500 euros, which the facility could use to promote the wellbeing of its residents and personnel as they wished.

Support for mental health work and children's hobbies

In April, we flew our flags at half-mast in response to the shocking school shooting in the Viertola district of Vantaa. **We also made a donation to MIELI Mental Health Finland**. "We thought about what we could do as a company. Making a donation to support mental health work felt like the most natural way for Esperi to try to help," says CEO **Stefan Wentjärvi**. Our **funds allocated for Christmas cards and presents in 2024 were donated to the Dreams Come True programme of SOS Children's Village**. The programme enables hobbies for children and young people who would otherwise not have the opportunity to participate.

We support the future stars of parasports

In 2024, we supported young para-athletes in the Future Stars programme, which helps talented young people develop as both athletes and individuals. Our cooperation with the Finnish Paralympic Committee, which coordinates the programme, enables a growing number of young people to pursue international success. In addition to supporting future stars, we were pleased to have para-archer **Jenna-Maria Pekkonen** as a partner athlete in 2024.



Our mission is to provide a safe home and help the residents live a **happy** life on their own terms.

Disability services

Mental health services

Services for the elderly

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OUR VISION

The happiest residents in Finland

Good care, work & economy

OUR STRATEGIC PRIORITIES

WE HAVE	WE HAVE	WE ARE	WE ARE
The best colleagues	The most appreciated supervisors	The first choice for our residents and clients	Forerunners

SAGA PALVELUTALOT

We act responsibly. We do not compromise safety.

OUR VALUES

It is a pleasure to meet you **Integrity us our strength** **We have the courage to innovate**

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Business areas

Elderly care services

There are approximately 120 assisted living facilities with a total resident capacity of around 4,100. Our housing services offer several options for the elderly and persons with memory disorders: 24/7 residential care, communal housing and short-term housing. In addition, we have day activities and various additional services related to housing.



Mental care services

There are just under 50 assisted living facilities specialising in mental care services and substance abuse rehabilitation customers. The total resident capacity is approximately 1,100. Our services include 24/7 residential care, communal housing, and supported housing.



Disabled care services

There are 36 residential facilities specialising in disabled care services with total resident capacity of 660. Several different options are offered to the residents of disabled care services depending on their life situation. We offer 24/7 residential care, communal housing, supported housing, short-term housing and coaching to support living, as well as day activities, non-institutional work activities, and work activities.



SAGA PALVELUTALOT

We have 11 Saga premium communal services units with a total resident capacity of approximately 1,330. In Saga homes, our elderly residents enjoy high-quality living with good access to services. Saga combines active daily life, a safe and accessible environment, and diverse services that are adapted to each resident's individual needs.



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Residents

At Esperi, our residents are at the heart of everything we do. They are who we work for every day. Moving to an assisted living facility home can be the end of one phase of life, but it can also be the beginning of a new one. There is life ahead for all of us.



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There is a full life ahead

Life does not stop when you move to an assisted living facility—quite the opposite. Our homes offer daily activities and special occasions, opportunities for hobbies and learning, and the chance to enjoy joyful moments together in the safety of a community.



For many people, the idea of moving to an assisted living facility can evoke unpleasant feelings and a lot of questions: What will I have to give up? Will I still see my friends? What about my hobby?

It is a big change, and it may feel intimidating. But what if the change could bring a new kind of joy, freedom, and sense of community?

When people start to find it difficult to live at home and the daily chores begin to feel overwhelming, an assisted living facility provides a safe environment where they do not need to manage on their own.

"For many people, moving to an assisted living facility is, above all, a relief—loneliness and the challenges of daily life become a thing of the past, and they are replaced by a community that offers not only everyday support and security, but also new friendships," says Service Specialist **Sirpa Laukala**.

Vibrant market atmosphere at the doorstep

Organising everyday activities and sharing the joys of life are important priorities at all of our homes. In summer 2024, the residents of Esperi Hoivakoti Albert in Oulu had an opportunity to experience the sense of community in a new way.

Many of them were accustomed to visiting Oulu's market square in the summer but were unable to do so due to reduced mobility. The personnel of the assisted living facility decided to create a market café of their own in the home's yard. It brought the market atmosphere right to the residents' doorstep.

"Since July, the café has been open at least once a week, and it has brought back happy memories of past summers for many of our residents. At the

same time, it has created a new sense of community that enriches daily life at the assisted living facility," says Unit Supervisor **Marjut Ratilainen** from Esperi Hoivakoti Albert.

Happiness and joy in everyday life: the presence of a dog is soothing

Pets are an important part of life for many people. Dogs that visit our homes with our employees are popular guests because they bring joy to our residents' lives.

However, visiting an assisted living facility is not something just any dog can do. The dog must be companionable, calm, and obedient. In addition, the dog must know to get out of the way of residents who sometimes move unsteadily, so that tripping and injuries are avoided.

One of our loyal care assistants is **Aapo**, a Finnish Lapphund that regularly visits Hoivakoti Vuokko in Porvoo with his owner, needs assessment planner **Hanne Nuutinen**.

"The first time was unforgettable—you could see the joy in the residents' eyes. For many of them, seeing Aapo brought back memories of their own pets," Nuutinen says.

The presence of a dog is soothing for many residents, especially elderly persons with memory disorders. According to Hanne, Aapo has made even the most reserved residents more talkative.

"Aapo's presence has also been helpful in caregiving interactions. Aapo has a soothing effect on the residents, and he also helps me relax at work."

"Special occasions provide a break from daily routines"

Sometimes you need to organise events that lift people's spirits and provide a break from daily life. On International Dance Day, we participated in a dance challenge at our homes. The idea came from dancer and dance teacher **Kia Lehmuskoski** who has been in the Finnish version of Strictly Come Dancing TV show.

Dancing with Kia Lehmuskoski

Watch **a video of the dance challenge and Kia's visit to Esperi Koti Sointu!**



The personnel of Hoivakoti Vuokko have noticed that routines such as brushing teeth and going to bed have gone more smoothly when Aapo is around. **Read more for our website!**

From Esperi Koti Sointu, Kia streamed a dance to all homes that was easy to do either sitting down or standing up. The joy of dancing belongs to everyone, regardless of their functional capacity!

Other examples of fun breaks from daily routines come from Ylöjärvi. Each year, Esperi Koti Kastanja organises the Pisara festival, which has grown into a significant cultural event for the residents and people who live in the same neighbourhood. The event is now so popular that the facility's car park cannot accommodate all the guests.

> **For many people, moving to an assisted living facility is, above all, a relief.**
> *– Sirpa Laukala, Service Specialist*

Hoivakoti Elokaari, which is also in Ylöjärvi, organised its first end of summer season party. The event was attended by personnel and residents from nine Esperi homes around the Pirkanmaa region. The idea came from the supervisors of homes; they wanted to organise something special for the elderly residents.

Hoivakoti Elokaari was decorated with balloons, paper streamers, and flowers. Festive snacks, dancing to a live band, and stations for exercise, photography, and cotton candy were all popular among the attendees.

"We spend a lot of time doing things together, but parties are a fun break from daily life. We want everyone to be happy," said Unit Manager **Leila Heinonen** as she enjoyed the party.



Customer satisfaction rose in mental care services and Saga

We measure customer satisfaction and the satisfaction of our residents' next of kin regularly. One of the metrics in our customer satisfaction survey is the Net Promoter Score (NPS). NPS is a recommendation index that indicates how satisfied our residents are and how willing they are to recommend us on a scale of -100–+100.

