

Responsibility Report 2019

Everyday acts





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1 Responsibility

– everyday acts

This SOL Responsibility Report is the tenth in the current format. We publish this report on our website each spring, in Finnish and English. Our aim is continuously to develop our operations and to mould our services towards even better sustainability and responsibility, in consideration of our customers' and stakeholders' needs. The report comprises introductions to the subject matter, indicators of what has been achieved, as well as future aims and objectives.

As a family business, at once both Finnish and international, we wish to look after our employees, customers, and the society and environment surrounding us. At SOL, corporate responsibility means our intrinsic responsibility, supportive of the business, and defined through the company's values and objectives and with reference to our key stakeholders.

We employ over 14,000 people, and bear responsibility for their working environment and enjoyment. We are a major provider of workplace training, developing the most able workforce in the industry through our

long-term personnel development efforts. We invest in service management and fair and just human resource policies, offering employment opportunities to a diverse group of individuals, enabling us to provide both job continuity and job satisfaction. We endeavour to be an excellent partner to our customers, employing relevant technologies to satisfy their needs. That collaboration is based on trust, which we earn through everyday acts.

The figures contained in this report pertain to the entire SOL group, unless otherwise indicated. The Finnish and overseas figures are shown separately, as are the different business activities, namely: property services; cleaning, facility and security services; the laundry and dry cleaning services of SOL Pesulapalvelut Oy; as well as the temporary staffing, recruitment and outsourcing services of SOL Henkilöstöpalvelut Oy and SOL Logistiikkapalvelut Oy. The financial and personnel figures include the contributions of SOLEMO's subsidiaries Consultor Finland Oy (66% stake in an IT company) and Iriba Oy (wholly-owned by Consultor).



INTERNATIONAL
SERVICE,
LOCALLY



Turnover

€326m

€ € € € €

Personnel

14 199



Customer satisfaction visits



42 000

1.1 Business environment in Finland in 2020

The economic situations of Finland, and of SOL, have changed fundamentally.

Facilities services sector prospects

The COVID-19 crisis has rapidly deteriorated the prospects of the facilities services sector, according to a recent (April 2020) industry forecast. The sector's revenue and employment outlooks have been weakened by the property market downturn, abeyance of many business and public activities and spaces, and in particular the overall economic uncertainty.

The Confederation of Finnish Industries (EK) in its latest economic barometer notes that as with other sectors, the prospects of the facilities services sector worsened during the spring, with the closing down of a large proportion of the sector's client premises. For example, the closure of travel and hospitality businesses directly affected the demand for cleaning services.

— The facilities services sector is experiencing a temporary deep downturn, due to the situation affecting our customers. When restrictions are lifted and things get back to normal, our services will again be required. Of course, the crisis may change the way we travel and consume, which in turn could affect how the facilities services sector operates in the future, notes Juhapekka Joronen, Managing Director of SOL Palvelut and Chairman of the Real Estate Employers organisation (Kiinteistötyöntantajat ry).

The sector's economic situation indicator was minus-44 in April 2020, down from around zero in January. The near-term-prospects indicator has dipped even lower, to around

the minus-60 mark. In other words, the sector expects the situation to deteriorate further. All in all, the crisis has affected the facilities services sector in various ways, with individual companies within the sector impacted differently.

— The duration and depth of the effects of this crisis remain largely unknown. Changes in the economic situation usually translate to the prospects for the facilities services sector with a slight delay; therefore much depends on how successfully the gradual lifting of the restrictions is implemented and how different sectors of the economy get through the second quarter of this year, says Pia Gramén, Managing Director of Real Estate Employers.

The recent reforms in vocational training benefit the facilities services sector by better meeting its needs, as overlapping qualifications have been removed and the syllabi of the new qualifications updated. All qualifications are achieved through competency-based practical examinations. Learning is increasingly shifting into the workplace, underlining the importance of the dialogue between educational establishments and businesses. Workplace training can take the form of an apprenticeship or training agreement. Competencies can be gained by undertaking entire qualifications or, more flexibly than was possible before, partial ones.

Personnel services

The outlook for the personnel services sector has been dampened, according to the EK barometer. But although economic growth is slowing down, a survey by the Private Employment Agencies' Association (HPL) suggests that personnel services won't be among the first sectors to suffer. According to the HPL survey, 42% of the combined sector turnover is generated in the Uusimaa region of Finland, with the rest of the country accounting for the remaining

58%. Uusimaa's share of the total has consistently dropped by four percentage points since the end of 2016.

According to EK's January barometer, the economic situation of the personnel services sector remains good, and future outlook has also improved. The current situation within the sector is very positive, having further improved since December last year. The employment brokerage sector is faring considerably better than the service industry as a whole, with a somewhat more positive future outlook as well. The COVID-19 epidemic is likely to impact the hospitality and travel sectors the hardest. In logistics, prospects have improved.

Outsourcing and subcontracting services turnover last year reached €156.6m, representing 4.1% year-on-year growth. The October-December turnover was €38.0m, down 2.1% from the same period previous year. December 2019 turnover was €13.7m, with 9.5% growth from the

previous year. Outsourcing and subcontracting is the second largest business line within personnel services, after temporary staffing.

Laundry and dry cleaning services

In early 2020, the outlook for laundry and dry cleaning services seems promising. Circular economy, in what comes to textiles and clothing, is starting to take off, with people buying more responsibly and investing in better quality items. Consumers are re-evaluating their consumption patterns, and maintaining their garments better through cleaning and repair. Second-hand stores and flea markets offering high quality clothing have become a contemporary zeitgeist, which in turn is expected to further increase the demand for laundry services.

1.2 SOL Future

SOL Future seeks to anticipate SOL's prospects in the facilities services sector and temporary staffing services up to and include the year 2025. SOL expects to remain a major player also in the future.

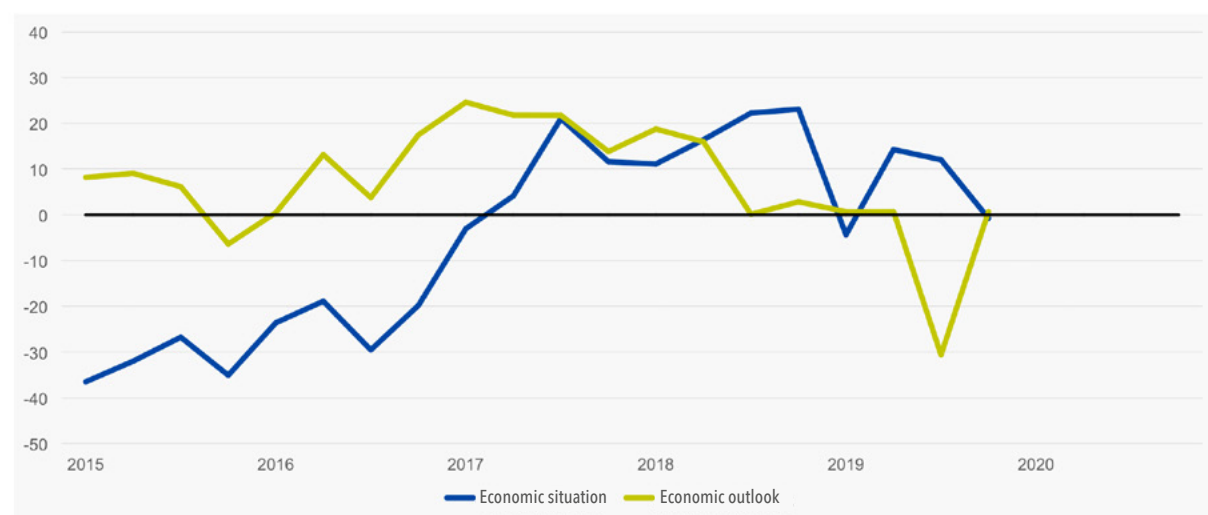
Our group level turnover target for 2025 is one billion Euros, of which the Finnish operation is estimated to account for €755m and our international subsidiaries €246m. Our workforce is expected to exceed 20,000 personnel in Finland, with significant growth internationally as well.