Nearly 5,000 residents and residents' next of kin responded to our customer satisfaction survey conducted in autumn 2024. The NPS of Esperi Group's residents was 43, representing a one-point increase from the previous year.

Among our business areas, mental care services performed the best in the NPS measurement. The residents gave them a score of 49. In previous years, the corresponding figure had been 21, a significant improvement.

In the electronic survey, satisfaction is also measured by various statements. For the statements, performance is measured on a scale of 1–5, with 5 being the best. Our average score for the various statements was 4.3.

In elderly care services, we got the highest scores in the areas of safety and access to assistance, while participation in resident meetings was highlighted as an area that requires improvement. In disabled care services, we received praise for friendliness and access to assistance. In mental care services, safety and having time for oneself were given good scores, while the score for the experience of meaningfulness indicated a need for improvement.

Satisfaction among next of kin improved across the board

A total of 1,556 responses were received from next of kin. The NPS for this category of respondents was 37. This represents a slight improvement compared to 2023.

The next of kin of residents in disabled care services were particularly satisfied. Their NPS was 47. The NPS score for the next of kin of elderly persons was 37 and for mental health rehabilitation customers it was 27.

"We survey the opinions of next of kin because their perceptions and observations are a key part of the quality of life of our residents and the assessment of our services. The assessments help us to gain a comprehensive understanding of the wellbeing of our residents, and they supplement the observations of residents and nursing staff," says Sales and Marketing Director **Jani Nurisalo**.

Success in the Finnish Institute for Health and Welfare's measurements

Every two years, the Finnish Institute for Health and Welfare carries out the Tell us about your service survey, a national customer satisfaction survey on elderly care services. The survey was carried out in home care services and 24/7 assisted living services in spring 2024. According to the results, the residents of Esperi's assisted living facilities are more satisfied than the residents of other assisted living facilities on average. The NPS score for Esperi's resident satisfaction was 39, when the national average was 36.

We received good feedback on recreational activities, spending time outdoors, safety, and good food, for example. Esperi's assisted living facilities Rantakaisla (Alajärvi) and Rebekka (Savonlinna) were ranked in the top 10 of assisted living facilities based on customer satisfaction ratings. Esperi Hoivakoti Vuokko (Porvoo), Esperi Hoivakoti Menninkäinen (Kajaani) and Esperi Hoivakoti Santaholma (Haukipudas) were also ranked highly in their respective regions.

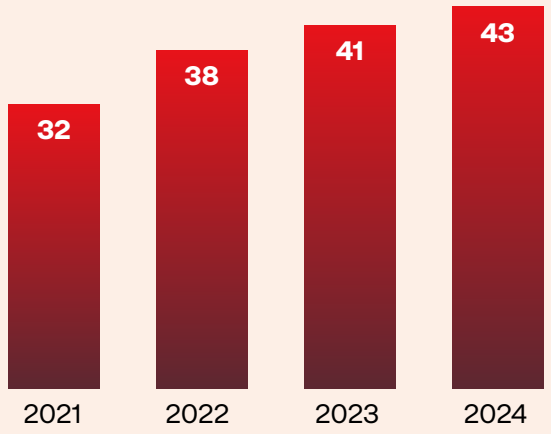
The results of the survey are available on the **website of the Finnish Institute for Health and Welfare.**

We take pride in this

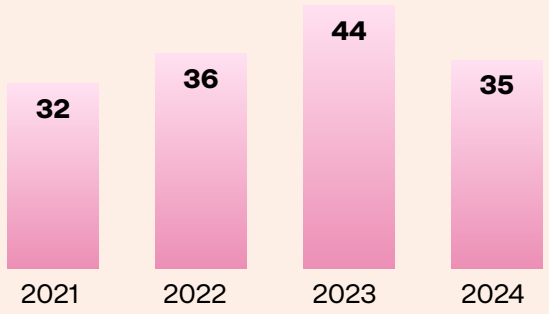
In 2024, satisfaction among our mental health and substance abuse rehabilitation customers rose significantly.

Browse up-to-date customer satisfaction results on our website.

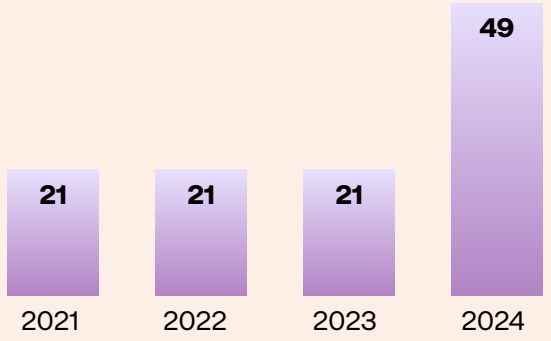
The development of the resident experience for Esperi as a whole, 2021-2024



Elderly care services



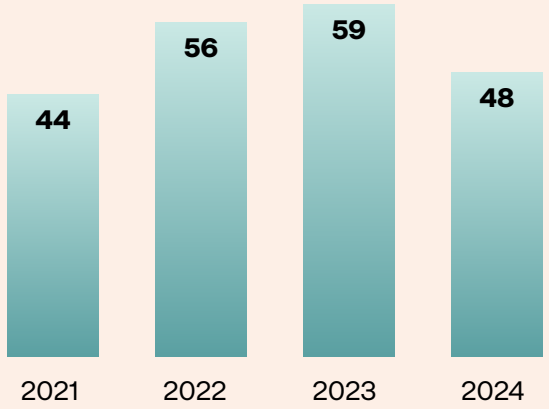
Mental health and substance abuse services



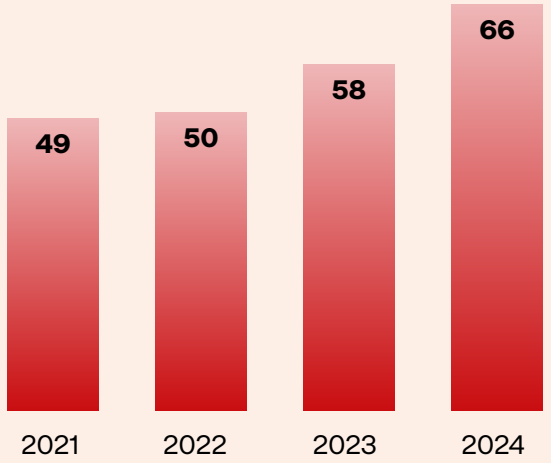
What is NPS?

Net Promoter Score (NPS) is a measure of customer satisfaction and loyalty that gauges the likelihood of customers recommending a company, product, or service to others. In our case, our NPS score reflects the views of residents and their next of kin. Examples of the underlying factors include the friendliness of the employees, atmosphere in our homes, and cooperation with the residents' next of kin.

Disabled care services



Saga premium communal services



scale -100–+100

Feedback is always welcome

Esperi has many feedback channels that are either intended for different stakeholders or open to everyone. Dialogue and feedback are valuable, as they help move things forward.

As we want to receive feedback from all our stakeholders, we have made giving it as easy as possible. That is why we have various channels available.

"Our survey templates take the respondent into consideration. For example, we phrase the questions in a certain way based on whether the respondent is an elderly person or a customer with a disability," explains Sales and Marketing Director **Jani Nurisalo**.

Dialogue helps avoid pitfalls

It is important to keep a close eye on feedback, otherwise it is impossible to know which areas need to be developed further and which are already in good shape. We receive a good amount of feedback, and anyone can provide it, even anonymously.

"We listen to all feedback, evaluate it and try to respond to all of it. We cannot improve in every area immediately, so we choose the most important areas of development," notes **Eeva Ketola**, Director of Quality.

"If someone is bothered by something, they should raise the issue right away. I encourage openness and want people to feel comfortable asking questions and giving feedback."

The more targeted the feedback is, the easier it is to process. Anonymous feedback can be challenging to act upon.

Ketola underscores the importance of dialogue, as it helps to avoid misunderstandings. She gives an example.

"We provide housing services but not medical services, for example. Some assume they are part of our services, when patient care provided by a doctor is the responsibility of the wellbeing services county or its subcontractor, unless otherwise agreed."

Praise is shared, constructive feedback drives improvement

According to Ketola, feedback is a window to the development of operations. Positive feedback is shared as widely as possible, as it makes people happy and highlights strong performance. Constructive feedback and development needs are directed appropriately.

"No-one will be discriminated against for giving negative feedback. We welcome constructive feedback, as it enables us to address any shortcomings," Nurisalo adds.

Ketola and Nurisalo both point out that no-one should be afraid to give feedback.

Feedback is processed at every level, from individual Esperi homes to the Area Manager and Executive Team levels. It is available in real time and can be analysed on the Roidu portal, where numerical and verbal feedback is reviewed.

"In addition, in our evenings for residents' next of kin, we talk about what kind of feedback we have received and what development measures have been taken in response to it. Based on the feedback, we prepare development plans and plan how we can serve our stakeholders even better," Nurisalo concludes.

Esperi's feedback channels:

- customer satisfaction surveys
- the Finnish Institute for Health and Welfare's customer satisfaction surveys
- text message surveys for next of kin
- QR code-based feedback in homes
- oral feedback and e-mail
- Esperi's website
- employee satisfaction survey on the Essi intranet
- whistleblowing channel on the website and intranet
- regular surveys for the wellbeing services counties

A deviation is the starting point for development

At Esperi, 2024 was the year of the deviation. According to Director of Quality Eeva Ketola, a deviation is an important observation: it can help to ensure that the same problem or incident does not occur again.

In 2024, Director of Quality **Eeva Ketola** had a thick stack of projects on her desk. Together, they constituted an important quality improvement project: the year of the deviation.

The aim of the year of the deviation was to lower the threshold for the reporting of deviations, improve reporting practices and encourage people to share the lessons learned. The goal is to achieve a downward trend in the number of deviations, observe deviations in a proactive manner, and thereby improve the quality of service.

Other important quality-related projects were also promoted, including preparations for the use of the Kanta service, the introduction of the register of medical devices, the usability of electronic licences to administer medication, and electronic signatures.

"Our main theme for the year was to analyse deviations very carefully and from multiple perspectives and, most importantly, we have again significantly improved safety," Ketola says.

Development projects in 2024:

- developing quality reporting, risk assessment, and weekly meeting practices
- improving the usability of the Laatuportti quality management tool
- updating the investigation protocol for serious deviations
- conducting safety culture surveys
- renewal of the pharmacotherapy policy
- establishing the Medication Safety Development Group

Safety Week focused on deviations

One important element of the year of the deviation was Esperi's first Safety Week with online events and online training on deviations for the employees.

Service Specialist **Jaana Rytilahti** was in charge of the Safety Week. She says its key message was that safety is everyone's responsibility. It starts with me.

Concise 30-minute briefings organised during the week focused on the following themes: occupational, customer, and medication safety and safety in properties. Over 300 people participated in the week's activities, and their feedback was positive. The materials are available to the personnel on the Essi intranet.

The week ended with a light-hearted safety quiz to review the topics covered.

"Everything does not always need to be so serious, even if the topic is important and we need to take it seriously. The light-hearted quiz provided an opportunity to review the topics of the week, and the prize was a safety-themed survival package for the summer holidays," Rytilahti explains. The plan is to make the Safety Week an annual event.

"In spring 2025, our Safety Week will focus on information security, data protection, documentation, and the recording of entries, as customer and occupational safety and information security are basic preconditions for our ability to provide safe homes for our residents," Rytilahti says.

More talk, fewer deviations

The figures for 2024 on Ketola's screen demonstrate that the safety-focused efforts are paying off.

The number of deviations decreased by all indicators, and the set targets were achieved across the board. The allocation of deviations improved. The number of serious incidents per thousand days of care was 0.014 (0.08 in 2023), which meant that their frequency decreased further.

At the end of the year of the deviation, Esperi conducted its second safety culture survey. The results showed that a growing proportion of deviations are addressed in team or unit meetings: 90% in 2024, com-

Further improving the quality of care

Read more about our quality work on our website.

Indicators shine a light on quality

More information on our sustainability data on page 36.

pared to 83% in 2023. The proportion of recurring deviations out of all deviations has decreased significantly, from 71% to 57%.

"The safety culture survey is an important tool for assessing whether our efforts during the year of the deviation have had a real impact. We are pleased to note that the courage to report deviations and near misses continues to increase. Our safety culture is developing, and we are able to anticipate issues more effectively."

The personnel survey also showed that perceived safety has improved. Our Net Safety Score (NSS, on a scale of −100 to 100) was established through the question "How safe would you feel if you were a resident at Esperi?"

"The score for the Group as a whole was 65. This is a strong figure, and it represents an improvement on our first measurement of 62, taken 2023. Our people are clearly proud of their work and could imagine living in an Esperi facility themselves," Ketola says.

Esperi Hoivakoti Edit

In autumn 2024, Esperi Hoivakoti Edit was subject to supervisory review by the Regional State Administrative Agency for Western and Inland Finland, following concerns raised in local media. Prior to the media attention, no reports of deficiencies had been submitted to the Regional Agency or the wellbeing services county of Ostrobothnia. The only notification received by the authorities was submitted after the media coverage.

Our internal quality control processes, as well as an independent external review we commissioned, did not identify any of the issues mentioned in the media. Similarly, the wellbeing services county's own monitoring found no evidence of the reported concerns.

In its report, the Regional Agency drew attention to areas such as medication management, the handling of deviations, and hygiene. These observations represent the mildest form of regulatory guidance. Hoivakoti Edit has addressed the development points raised and incorporated them into our ongoing, long-term quality improvement efforts. The Regional Agency has since concluded its supervision of the care home.

In 2024, feedback from our residents regarding the care provided at Edit remained at a strong level: a Net Promoter Score (NPS) of 42 on a scale from -100 to 100. Employee satisfaction was also strong, as reflected by an employee Net Promoter Score (eNPS) of 40.

Towards the year of recording in 2025

What else is happening in good care? According to Ketola, quality targets are raised every year.

"In 2024, we aimed for 98% achievement for each indicator, and we reached that goal at the Group level. Of course, there were local variations, but the overall trend is positive."

As the year draws to a close, the focus turns to the future. 2025 is the year of recording, and the focus areas will include documentation changes and training related to the Kanta transition.

"In the future, our update entries, for example, will be recorded in the Kanta system, which will make them visible to the other parties involved in the care of the client. We want to record high-quality entries that support high-quality care both within our organisation and outside of it," Ketola notes.

In 2025, Ketola will celebrate five years of working at Esperi.