By 2030, we expect up to 60% of our employees to be of non-Finnish origin, compared with ca. 30% today.

Our staff will need to be even more multi-skilled, and to work across functional boundaries. In addition to property maintenance, key areas will be the logistics, industry and retail sectors. By investing in training, we are upskilling and developing our workforce. Through age-specific initiatives we are meeting the employment needs of various age groups. This takes into account different life stages, matching suitable job content and roles to each. We will also continue rapidly to digitalise the way we operate.



Situation in property services

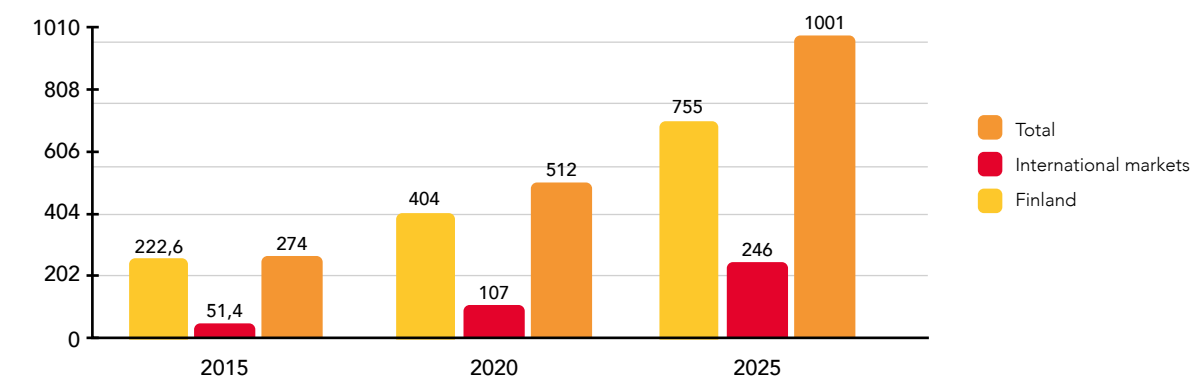


1 4.3.2020

Jouko Kangasniemi

Source: EK barometer, January 2020

Turnover target (€m)
Chart 4. Group turnover target to 2025



1.3 Risk management

Working together with the OP insurance provider, we have mapped out our key risk areas:

- Market position risks
- Operational process risks
- Personnel risks
- Information system risks

Risks are prioritised according to likelihood of occurrence, magnitude of potential impact, and the level of risk management preparedness. As part of the impact assessment, we consider not only the financial impact, but also possible negative effects on people's welfare, the environment, and SOL's reputation. Risks are evaluated using tools and methods relevant to the SOL operations and systems.

Risk management procedures have been delegated to specific individuals responsible for their planning, implementation and follow-up. The defined procedures are integrated into business planning and control systems.

The focus of the risk management procedures is on mitigating the potentially most impactful risks with cost-efficient and appropriate measures.

SOL senior executives regularly monitor and report on risks and progress on the implementation of risk management. The adequacy and coverage of risk management is assessed as part of overall business controls, with corrective action effected as required.

SOL began preparing already in 2017 for the forthcoming EU General Data Protection Regulation (GDPR) legislation, which came into effect on 25 May 2018. Data protection and data security risk assessments were carried out in 2018, along with extensive data protection impact assessment exercises, together with with external experts. We also drafted relevant data handling agreements for use with customers and other contracting parties. Data Protection Officers have been appointed in each group company.



Risk management

1.4 Responsibility for service production and provision

SOL bears responsibility for its services being safe, reliable and sustainable, and meeting relevant norms such as hygiene requirements. We prefer to work with long-term, carefully selected suppliers, and expect from our entire supply chain full commitment to our safety, environmental and employment policies.

Although SOL operates in both B2B and B2C markets, the ultimate end-user is always an individual person, and this places on us reliability and security obligations. We require anyone representing our suppliers to wear a photo ID with their tax code visible, to help prevent the so-called grey economy.

Service production is clearly defined, and has been in the main planned and developed in-house. The development is founded on safety, usability, fitness for purpose, sustainability, and such quality as is required to guarantee customer satisfaction.

In the case of SOL personnel and logistics services, the customer acts as a host organisation to, and ensures the safety and security of embedded SOL personnel. The role of SOL is to recruit, induct and train the service personnel to operate according to the requirements, policies and safety regulations of the customer.

>> WATCH THE VIDEO

In this video, Juhapekka Joronen, Managing Director of SOL Palvelut and Chairman of the Real Estate Employers organisation (Kiinteistöyönantajat ry), reviews last year and considers future prospects.

youtu.be/x1utBTTiWw

1.5 Managing Director's review

Managing Director's review

At SOL, responsibility is a shared concern, not only of the management and development teams, but of everyone. Many practical aspects of responsibility are considered as part of our operations, including occupational health and safety, line management best practice, development of working methods, environmental issues, work ethics and a good working environment. We care about each other and about our customers, and aim to remunerate everyone fairly.

Our objective is not only to maintain excellent corporate culture, but to continue evolving and improving it further. We all need to find joy in our work, bearing in mind each individual's everyday creativity, the nurturing of our enterprising spirit, and promoting lifelong learning.

Future prospects

The 2020 outlook for the group is good, despite the tough competitive environment. The impact of the COVID-19 epidemic notwithstanding, we have adapted our operations

and look forward with confidence. Our future objective is to grow the group to a billion Euro turnover family business operating in international markets. We have the ability as well as the passion to grow and develop. To facilitate meeting the growth target, we have this spring separated the property maintenance, technology and security related services into a new, stand-alone business unit, SOL Kiinteistöpalvelut Oy. Satisfying our customers' needs is of paramount importance to us, and sustainable development and promoting diversity through the employment opportunities we offer remain our mission going forward. Harnessing technology and innovation to assist us in our everyday work and to support management will be central to our growth plan. We bear responsibility for our environment, both social and natural. We approach the building of our common future with courage, confident that our able and competent workforce together with our customers will ensure success.

To achieve our billion-Euro-target, we must continue to develop and grow our existing business activities and customers. We are also evaluating opportunities to launch entirely new business offerings in our existing markets, and to take our current offerings to new geographies.

Juhapekka Joronen

Organisation background

SOL is a Finnish-owned family business

SOL management is steered by values centred around financial, social and environmental accountability. SOL is made up of the parent company SOLEMO Oy and its wholly-owned subsidiaries; four in Finland and another seven abroad. We provide cleaning and facility services in Russia, Estonia, Latvia, Lithuania, Denmark and Sweden. We offer laundry and dry cleaning operations to consumers in Moscow, St Petersburg and Estonia as part of our cleaning and facility services operations. We also hold a 66% stake in IT businesses in Finland. We began operating dry cleaning stores in Finland in 2001. Last year we had 53 stores, with the opening of a new store in Lahti. Our laundry and dry cleaning business expanded to international markets, launching in Estonia in 2008, St Petersburg in 2010, and Moscow in 2011. In 2009 we also entered the temporary staffing business.

2.1 SOL Group

SOLEMO's Finnish subsidiaries comprise SOL Palvelut Oy, providing cleaning and facility services, property services and security services. SOL Henkilöstöpalvelut Oy is dedicated to temporary staffing and direct recruitment. SOL Logistiikkapalvelut Oy provides temporary staffing, recruitment and outsourcing services. SOL Pesulapalvelut Oy offers laundry services to consumers as well as businesses and the public sector.

The group companies are:

- SOL Palvelut Oy, Helsinki
- SOL Pesulapalvelut Oy, Helsinki
- SOL Henkilöstöpalvelut Oy, Helsinki
- SOL Logistiikkapalvelut Oy, Helsinki
- SOL Baltics OÜ, Estonia
- OOO SOL, Russia

- OOO SOL Sp, Russia
- OOO SOL DC, Russia
- Solreneriet AB, Sweden
- Tekniclean A/S
- Goldcup 17817 AB
- Reneriet Estonia OÜ, Estonia
- Consultor Finland Oy

2.2 SOL is a Solar System — superior partnership and quality

SOL is a Solar System, consisting of cleaning and facility services, property and security services, laundry and dry cleaning services, personnel services as well as our customer and remote administration unit, the Solar Centre. We want each of our services to represent the best-in-class in their sector, and to provide positive experiences to our customers. We act responsibly, respecting the nature and providing the best service possible. We are agile and cost-effective. We strive to be a superior partner in all our service areas and solution entities.

At SOL, responsibility is a shared concern, not only of the management and development teams, but of everyone. The operation of a responsible business involves us all. The organisation has been structured so as to channel the support provided by service, marketing, sales as well as development and administrative functions into all parts of the operation. The operational activity is made up of line management functions, providing services locally and with consistent quality, based on a defined operating system. Our development activity is focused on building and evolving service concepts and processes. In addition, we develop also our purchasing and logistics functions.

Origins of the Solar System



SOL values

- Sunny and satisfied customers
- Joy of working
- Everyday creativity
- Enterprising spirit
- Reliability



SOL success factors

- Competent and actively participating workforce
- Sunny customer
- Sustainable growth
- Profitability and competitiveness
- Productivity
- Efficiency and safety



SOL mission

- To free our customers to focus on their core activities



SOL vision

- We want to be a superior partner to our customers, and to provide positive experiences

SOL philosophy



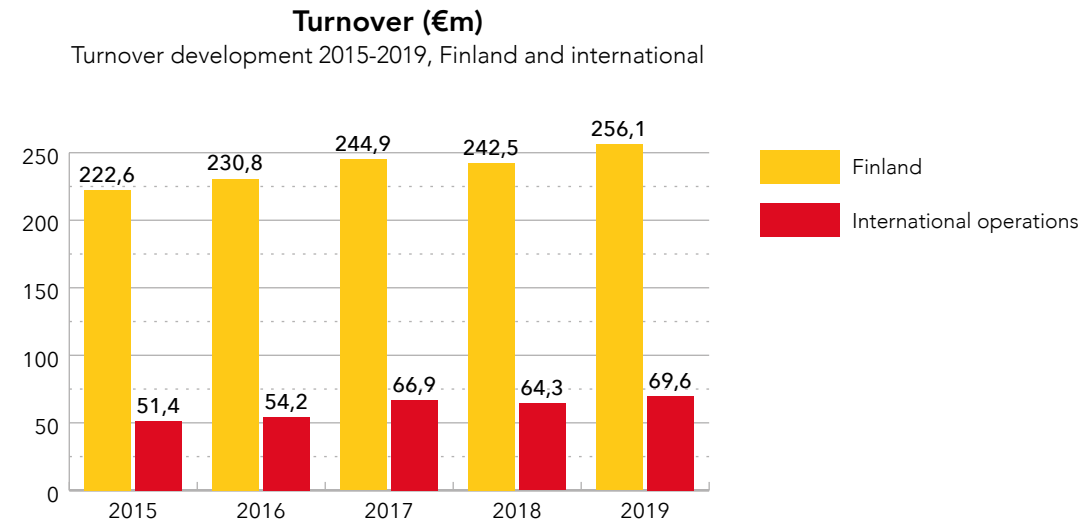
SOL image of humankind

- People are responsible and want to do a good job
- People have a need to succeed
- People are different
- People have initiative and creativity
- People are thinking, active and feeling beings

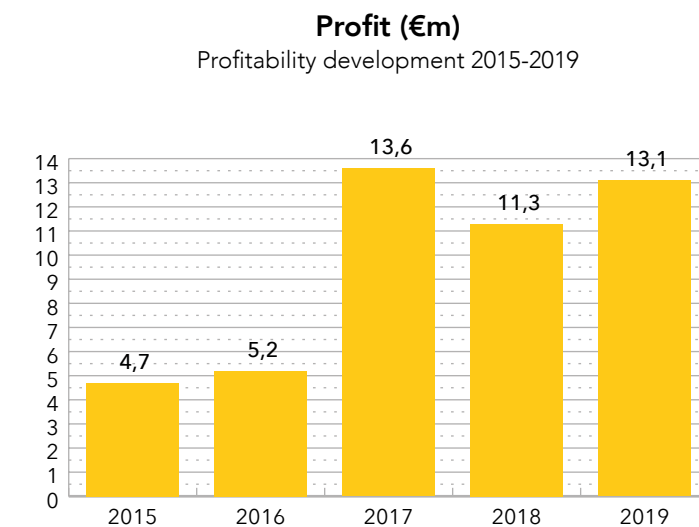
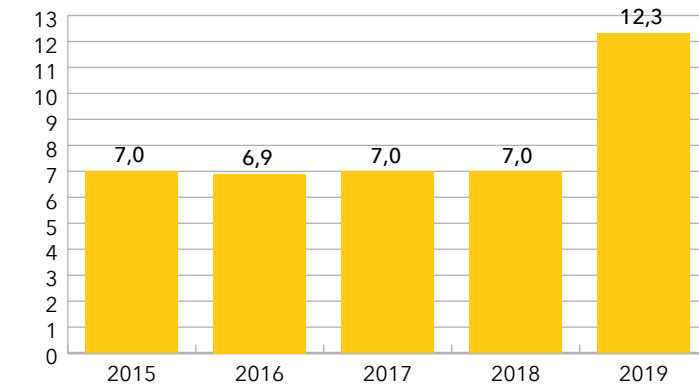
SOL freedom