"We have a great team! We have taken major steps forward. From here on, the changes and steps needed will get smaller and smaller. We develop our quality together and have confidence in our work. After all, we are also creating a place of care for ourselves."



The indicators of good care

- daily entries in resident documentation
- number of activities for each resident
- keeping service implementation plans up to date
- carrying out the process to address deviations within the agreed-upon time
- monitoring each resident's functional capacity and service planning based on the observations.

esperi

Gentleness and staying active are at the heart of our culture

The guiding principle behind our operations is there is life ahead: at our homes, we provide the residents with opportunities for happiness, joy, and a full life. We also encounter each person just as they are, with understanding and empathy. Through our operating philosophies and activities, we ensure that these principles are realised in all our facilities.

"Our vision is to have the happiest residents in Finland. Our mission is to enable the happiness of the residents and provide content in their life," says CEO **Stefan Wentjärvi**.

Happiness and a full life can mean different things to a person with a memory disorder, a person with a disability, and a mental health rehabilitation customer. The operating philosophies ensure that Esperi can provide every resident with a good life in a manner that takes into account their needs and wishes.

The operating philosophies in day-to-day life

Validation, MIELI, and individual life planning have been key operating philosophies at our homes since 2021. Director of Quality **Eeva Ketola** is pleased that the operating philosophies have become an ingrained part of the daily life of the residents and employees.

"We train our employees on the operational philosophies and ensure that new recruits have access to training quickly. Everyone needs good tools to support their work. The operating philosophies provide such tools."

Validation is an empathetic and respectful method of interaction for encounters with a person with a memory disorder. When anxiety and difficult emotions take over, the caregiver is there to address those feelings with empathy, without dismissing them.

The MIELI recovery orientation concept for mental health rehabilitation customers and individual life planning for clients in disabled care services are aimed at enabling residents to influence their lives as much as possible.

The most extensive rounds of training on MIELI recovery orientation have already been completed but, in early 2024, a new MIELI online course was published on Esperi's Esko training platform to support orientation.

"We also organise training at our facilities on a situation-specific basis, and I have coached clients and helped them understand what they can demand from us," says Service Specialist **Jaana Rytilahti**.

Rytilahti believes that the operating philosophies have supported the good development of customer satisfaction.

"The service implementation plan has been reshaped around the themes of the MIELI orientation concept. The clients' participation in the planning of their services has increased, and their decision-making has been strengthened. Our clients get to live their life on their own terms, which has undoubtedly been reflected in increased customer satisfaction."

MIELI, validation and individual life planning

Read more about our **operating philosophies**.

Activities on the residents' own terms

According to CEO Wentjärvi, part of Esperi's mission is to provide "content in life". How is this aim pursued in practice?

Director of Quality Ketola says that what gets measured gets done: when the number of activities is monitored and the targets are exceeded, the next step is to aim for even better results. At Esperi, strong performance in this area has created a culture in which the staff and residents come up with ideas for activities together.

"Esperi's homes are not storage facilities. Everyone is provided with opportunities for activities, but it is up to each individual whether they want to participate. We aim to take individual capabilities and preferences into account and find activities that would be enjoyable for each individual," she adds.

Ketola notes that an activity does not necessarily have to be a big event, although special events are also organised.

"We aim for a home-like atmosphere and a resident-specific approach in everything we do, and activities are no exception. We offer activities for the mind and the body, both in daily life and on special occasions. The best ideas circulate from one facility to another."

We stand out through recreational activities

Esperi's meaningful recreational activities made our facilities stand out in the Finnish Institute for Health and Welfare's national satisfaction survey of elderly care services—**read more on our website!**

Peek into the daily life at our homes in social media

What does a full life at Esperi's facilities look like? According to CEO Wentjärvi, the homes' social media accounts provide an easy way to get a glimpse of their daily life. He recommends them not only to care professionals who are interested in Esperi, but also to decision-makers.

"Many decision-makers have an outdated image of daily life in housing services. I would love for them to spend a day at one of our homes—I am sure that would change their impression. However, not everyone can visit our homes in person, which is why the social media content produced there is particularly important," Wentjärvi notes.

Which social media account should you start from? Wentjärvi suggests **Esperi Koti Narikka's Instagram reel, which has accumulated over a million views.** Why?

"Because, as the name implies, it has an amazing Friday vibe."



Amazing Friday vibe

How do the staff and residents create social media content together? Find out from the social media content creators of Esperi Koti Narikka, which won a Success of the Month award, **read more!**

A full list of the facilities that won a Success of the Month award is provided on page **27**.

esperi

Esperians

Our employees and caregivers are our most important asset. They are there for our residents in good times and bad, in daily life, and on special occasions. Our role is to ensure that they are able to perform their important work smoothly and maintain a high level of wellbeing while doing it.



Our mission is to lighten the load of supervisors

Turo Turja is an experienced HR professional, but he is a newcomer to the care sector. At Esperi, he primarily wants to lighten and streamline the workload of supervisors so that they can focus on good management.



> **I want to know what are the causes of headaches and stress in day-to-day management. I want to know what are the things that do not work as well as they should.**
> *– Turo Turja, Human Resources Director*

What do ports, the steel industry, and the care sector have in common?

"They have a lot of personnel and operate 24/7. They are all labour-intensive 'process industries', where the principles related to employees are ultimately very similar," says **Turo Turja**, who started as Esperi Group's Human Resources Director and a member of the Executive Team in February 2024.

Ports, the steel industry, and the care sector are all part of Turja's work history. His experience in human resources management extends back to the 1990s and was mainly accumulated in the port, construction, and steel industries. Many things at Esperi have come as a positive surprise to him.

"Still, we have the same original sin as other sectors: the workload of supervisors is too high. Requirements stemming from legislation and best practices end up on their desks. Reducing that load was a priority of mine in 2024, and it will continue to be a priority in 2025."

Repetition is key

Turja characterises himself as a boring person in the sense that he does not focus only on lofty development initiatives and projects. He likes to focus on the most important thing: smooth basic processes.

"The employment life-cycle and its management, the payment of wages, and recruitment. Supervisors are the hub in many matters. When processes are straightforward and clear, supervisors can focus their energies on managing people. That, in turn, is directly reflected in employee satisfaction."

Turja says he was positively surprised by how many processes at Esperi have already been designed to be highly functional and effective. Still, as always, there is still room for improvement in many respects in their implementation.

"We are a really big company. We pay wages to over 7,000 people each month, and we operate over 200 homes. Although we have good processes in place, it takes time for them to become routine."

There is a solution to this: repetition. Another solution is making sure everything is clear and simple.

"Our operations are subject to guidance by public officials such as the Ministry of Social Affairs and Health and the Finnish Institute for Health and Welfare, and bureaucratic language is pretty contagious. We need to avoid that and prepare instructions and operating models for each issue that are so clear that supervisors do not have to spend time trying to interpret them," Turja says.

What gives people headaches?

What is the best way to improve basic processes and make them more effective? In many cases, it is enough to ask questions and listen.

"I want to know what are the causes of headaches and stress in day-to-day management. I want to know what are the things that do not work as well as they should. These are quite often small and simple things that are easy to change."

Whenever Turja is informed of an area that needs improvement, the response is always to do what is possible and explain what is not. Ignoring the concerns is always the worst option.

One of the first things Turja did after taking up his post was to introduce quarterly HR coffee breaks to review current HR-related issues with supervisors and discuss any issues that may be unclear.

"The key is to maintain active and open interaction. I visit our homes as much as possible and the threshold is low in the other direction as well—people can always call me or come by. That is something I have already accomplished quite well," Turja says with a laugh as the interview is interrupted by a Unit Manager knocking on his door.

The biggest challenges are behind us

Esperi's long-term efforts to promote wellbeing have been reflected in employee satisfaction. The responses to the eNPS question "would you recommend us as an employer" developed favourably until 2023. In 2024, the eNPS decreased slightly, from 34 to 32.

Our employee satisfaction (eNPS) in 2024

32 on a scale of -100–+100.

"This is a small change, but it is something we should keep an eye on. In general, our employee satisfaction is already at such a good level that it can no longer be improved by general measures. Next, we need to focus on the details of our homes, such as pain points, and the dissemination of best practices," Turja adds.

Turja believes that good employee satisfaction also stems from a sense of security.

"Changes to the nursing quota are a cause for concern among Esperians, and they affect the attractiveness of the industry in general, but the biggest challenges are already behind us."

Esperi's chief shop stewards echo Turja's views. The nursing quota and supporting the language skills of care employees recruited from abroad have been topics of discussion among the personnel, but the employer has also listened to the wishes of the employees.

New in 2024: a commuter benefit and company bikes

Read more on page **34.**

"The employees considered the much-anticipated company bikes and commuter benefit as a positive improvement," says chief shop steward **Tiina Auvinen**.

Declining employee turnover, successful recruitment

Turja believes that the increased sense of security has also been reflected in employee turnover. Esperi has managed to bring it down to a fairly reasonable level compared to the industry standard.

"We aim to increase our attractiveness as an employer by looking after our people and providing them with all of the benefits we can offer. The care sector is a stable employer in the long term, as the population is ageing and the need for care professionals is growing."

In recent years, Esperi has focused on the recruitment process and the company's employer image and marketing.

"We get a lot of applications, and our recruitment is successful again. We can choose the best of the best. Still, we ensure a good applicant experience for everyone and treat all applicants with respect, including those who are not selected. We do not compromise on that."

According to Turja, the focus in HR-related matters in 2025 will again be on the things that matter: further refining the basics and making work easier, especially for supervisors.

"Although I focus a lot on supervisors, wellbeing is created by all Esperians. Everyone contributes in their own way to our collective wellbeing every time they come to work."

Lifelong learning

Our workplace communities have key professionals from Finland and abroad. Our broad training offering ensures that everyone can develop their professional skills or take steps towards a new role.



Esperi has a long track record of investing in the training and career development of employees. The annual spend is measured in the millions if you include both the direct costs of training and the working hours spent on training, says Human Resources Director **Turo Turja**.

"We have a broad offering. It would almost be easier to list the topics we do not have training on. The challenge is to find the training activities that are relevant to you," Turja notes.

Training paths, degrees, and coaching

Training paths have been built to facilitate the selection of training activities. Paths are available for both increasing one's professional skills in one's current position as well as training for a new position.

In Turja's view, supervisors need more support when it comes to providing guidance on training paths and career choices.

"The supervisors are care sector professionals who rarely have had management training. That makes it important to support their training and leadership skills in particular," Turja explains.

With this in mind, Esperi is developing additional training opportunities aimed specifically at supervisors. The training offering already includes a vocational degree programme for immediate supervisors, which is aimed at team leaders, and a specialist vocational qualification in leadership and business management, which is intended for Unit Managers and Unit Supervisors.

Esperi is developing a coaching programme for Unit Supervisors and Area Managers in collaboration with a partner. Its modules can be used to create customised sets of coaching activities that support the individual's personal development needs, for example, focusing on leadership or financial expertise.

Expertise from abroad

Care professionals have been recruited from abroad for several years now, but this activity has decreased now that the recruitment situation in Finland has improved. In 2023, the number of employees hired from abroad was 185. In 2024, that figure fell to 40, and the projected figure for 2025 is 38.

Turo Turja points out that responding to personnel needs is a long-term process.

"If we decide to recruit employees from abroad today, those employees will come to Finland three years from now. The constant changes to the nursing

Our thoughts on the changes to the nursing quota

Read Jani Nurisalo's thoughts on page **31**
and **Arne Köhler's blog post on our website**.

quota make it much more difficult to predict future needs. Nevertheless, the population is ageing, and care professionals recruited from abroad will continue to be very important for us in the future."

Orientation to Finnish care work

Human Resources Specialist **Varpu Ahtonen** supports supervisors in matters related to international personnel. She is also responsible for the international recruitment process that was created in collaboration with the recruitment partner.

According to Ahtonen, the process ensures that employees recruited from abroad have a home, residence permit, and bank account, and other formalities are sorted out before they start their work. The development of their language skills and language studies are also supported right from the start.

"The employees start studying Finnish in their country and then continue the course in Finland. This way, every employee has basic language skills soon after their arrival. We also provide orientation to workplace communities and supervisors and support the multicultural teams."

Most of the employees recruited from abroad are registered nurses by training. At Esperi, they undergo apprenticeship training for a practical nursing degree to learn more about nursing in Finland, Finnish legislation, and medication. When they complete the degree, the National Supervisory Authority for Welfare and Health grants them the right to practise.

"The employees have been very satisfied with the training, as it has been tailored to support professionals who have just moved to Finland from abroad. When they have accumulated work experience as a practical nurse and strengthened their language skills, some of the employees pursue additional studies to become a registered nurse in Finland, which allows them to advance in their careers," Ahtonen explains.



What does it mean to have sufficient language skills?

Information on how we support our care professionals recruited from abroad in Finnish language studies is provided on page 32.

If we decide to recruit employees from abroad today, those employees will come to Finland three years from now.

– Turo Turja, Human Resources Director

Success of the Month winners in 2024

February

Esperi Hoivakoti Puuvilla: The workplace community and showing appreciation

At Puuvilla in Forssa, the personnel wanted to show their appreciation to their colleagues and mark special occasions in a fun way. In 2024, they came up with a new practice: every employee receives a pair of Esperi woollen socks on their name day. When the staff are happy and work well together, the facility is also pleasant for the residents and their next of kin.

April

Saga Munkkiniemi: An adaptable kitchen team

Renovations often take longer than expected. This was also the case at Saga Munkkiniemi, where a kitchen renovation project began at the start of the year but was still ongoing as Easter approached. The kitchen team were not daunted by this. They changed their processes on the fly on multiple occasions and adapted to unexpected situations with professionalism, without compromising on taking the residents into consideration and treating them in a friendly manner.

June

Esperi Hoivakoti Amelia: Sharing special expertise in PEG nutrition

Amelia has special expertise and experience in PEG nutrition, i.e. tube feeding. PEG nutrition is necessary when a client's ability to swallow is diminished. Amelia's staff have shared their expertise and also trained the staff of other Esperi facilities in the Oulu region. For this, Amelia won the Success of the Month award for June.



August

Esperi Hoivakoti Albert: A summer café

A new tradition was born at Albert when a summer café was opened in the yard. The café, which was open about once a week, gathered the residents and employees to enjoy the warm summer days, the market atmosphere the residents remember from their youth, and delicious snacks. A little bit of creativity and listening to the residents can help create a lot of joy and a strong sense of community. It was jointly decided that the summer café will be a regular feature of the summer season.