- Freedom from place of work: it isn't important where you work, but what you achieve
- Freedom from status symbols: everyone must earn their respect
- Freedom from working time: results matter

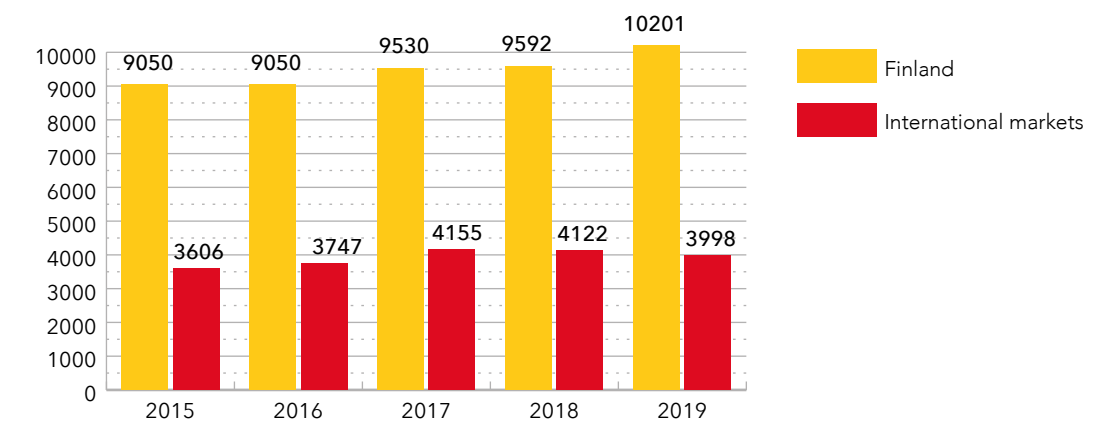
2.3 Reporting



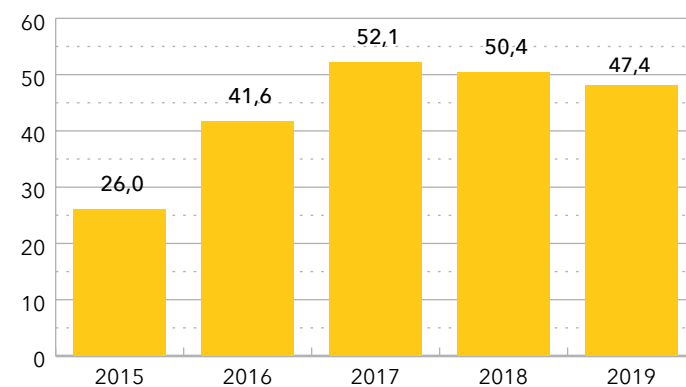
Gross investment (€m)
Gross investment 2015-2019



Workforce development 2015-2019



SOL Henkilöstöpalvelut and SOL Logistiikkapalvelut
(personnel and logistics services) Turnover development 2015-2019 (€m)



2.4 Mission, vision and strategy

Our mission is to strengthen our customers' corporate image. We act responsibly, and are a respected employer.

The activities and decision-making of all of us at SOL is based on common values — sunny and satisfied customers, reliability, enterprising spirit, everyday creativity, joy of working. We are there for our customer.

Our happy, red-and-yellow workwear symbolises the SOL values and brand, and even promote safety in the workplace by being distinctly visible.

At SOL we hold a positive image of the humankind, where everyone wants to work and to succeed in their work, and everyone is a unique, creative, thinking, acting and feeling individual. We want to provide support and

feedback to enable each of us to grow and become better at what we do; especially success and praise is important to us, to get us through our work.

Our vision is to be a superior partner to our customers, and we want to free them to focus on their core activities.

We want to grow and develop through our service concepts and our competent personnel, in collaboration with our customers. The end result of this will be a profitable, stable and well-managed SOL, with sunny and satisfied customers and staff.

The SOL corporate image provides signals to the market, and all its stakeholders. Our brand is built on happiness, sunny/yellow, enthusiastic service, able and competent workforce, flexibility and straightforwardness.

Management at SOL

The SOL management culture has been created to facilitate an atmosphere of trusting interaction and everyday creativity, as well as mutual respect and responsibility.

At SOL, we aim to manage by supporting and coaching. Key to this are trust, delegating responsibility, and fostering good collaboration.

The parent company's Board of Directors is chaired by Juhapekka Joronen, with Peppi Kaira, Anja Eronen and Oona Kaira as members. The Managing Directors of the group companies are: Juhapekka Joronen, SOL Palvelut Oy; Elina Jalonen, SOL Pesulapalvelut Oy; Juhana Olkkola, SOL Henkilöstöpalvelut Oy; and Peppi Kaira, SOLEMO Oy. Juhana Olkkola has served as the Managing Director of SOL Logistiikkapalvelut Oy since its establishment on 8 April 2019. Anja Eronen has served as the Managing Director of SOLEMO Oy and SOL Palvelut Oy until 31 August 2011, and chaired the Board of SOL Palvelut Oy from 1 September 2011.

The Management Team is made up of Chair of the Board Anja Eronen, the Managing Directors of the Finnish group companies, the Director of HR and Legal Timo Sairanen, Director of Development Riitta Sirviö, and staff representatives from each of the employee categories.

Our auditor is Toni Aaltonen, KHT, of KPMG Oy Ab.

The management structure is as flat as possible, placing managers close to our customers and personnel. Each service sector's development team has been charged with their respective operational monitoring, development and improvement initiatives. All meeting practices have been defined in the operating system and further specified in the annual operating plan, where they are also scheduled.

The operating system is based in the ISO 9000:2015 quality standard, ISO 14001 environmental standard, OHSAS 18001 health and safety specification, and ISO 31000 risk management standard. Each group company has its own operating system, in line with the overall group

system. Our customers audit our operating system, which in turn informs the development of our operations. SOL Sweden operating system is as well based in the ISO 9000:2015 quality standard, ISO 14001 environmental standard and ISO 31000 risk management standard. SOL Estonian and Latvian subsidiaries have been quality certified. A well-being programme has been included in SOL Life.