Esperi Hoivakoti Rantakylän Helmi: Active cooperation with next of kin

Rantakylän Helmi is known for its bustling daily life, which also involves the residents' families. Cooperation with next of kin has developed tremendously, and evening events now attract close to a hundred guests. The attendees chat and enjoy music and food provided by the home's kitchen. They often also discuss current topics, such as the nursing quota, says Unit Supervisor **Minna Takkunen**.

October

Esperi Koti Narikka: Amazing Friday vibe

The employees and residents of Narikka won the award for October for their excellent social media work, which involves the residents and day activity clients producing content together with the personnel. The collaboration became a viral phenomenon when **a reel on Friday vibes** accumulated over a million views and 13,000 likes on Instagram.

December

Shift Planning Specialist Mirva Pussila

The award for December went to Shift Planning Specialist **Mirva Pussila**, who led the deployment of the Titania shift planning software and supported elderly care services in issues related to electronic service use in Northern Finland. Mirva was available as a specialist, being of assistance throughout the change. Her guidance was essential to the success of the process.

Cozy work atmosphere at Kiekerö

Esperi Hoivakoti Kiekerö has a good reputation among both residents and employees. Both want to keep Kiekerö's operations running smoothly and the atmosphere open.

Located in Kemijärvi, Kiekerö offers 24/7 assisted living services for the elderly and persons with memory disorders, as well as short-term housing for the duration of rehabilitation or an informal caregiver's holiday.

The atmosphere is open and welcoming, and teamwork is strong, especially when covering for colleagues.

"Kiekerö is like a home even for the employees, and we are committed to running it smoothly," says Unit Manager **Satu Söderström**.

The assisted living facility employs three permanent registered nurses, 13 practical nurses, care assistants and kitchen personnel. It also has four retired registered nurses as hourly employees.

The home is widely known for its positive atmosphere.

"There is no shortage of applicants at the moment, and people want to work here as well as live here," Söderström says.

"Kiekerö has been born again"

Söderström has been employed by Esperi for about five years. She took up the post of Unit Manager at Kiekerö in spring 2024, and her cooperation with the staff has been smooth from the start.

"At the start of the summer, we cleaned up the home together. We got rid of unnecessary junk and converted one of the resident rooms into a new break room for the employees," she explains.

Other activities during the summer included making the backyard more attractive and planting strawberry seedlings, carrots and potatoes. The next step is to focus on new activities, led by the employee in charge of recreation.

"We have tidied up the place and recruited eight new employees in a short span of time. This provides us with a great starting point for improving our practices in day-to-day operations. You could say that Kiekerö has been born again!"



A good workplace tutor helps students succeed

Tanja Mahmod is a tutor for trainee and apprenticeship students at Esperi Hoivakoti Pietari in Turku. She has received an award for her work from the Raisio Regional Education and Training Consortium Raseko.

When trainee or apprenticeship students come to work at a home, a workplace tutor is designated for them. The tutor is responsible for ensuring that the student learns the skills required for the competence demonstration for their degree.

One of Esperi's workplace tutors is **Tanja Mahmod**. She works at Hoivakoti Pietari, which is popular among students.

"My role is to make sure that the student learns to do things the right way and that they have the opportunity to get the highest grade," Mahmod says.

Full support for competence demonstration

Mahmod always goes through the training and competence demonstration requirements with the student calmly in plain language. Going through the work tasks starts from the basics.

"They learn how we put wool between the resident's toes, how we apply lotion to their feet, and how we wash their hair. The student takes care of the morning routines independently, and a permanent employee is there to make sure that everything is done correctly," Mahmod explains.

Gradually, the student takes on more responsibility. The aim is for the student to be able to work in the department alongside the permanent staff. When the day of the competence demonstration arrives, Mahmod reassures the student and tells them to just perform the tasks like they normally would.



"I monitor their actions and sometimes ask questions. At the end, I write an assessment, and the student also assesses their own competence demonstration."

Colleagues encouraged her to become a team leader

Mahmod changed jobs after a long university career. She graduated as a practical nurse in 2021 and has completed specialised vocational qualifications in palliative care and care for persons with memory disorders. In 2022, she became a team leader at the request of her colleagues.

"I took it as a significant demonstration of trust," she says with gratitude.

In late 2024, Mahmod also completed a vocational degree programme for immediate supervisors.

"Hoivakoti Pietari gives us opportunities to develop things and to develop ourselves. I believe that this is directly reflected in resident satisfaction."

Society

We are part of a society that extends beyond the walls of our homes and has an impact on our operations through political decision-making, competitive tendering, and changes in the nursing quota. We can also influence society, the environment, and the shared rules that are followed. We do this to promote an even better life ahead for our residents and Esperians.



Nursing quotas are a hot topic— a predictable operating environment is in everyone's interest

The legislation governing nursing quotas has been amended on multiple occasions in recent years. **Jani Nurisalo**, Sales and Marketing Director at Esperi, calls for a long-term approach to legislation and predictability in the operating environment.

In elderly care, the minimum nursing quota decreased from 0.65 caregivers to 0.6 caregivers per client, effective from 1 January 2025. This means that a facility must have at least six caregivers per 10 residents.

The nursing quotas began to be systematically and gradually increased from 2020 onwards. The original goal was that the nursing quota would reach 0.7 by the end of 2023. That deadline was subsequently postponed to 2028. Esperi took proactive measures to prepare for the increase in the nursing quota.

"We had the capability to provide services in compliance with a nursing quota of 0.7 at the end of 2023," Nurisalo says.

The Finnish Government ultimately decided to do away with the previously set target and decided that the nursing quota would be 0.6. The legislative amendment is based on the need to shorten the queues for services in the wellbeing services counties and make the service network more flexible. The hope is that this will speed up the placement of residents.

Constant change is costly for everyone

Instead of the nursing quota being increased, it is now being decreased. Nurisalo calls for predictability in operations. Legislation should be driven by a long-term view that spans multiple terms of government.

"The constant adjustments to the nursing quota have been erratic, which does not promote the sensible or efficient use of resources. The increases to the nursing quota have created a significant cost to all operators as new employees have been recruited. In addition, care professionals have been brought in from abroad and trained with the projected future needs in mind," Nurisalo notes.

Nurisalo points out that the nursing quota is a minimum level that can, of course, be exceeded. Esperi also has facilities that have a need for a nursing ratio that exceeds the normal minimum requirement. They are subject to specific legal provisions.

"Resident safety is the highest priority. We ensure high-quality and safe care for everyone in a well-managed and customer-oriented manner—regardless of the minimum nursing quota."

In late 2024, the impacts of the legislative change were reviewed in each home, and this assessment also extended to plans, such as shift planning.

"The change has caused some concern among our employees. For us, this is nothing new in itself, as we have operated with this quota before. We have a flexible personnel structure, and we minimised the impacts of the changes on our personnel and residents," Nurisalo adds.

We exercise influence on our industry and society

Esperi objected to the reduction in the nursing quota and issued a written statement to support the decision-making process. The Finnish Association of Private Care Providers, which represents our industry, has engaged in advocacy efforts on behalf of the entire industry, and we have supported those efforts.

Esperians met with Members of Parliament and officials from the Ministry of Social Affairs and Health. Dialogue with decision-makers will continue with the aim of advocating for the interests of residents and employees. Lobbying activities are reported to the Finnish Transparency Register.

"The important thing now is to stabilise the situation and give the operators the space to carry out their operations in accordance with the legislation currently in force. We take a long-term approach to our lobbying and advocacy efforts, and we will continue to engage in them. The nursing quota is one aspect of the legislation governing elderly care. There are many things we can influence," Nurisalo notes.

> **Legislation should be driven by a long-term view that spans multiple terms of government.**
> *– Jani Nurisalo, Sales and Marketing Director*

Language skills are key

The Finnish language skills of care professionals recruited from abroad and their adequacy for care work have sparked public debate in recent times. At Esperi, the development of language skills is supported during the immigration process and thereafter at work and during free time.

Language skills play a key role in whether a person feels a part of society and the workplace community. In the care sector, language skills are also a precondition for qualifications and safety.

"Finnish language skills are a prerequisite for practical nurse and registered nurse qualifications completed in Finland, and for being able to do the work. Courses on pharmacotherapy also need to be passed in Finnish," points out **Varpu Ahtonen**, Human Resources Specialist responsible for international employees.

The language training of our employees recruited from abroad starts in the country of origin, where they study Finnish up to the A2.2 level. In Finland, they continue their Finnish studies to reach the B1 level.

"That level represents basic language proficiency that is enough to work as a practical nurse, especially when the studies have focused on professional vocabulary. The support of the workplace community is important for creating opportunities to use the language in practice," Ahtonen says.

Orientation and language support help at the start

At Esperi, orientation materials and other important information are also available in English.

"We also have information in English on the employment contract, which makes the supervisor's work easier. Finnish labour legislation and collective agreements are new to foreign workers. With the help of English-language materials, the employees understand their rights and obligations and the way annual holidays are accrued, for example," Ahtonen notes.

The work is done in Finnish right from the start. A translator can be used to help the employee get up to speed with their work and avoid mistakes. The use of the aid is then gradually phased out.

"Using a new language requires courage, and a psychologically safe workplace atmosphere for using the language is of paramount importance."

Language games and exercises support self-study

Residents and their next of kin have given positive feedback about Esperi's international employees, but there have been occasional challenges with language skills. According to chief shop steward **Miira Reitama**, the integration of employees from abroad has gone well, but insufficient language skills can create an additional burden on Finnish-speaking personnel.

Ahtonen says that even more focus was placed on supporting self-directed studies in 2024.

"We have commissioned language courses and glossaries that support care work and encouraged our international colleagues to use them. We have also developed mobile language games and dialogue exercises customised to Esperi's needs and created virtual rooms for vocabulary practice."

In 2025, international employees' support needs will be evaluated further by means of a survey directed at them, and with the help of supervisors. Ahtonen points out that challenges related to language skills may also be due to other concerns or issues in the employee's life.

"Our aim is to respond to these issues even more effectively through cooperation with supervisors, language instructors, our recruitment partner, and the occupational health provider. We will also introduce new diversity training in 2025 to increase understanding and inclusion in our workplace communities and supervisory work."

> **The support of the workplace community is important for creating opportunities to use the language in practice.**
>
> *– Varpu Ahtonen, Human Resources Specialist*

Carbon roadmap shows the way to climate targets

The year 2023 was a year of significant progress in Esperi's environmental work, and we continued on the same path in 2024. We set climate targets and created a carbon roadmap to achieve them.

Our guiding principle—there is life ahead—is also a forward-looking statement with regard to environmental sustainability CEO **Stefan Wentjärvi** points out.

"Our way of thinking takes future generations into consideration: we make sustainable choices so that there is still life ahead in the future. This is emphasised in our environmental efforts. I am proud that we again took significant steps forward during the year under review," Wentjärvi says.

The roadmap leads to an ambitious goal

Esperi's environmental efforts were again guided by Real Estate and Environmental Director **Tomi Rosqvist**, under whose leadership Esperi created an environmental programme in 2023 and calculated its carbon footprint.

According to Rosqvist, the biggest accomplishments in 2024 were the carbon roadmap and the ambitious climate target which the measures outlined in the roadmap aim to achieve: Esperi is committed to actively doing its part to limit the rise in the global average temperature to 1.5 °C and reducing its carbon dioxide emissions by 51.6% by 2030.

We are committed to reducing our carbon dioxide emissions by 51.6% by 2030.

"Our target is aligned with the Paris Agreement and Finland's climate targets. In 2025, we will join the Science Based Targets initiative (SBTi), which will provide us with a science-based plan to achieve emission reductions. In our carbon roadmap, we have defined the necessary measures to move towards our target," Rosqvist explains.

Esperi also took practical action in accordance with the carbon roadmap in 2024.

"We switched to CO_2-neutral electricity at all of our facilities, developed our procurement activities towards greater sustainability, launched a pilot project to halve food waste, introduced an commuter benefit to promote the use of public transport, introduced a company bike benefit, and revised our car policy," Rosqvist says.

A set of concrete actions

According to Rosqvist, individual actions and steps come together in a set of measures that is aligned with the 1.5 °C target.

"Our actions include investments in modern building solutions, improving energy efficiency, switching increasingly to renewable energy, and working with our partners to support their climate targets."

Rosqvist's agenda for 2025 includes transitioning to carbon-neutral district heating and developing procurement guidelines and environmental criteria for competitive tendering, among other things.



"It will be a busy year of working on this very important issue."

What progress has been made in halving food waste? And how many company bikes are in use by Esperians? Read more on page **34**.

Key figures

Read more about our environmental figures on page **36**.

Taking action today

The best environmental actions are those that can be taken today. In 2024, we rolled up our sleeves to halve our food waste. We also introduced a commuter benefit and a company bike benefit to help reduce carbon dioxide emissions and promote employee wellbeing.

Halving food waste

When food intended for consumption is not eaten, it becomes food waste, leading to unnecessary emissions from its production. The European Union aims to halve food waste by 2030. This requires action at all stages of the food supply chain.

In October 2024, a pilot project on reducing food waste was launched at five of Esperi's homes. The pilot collected information on experiences with the use of the Biovaaka Flow system and suggestions for its development.

Biovaaka enables the monitoring of food waste in terms of kilograms, euros, and carbon footprint. The tool helps our facilities track the amount of food waste, create ways to reduce it, and develop the operations of our catering service providers.

"We have organised training on the use of the tool throughout our organisation, as we started monitoring waste at our homes at the beginning of 2025," says Real Estate and Environmental Director **Tomi Rosqvist**.

Efforts are also made to reduce food waste by serving tasty and high-quality food that the residents enjoy eating down to the last bite.

- Approximately 80% of food waste is actual food loss.
- Food loss is food that was originally fit for consumption but is not eaten, ending up as biowaste. The annual amount of food loss in Finland is 360 million kilograms. (Source: Natural Resources Institute Finland)
- Almost half of all food loss is generated in households. The share of the food service sector, i.e. hotels, cafés, restaurants, and public institutions, is approximately 17%.

Emission reductions through commuter and bike benefits

Esperi introduced a commuter benefit and a bike benefit in 2024. Before the benefits were introduced, approximately 11% of Esperi's carbon footprint came from commuting, as some of our employees travel to the workplace every day.

According to Rosqvist, the largest mobility-related sources of emissions are petrol cars, diesel cars, and, in third place, hybrid cars.

"Emissions from commuting are part of a company's carbon footprint. By using public transport or riding a bike, everyone can contribute to reducing adverse impacts on the environment," he adds.