Safety and security instructions are a key part of our operational management. They are readily available on our internal intranet, and in the operating documentation of each of our laundry and dry cleaning stores. At the group level and in the operating companies, specific individuals have been charged with information security, environmental safety, occupational safety and other safety and security duties. We regard keeping all safety and security instructions up to date, as well as anticipation of and early intervention in any incidents, as very important. We emphasise in all our communications the responsible nature of our workforce, and their corresponding behaviour and actions. We do not condone any corruption or bribery. Our operating system has clearly defined policies regarding the acceptance of any gifts or travel incentives.

The management structure is as flat as possible, placing managers close to our customers and personnel



Management principles, illustrating lean organisation and internal services.

Leveraging shared resources

Lean central management. Clear objectives, indicators and monitoring

Selected group services

Decentralised organisation, accountability as lean as possible

Continuous improvement

Individuals deliver results in cooperation with each other

Increasing flexibility

3.1 SOL's ethical rules – principles of good business

3.1.1. Introduction

SOL's operations are guided by values that emphasise economic, social and environmental responsibility. Each SOL employee must comply with our values in their work:

Sunny and satisfied customers, the joy of working, everyday creativity, enterprising spirit and reliability.

At SOL, we believe that everyone wants to do their job well and succeed in their work. We encourage independence and the acceptance of responsibility. Everyone at SOL must act responsibly with regard to our stakeholders. SOL's responsibility covers all stakeholders: customers, personnel, shareholders, subcontractors, partners, authorities, the company's own business sectors and their organisations, the media, and cooperation with non-profit organisations.

These rules are part of the SOL Responsibility Report. The rules apply to all SOL's subsidiaries in Finland and abroad. Each SOL employee is responsible for playing by the rules.

3.1.2 Ethical rules and legislation

SOL and its employees act legally and in accordance with current, generally accepted business practices. As a member of the Real Estate Employers, SOL and its employees develop the industry by complying with the ethical rules. Each SOL employee is responsible for acquiring the necessary information on the legislative regulations concerning their work. Supervisors must ensure the employees receive adequate orientation to these rules. If in doubt, SOL employees should always turn to their supervisor for help. SOL supervisors must ensure full compliance with laws, regulations and good business practices. If an employee notices any breaches of regulations, they must immediately notify their supervisor, who will take the necessary actions at once and report the matter to the Group management.

We apply the ethical guidelines published by the Real Estate Employers and work to raise the profile of the property service sector

- We will act reliably and with high quality, in accordance with the promises and commitments given to customers
- We will act responsibly and also expect responsible operations from our partners
- We are bound by the duty of professional secrecy with regard to confidential information and we will not misuse any information obtained
- We will fulfil our social obligations and responsibilities, and we are familiar with the standards of the industry
- We undertake to maintain the skills and development of our personnel and we will promote employee well-being and the occupational safety of our personnel and customer companies
- We will respect other enterprises in the sector, compete fairly and work to abolish the grey labour market

- We will provide every employee with a photographic ID, displaying their personal details and tax ID and submit all company and subcontractor information required under the provision of the Act on the Contractor's Obligations and Liability when Work is Contracted Out, using the tilaajavastuu.fi online service
- We are committed to promoting environmental values and awareness
- We will encourage equality at work and acceptance of individuality and diversity within the work community



RESPONSIBLY PROVIDING TEMPORARY EMPLOYMENT

3.1.3 Conflicts of interest, gifts and bribes

SOL employees are expected to promote SOL's interests and to act responsibly. They must avoid anything which could give rise to a conflict of interest.

SOL expressly forbids any corruption or bribery in all its activities. SOL or its staff members are not allowed to pay for or offer bribes or illegal incentives to customers, management, public officials (at central or local government level) or any other parties aimed at securing or retaining business or for any other similar purpose.

SOL does not provide political funding, directly or indirectly, to political parties or organisations, or to individual politicians.

SOL staff members are not allowed to receive from suppliers or other stakeholders any personal gifts or benefits, which could contravene any locally applicable legislation or accepted business convention. Gifts and benefits may only be received where they are offered in the normal course of business, and are by their nature ordinary and reasonable as well as low in value.

Gifts or hospitality which can normally be regarded as acceptable are:

- Irregular and/or infrequent, offered and received overtly, and without creating an obligation or expectation of reciprocation
- Likely to be acceptable to the organisation's stakeholders and to pass public scrutiny
- Legal, ordinary in nature and reasonable in financial value

When offering a gift or benefit, it must be ascertained that this does not contravene the recipient's own rules and ethical anti-corruption guidelines.

In Finland, any public sector hospitality is governed by and must comply with the Ministry of Finance notice 1592/2010 (www.vm.fi/vm/fi/04_julkaisut_ja_asiakirjat/02_henkilostohallin_non_asiakirjat/03_ohjeet/20100825Vieraa/Vieraanvaraisuus_destaa__eduista.pdf).

Examples of acceptable hospitality are eg. an event marking a customer's or other third party's retirement or major milestone, where the giving of a reasonable and conventional gift is allowed. Similarly, it is acceptable to attend celebratory or cultural events which are accompanied by a conference or a training programme.

If a SOL staff member is offered a gift or benefit in excess of €100, a prior permission for receiving it must be obtained from the relevant Service Director, Business Director or Managing Director.

A gift or benefit must not be offered or received, where this

- Exceeds normal and reasonable business conventions
- Is against the interests or values of SOL
- Could influence, or be perceived as influencing, the neutrality and independence of the business relationship
- Is likely to raise suspicions about the donor's motives or any effect this may have on the decision-making or profitability of the business
- Could be expected to create negative publicity for SOL

With regards to events and travel organised by third parties, the primary principle is that SOL pays its own travel expenses.

In case of uncertainty regarding the propriety of gift giving or receiving, to err on the side of caution the gift must be refused / not offered.

3.1.4 Responsible personnel services

SOL Henkilöstöpalvelut Oy is a member of the Service Sector Employers PALTA organisation, on whose Board of Directors the company's Managing Director sits. SOL Logistiikkapalvelut Oy is a member of Finnmedia association. Both companies offer responsible temporary staffing and outsourcing services. In international recruitment, SOL Henkilöstöpalvelut Oy acts directly as the employer, the employees not being charged any recruitment related fees, and the work permit processes are transparent to the employee, authorities and the customer. Employment terms and conditions are based on Finnish legislation, and we ensure that the employee has or attains sufficient language skills and is inducted into and familiarised with the Finnish society. We respect employees' right to unionise also in international employment, and our customer organisation's union representatives have the right, with an appropriate power of attorney, to inspect a staff member's employment contract.





3.2 Stakeholders

SOL's social responsibility covers all our stakeholder groups: customers, workforce, suppliers and subcontractors, collaborators, owners, authorities, operating sectors and their industry associations, media and the third sector.

We comply with the applicable laws, regulations and local authority guidelines in all markets we operate in. We pay our taxes and dues, which in turn fund the maintenance of public services and infrastructure.

3.2.1 Sunny and satisfied, loyal customers are paramount

SOL is organised according to local service districts, each charged with responsibility for the customers in their area, and positioned as close as possible to those customers. SOL has nearly 10,000 contract customers. We take pride in upholding our side of each of those contracts; this also allows us to expect the same from our counterparts.

According to our operating system, we strive to anticipate and avoid problem situations, and to improve and develop our services continuously.

Customer satisfaction and retention are monitored across all our activities on a monthly basis. We use a continuous voice of customer programme and survey, monthly in the case of some customers, based on the SOL guide

and our annual plan. SOL has enjoyed for many years excellent customer satisfaction levels. The ultimate end user of our services is an individual customer, whom we serve to the best of our ability. Our aim is for the customer to wish to continue patronising the organisation using our services, and our laundry and dry cleaning stores.

3.2.2 Personnel

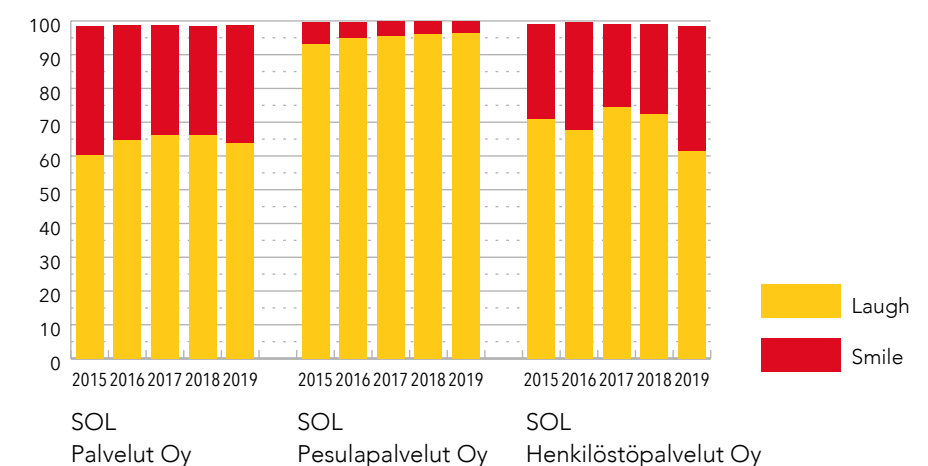
We currently employ over 14,000 members of staff and are committed to paying their contractual remuneration and applicable employer costs. Our personnel are our conduit to the customer; we serve our customers with and through our employees. Our core value is the joy of working.

We strive towards fair and just personnel policies, which enable us to sustain jobs and achieve high work satisfaction. We develop our workforce's skills and competencies with in-house and online training, on-the-job coaching and apprenticeships.

We look after the well-being of our staff. We facilitate our employees taking an active role in planning and developing their own job content and execution, in both the short and the long term. Our annual operating plan and budget is compiled from the ground up, allowing as

Customer satisfaction

Customer satisfaction development 2015-2019



many people as possible to participate. In Finland, anyone working at least 15 hours per week is provided (after the probationary period) with occupational health services at the primary health care level, and we also employ the SOL Life continuous care model.

We invest systematically in occupational health and safety risk mapping and preventative measures. Situational rapid communications and interactivity have been boosted further.

We develop our workforce's skills and competencies with both short and longer duration training courses, as well as through coaching and apprenticeships. SOL actively provides tutoring and mentoring to all employee categories, and constantly evaluates job satisfaction with our 'joy barometer'. Target/achievement appraisals help everyone set and reach their objectives and develop themselves and their performance. The SOL 'quality passport' is a long-standing means of rewarding good performance.

SOL enjoys excellent and productive relations with the relevant trade unions.

3.2.3 Responsible owners — with a face

As a family business, SOL ownership plays a central role and has a long pedigree in developing the organisation and its activities. The owners expect the business to operate in line with its values and cognisant of its responsibilities. In Finland, SOL is an active member of the family business association Perheyrittäjien Liitto, which seeks to promote the family business cause and to develop responsible ownership models.

3.2.4 Carefully-selected partners

SOL collaborates with numerous product and service suppliers. We expect our partners to demonstrate reliability, professionalism and responsibility, and we in turn invest in our partnerships — more about this in the section on social responsibility. Our striving towards cost efficiencies also sets challenges for our partners.

3.2.5 Industry avant-garde

The roots of SOL are deep in the Finnish economy: our history dates back to 1848, when master dyer C.A. Lindström set up his dyeing workshop and laundry at the site of the present-day Parliament building.

SOL has significantly improved the sector image, as an exemplary employer and a provider of high quality services. SOL is renowned for turning property maintenance into a service sector.

SOL participates actively in the Confederation of Finnish Industries (EK), in Real Estate Employers and in PALTA. We are also involved in other industry bodies, serving in various positions of trust and fulfilling expert duties.

3.2.6 Communications and media

There is considerable public interest in the sectors in which we operate. We seek to build open dialogue with the media, and regularly communicate group news and announcements directly to media outlets by way of press releases, which are also available on our website for easy access. In Finland we employ an internal intranet and our in-house SOLISTI magazine as well as electronic newsletters, in addition to web and social media channels. Our website is also available in its entirety in English. Our communication function trains and coaches our personnel and looks after our internal and external communications according to our communication plan.

We are keen to share news of our activities and results. We encourage our subject matter experts to carry out public speaking duties and to share their expertise outside the group.

3.2.7 Increasingly important global role

Individual rights and freedoms expand, and our shared responsibilities evolve. Our role in employing those arriving from third countries grows stronger, while we face the challenge of improving the conditions in their countries of origin.

In 2012 SOL ratified Diversity Charter Finland. In line with the Charter, we offer equal opportunities; recognise and leverage individual abilities and needs; manage our workforce and customer relations in a just and fair manner; and communicate our objectives and achievements. Multicultural development team operates within SOL, reporting directly to the senior management team. In 2019, SOL Palvelut employed 2,328 colleagues with something other than Finnish nationality.

Since 2007, SOL has also convened a Youth development working group, with participants from different group branches. The working group works towards promoting young people's interests, and to raise awareness of issues they face.

We are a member of the Finnish Business & Society (FIBS) network, and a partner in the Vastuullinen Kesäduuni (Responsible Summer Job) campaign.

3.2.8 Working life committee collaboration

SOL collaborates extensively with educational establishments, starting with the 'adopt-a-class' initiative in lower secondary schools. Institutes of further and higher education are important partners for us, and provide training, work placement and teaching opportunities, as well as preparing competent future members of the labour market.

The head of training and development at SOL chairs the newly-constituted cleaning and property service sectors occupational committee of the Finnish National Agency for Education.

**VASTUULLINEN
KESÄDUUNI**
YHTEISTYÖKUMPPANI



We comply with the UN Global Compact principles in our operations:

1. Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of operation.
2. Businesses should make sure that they are not complicit in human rights abuses.
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.
7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. Businesses should encourage the development and diffusion of environmentally friendly technologies.
10. Businesses should work against corruption in all its forms, including extortion and bribery.