Financial benefits and wellbeing

The commuter and company bike benefits are primarily intended for commuting between home and work, but they can also be used for other journeys. Esperians benefit from them financially in the form of a reduced tax rate, which means lower income taxes.

The bike and public transport benefits were both introduced in response to the employees' wishes. By the end of 2024, there were over 250 company bikes in use, and the commuter benefit also has hundreds of users per month.

"It is important for us to engage our employees and make Esperi an attractive workplace. Our employees deserve these benefits. I believe that riding a bike or walking to the bus stop also increases wellbeing for all of us," notes Human Resources Director **Turo Turja**.

Esperi ensures the continuity of care

In 2024, we expanded our operations mainly through acquisitions.
We also signed leases on three new construction projects.

Our acquisitions in 2024 were focused on our services for mental health rehabilitation customers and the elderly. We acquired three housing service facilities for mental health rehabilitation customers in Vaasa, with a combined resident capacity of 46. In Laukaa, we acquired a facility that provides 24/7 assisted living for 19 mental health rehabilitation customers.

We expanded our housing services for the elderly in Turku and Laukaa by acquiring homes that provide 24/7 assisted living. Their combined resident capacity is 85. In addition, we acquired a 24/7 assisted living facility for persons with disabilities in Liperi, with a resident capacity of 11.

It was a common thread for many of the facilities we acquired that the selling parties were motivated by a desire to protect the facility's continuity, cease their entrepreneurial activities, or focus on operations other than 24/7 care services.

The provision of care services has been challenging for many small operators in recent years. As a company that operates at a national scale, Esperi can ensure the continuity of services.

New construction

In the area of new construction, our emphasis is on services for the elderly and persons with disabilities.

In late 2025, we will complete construction on a new facility in Kangasala that is intended for both the elderly and persons with disabilities. It will have capacity for 94 residents. In Järvenpää, construction is under way on a facility for persons with disabilities. It will have capacity for 30 residents and will be completed in late 2025. In spring 2026, a new facility for persons with disabilities will be completed in Oulu, with capacity for 24 residents. In summer 2026, a facility for the elderly will be completed in Rovaniemi, with capacity for 63 residents.

We have also signed a preliminary agreement with Ovaro on the construction of a new assisted living facility in Tampere's Hervanta district, with capacity for 89 residents. In addition, we have signed agreements on the construction of new properties in Helsinki's Herttoniemi and Pitäjänmäki districts, and Kilo in Espoo.

In all our new construction projects, we pay special attention to the practicality and energy efficiency of the properties. We use geothermal heat and install solar panels on the roofs.



"My sister is happy and she feels good here. That's the most important thing for me. Thank you for what you do." – *Resident's next of kin, Esperi Koti Majakka*

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Sustainability data

Esperi's sustainability data brings together key indicators, metrics, and targets related to the company's most material sustainability themes. The data supports and complements the main sustainability review across three core areas: environmental responsibility, social responsibility, and economic responsibility.

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Environmental data

Greenhouse gas emissions	2024	2023
Scope 1 greenhouse gas emissions		
Gross Scope 1 greenhouse gas emissions (tCO_2-e)	780	530
Scope 2 greenhouse gas emissions		
Location-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	5,095	6,077
Market-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	5,962	16,652
Significant Scope 3 greenhouse gas emissions		
Total gross indirect (Scope 3) greenhouse gas emissions (tCO_2-e)		
1 Purchased goods and services	12,881	18,828
3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	2,818	3,031
7 Business travel	4,601	4,884
Total greenhouse gas emissions		
Total greenhouse gas emissions (location-based, tCO_2-e)	27,578	34,563
Total greenhouse gas emissions (market-based, tCO_2-e)	28,445	45,137

Greenhouse gas intensity	2024	2023
Greenhouse gas intensity per turnover, Scope 1, 2, 3 (location-based), tCO_2-e / MEUR	0.011	0.014
Greenhouse gas intensity per turnover, Scope 1, 2, 3 (market-based), tCO_2-e / MEUR	0.013	0.037

Energy consumption and energy mix	2024	2023
Total consumption of fossil energy (MWh)	16,761	13,861
Share of fossil energy sources in total energy consumption	25%	22%
Consumption of energy from nuclear sources (MWh)	25,052	11,248
Share of nuclear energy sources in total energy consumption	37%	18%
Consumption of fuel from renewable sources, including biomass (MWh)	0	0
Consumption of acquired electricity, heat, steam, and cooling from renewable sources (MWh)	26,062	37,295
Consumption of self-generated renewable energy not from fuel (MWh)	300	91
Total consumption of renewable energy (MWh)	26,362	37,386
Share of renewable energy sources in total energy consumption	39%	60%
Total energy consumption (MWh)	68,174	62,494

Greenhouse gas emission targets (base year 2023)	2030
Gross Scope 1 greenhouse gas emissions (tCO_2-e)	42%
Location-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	42%
Market-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	42%
Significant Scope 3 greenhouse gas emissions	51.6%

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Social responsibility data

Sustainability targets

Metrics	2025 target	2024	2023	2022
eNPS	37	32	34	26
LTIF Lost Time Accident Frequency	<10	15	Not available	Not available
Short absences from work due to sickness	<5%	6.0%	6.2%	7.7%
All absences from work	<7%	8.0%	8.3%	10.8%
Turnover of permanent personnel	<15%	18.9%	28.3%	36.5%
Serious deviations / 1,000 care days	0.015	0.015	0.08	0.126
NSS (net safety score)	+67	+65	+62	Not available
NPS (net promoter score)	48	43	41	38

Characteristics of own workforce

Characteristics of employees with employment contracts	2024	2023
Total number of employees	7,158	6,801
Total number of employees (women)	6,278	6,001
Total number of employees (men)	880	800
Employees under 30 years old	23.6%	25.2%
Employees aged 30–50	47.1%	45.0%
Employees over 50 years old	29.4%	29.9%

Health and safety indicators	2024	2023
Employees covered by occupational health and safety	100%	100%
Fatalities due to work-related injuries and health issues	0	0
Number of work-related injuries	122	N/A [1)]
Work-related injury frequency rate	15	N/A [1)]
Number of work-related health issue cases / occupational diseases	6	N/A [1)]
Number of lost days due to work-related injuries and fatalities	1,991	N/A [1)]

Training and skills development indicators	2024	2023
Employees who had development discussions (women)	57%	39%
Employees who had development discussions (men)	60%	43%
Average training hours per employee	7.8	6.6

[1)] Comparable data is not available due to a change in the calculation method.

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Economic responsibility data

Key performance indicators

Group, IFRS 1,000€	2024	2023	2022
Revenue	449,130	398,352	331,317
Revenue growth	+12.8%	+20.2%	+9.5%
Average number of employees	7,315	7,107	6,796
Wages and salaries	−211,812	−188,960	−168,947

Tax footprint

Tax footprint 2024	1,000€
Taxes	
Income taxes	−116
Paid value added taxes*	414
Unrecoverable value added taxes**	9,943
Property taxes	1,698
Transfer taxes	51
Total	**12,222**
Taxation on wages and social benefits	
Withholding taxes	**39,704**
Other payroll-related payments	
Employer's contributions to pension funds	36,069
Employer's contributions to unemployment insurance	1,426
Accident and group life insurance premium	618
Health insurance premium	2,392
Total	**40,505**
Grand total	**92,431**

*Real paid value-added tax of the Group, considering allowed deductions.

**Value-added taxes that have not been deductible.

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