**ONE THIRD OF
SOL PALVELUT
EMPLOYEES
WERE BORN
OUTSIDE
FINLAND**

Financial responsibility

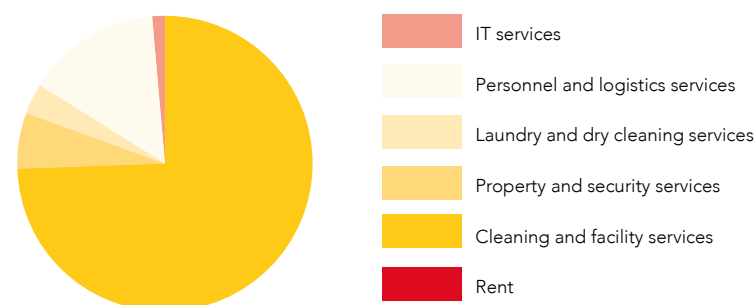
The financial objectives of SOL are based on sustainable growth and profitability. In addition to organic growth, we acquire businesses where doing so supports our operations. Our long term ROI target is in excess of 20%.

We fund growth from proceeds. Our equity ratio is 50.1%, which allows for cost-effective liquidity fluctuations. Strong liquidity guarantees our ability to fulfil our payment obligations to stakeholders, and provides the flexibility to complete purchases and acquisitions in a speedy manner. SOL's liquidity has remained high. In addition to ongoing payroll and employer costs, we have succeeded in covering investments and acquisitions from revenue streams as planned. We wish to ensure that all payment obligations are fulfilled without delays and within payment terms, and we expect the same in our accounts receivable. Our preferred liquidity measure is the quick ratio, which in 2019 was on-target at 1.4.

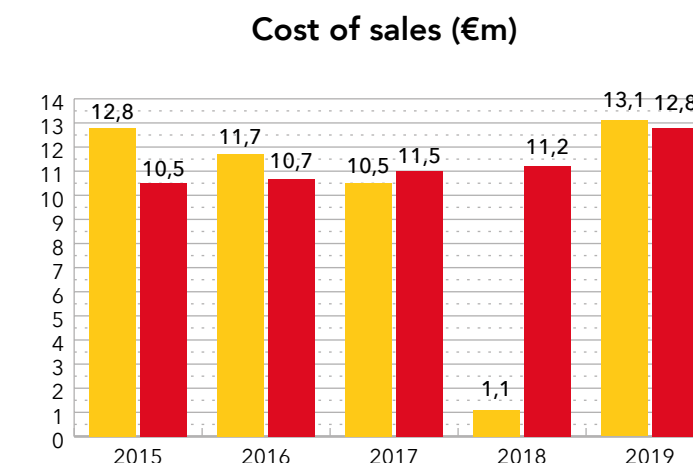
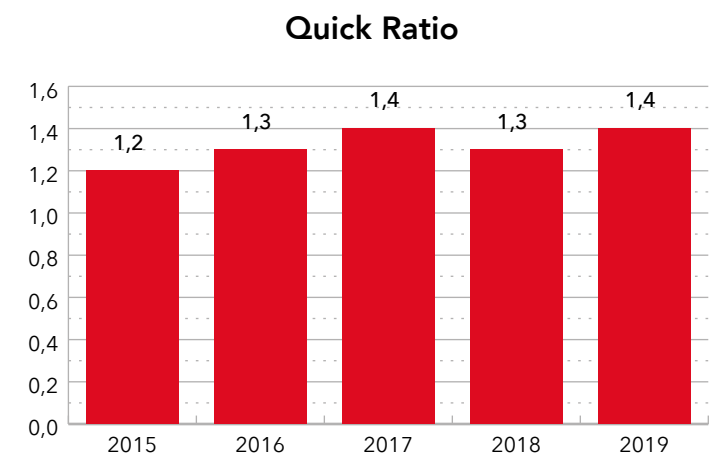
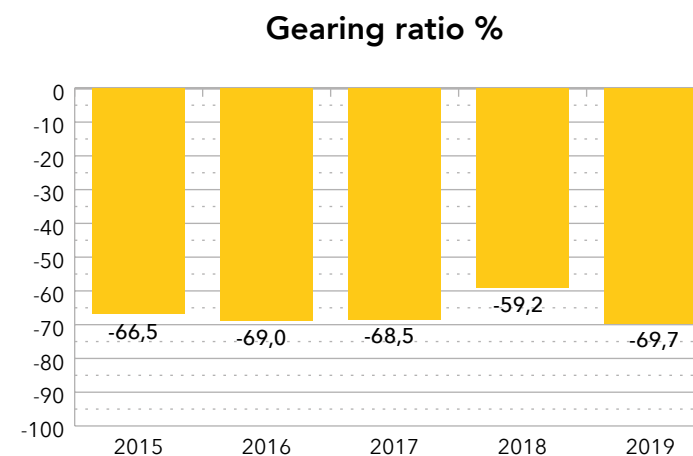
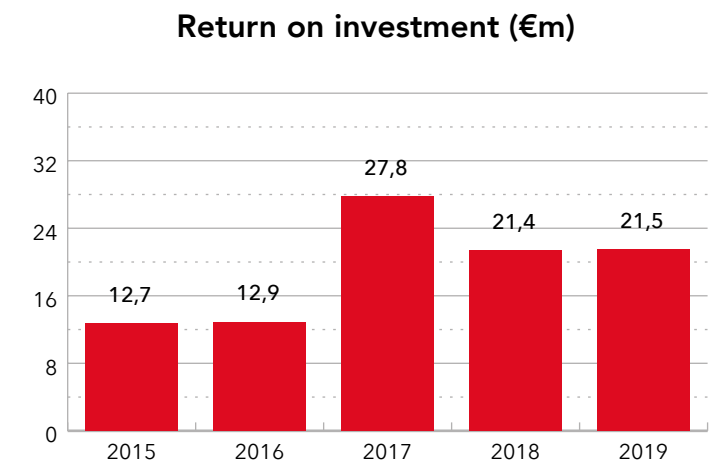
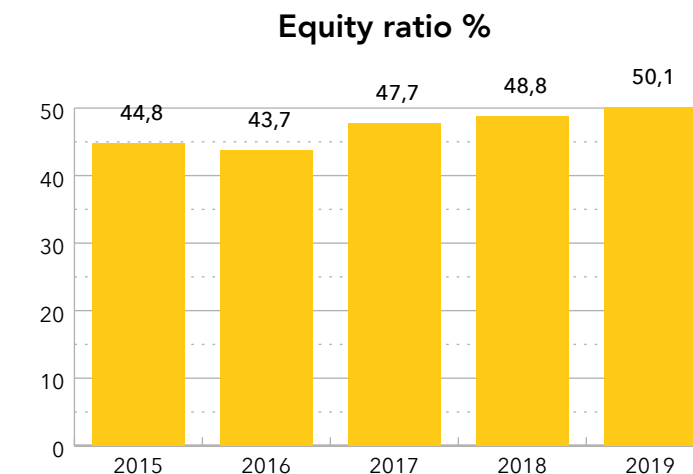
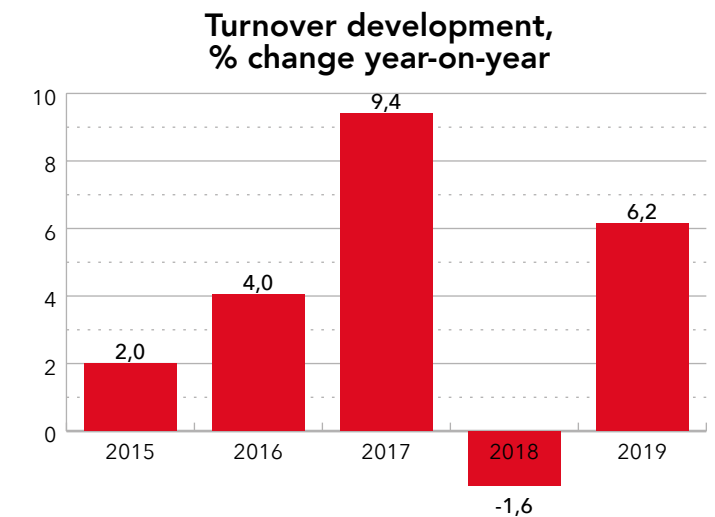
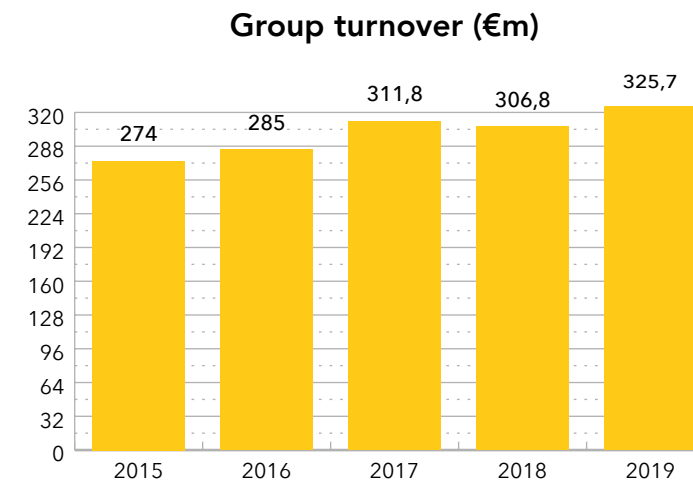
All our services are delivered locally in their respective markets, and we have organised our operations accordingly. Local operations are supported by the senior management, finance and HR functions based at our corporate HQ in Finland, SOL City. Additionally, parts of our financial administration are based in Seinäjoki and Kouvola.

SOL group-wide turnover has increased by 18.9% since 2015, as a result of 35.4% growth in our international markets, compared with growth in Finland of 15.1% in facility services, 6% in property and security services, 3.4% in laundry and dry cleaning, and 1.7% in IT services. The revenue split between Finnish and international operations was 78.6% vs. 21.4%, respectively. SOL total gross investment in 2019 was €12.3m, and purchases (cost of sales) €25.9m.

Share of turnover by business sector



We operate nationally and serve locally



Responsibility to stakeholders

SOL aims to deliver everyday experiences to its customers; experiences that delight, inspire and thrill. At its best, these experiences can improve your mood, your day and your life, and give you a clean and secure sensation.

5.1 Responsibility towards customers

We deliver our services according to the quality standards and timeframes agreed with the customer. We develop our services to meet our customers' expectations and wishes. Our service solution models make it possible to procure several related services from SOL in a cost-effective way.

Productivity and efficiency are fundamental objectives as we develop our processes. Our recruitment and HR management are handled electronically throughout our Finnish operations. Employee induction and parts of our training provision are online, freeing the participants from the constraints of time and place. Virtually our entire accounts payable and receivable in Finland are paperless. We manage our receivables book closely, to ensure that all our customers are treated equally.

As part of the Posti Group environmental initiative, we have implemented the climate-friendly Posti Green framework. All postal, parcel, freight and logistics services provided to us by Posti are 100% carbon neutral — keeping our customers' incremental carbon footprint zero.

Posti Green

5.2 Responsibility towards employees

At SOL, our personnel play a significant part of everything we do. Our labour costs in 2019 were 78.0% of turnover, down from 79.3% in 2015. The salaries/wages and benefits (without ancillary costs) total in 2019 amounted to €207.5m. We are responsible for the retention of jobs also in the long run. Our workforce consists in the main of permanent employees, some of whom are on part-time contracts due to the nature of their roles. The proportion of temporary employees is on the increase, due to growth in the SOL Henkilöstöpalvelut and Logistiikkapalvelut business.

We reward our staff for a job well done. Performance is monitored through customer satisfaction measures and other balanced scorecard indicators. We annually recognise for example the service district of the year, salesperson, service instructor, service supervisor and service director of the year.

SOL holds an annual quality award contest, with categories for service supervisors, service districts and salespeople; environmental and work well-being awards are also included. To take part, contestants submit applications detailing their budgets, results and comparisons with previous year's figures.

The quality award is based on a contest designed by Laatukeskus Excellence Finland and adapted to better suit SOL's specific circumstances. The award highlights customer-orientation, staff well-being and financial performance. We have been running the contest since 1996.



Sorting out permits and taxes

SOL Henkilöstöpalvelut provides temporary staffing, recruitment and outsourcing services. SOL Logistiikka provides logistics outsourcing services, and is a leading player in the sector.

Willingness to come and work in Finland may not always be enough, even for a skilled worker, if dealing with the immigration etc. authorities becomes a stumbling block. Especially those from outside the EU, who often do not have the necessary Finnish language skills, navigating the visa and permit maze may seem overwhelming. SOL won't abandon anyone on their own, and instead will provide support in obtaining a work permit, tax code, KELA card, bank account, and even finding accommodation. We also guide our new recruits into Finnish language tuition as soon as possible, while providing translation and interpretation assistance in the early stages of employment. We naturally also are closely involved in job induction.

Employment gateway into Finland

SOL employees represent as many as 80 different nationalities. Colleagues have arrived for example from Bangladesh, the Philippines, Estonia and Nepal, usually alone, leaving their family members behind. SOL's Multicultural working group has developed a process for helping employees and their families. The group assists those from outside Finland in applying for spousal work permits, as a couple's combined household earnings are usually enough to also allow their children to join them in Finland. The assistance provided by SOL in reuniting families helps new arrivals better embed in the Finnish society, and to engage with SOL as an employer.



5.3 Responsibility towards authorities

SOL and its personnel must in all markets and under all circumstances comply with the relevant laws and regulations of the country in question. SOL pays all the taxes and dues stipulated in prevailing legislation, as well as any employer charges for its personnel. SOL also files all reports and statements required by competent authorities. In 2019, SOL's Finnish operations rendered a total of €69.6m to the Finnish tax authorities in the form of VAT, payroll and corporation taxes, up from €66.1m in 2015. We also paid mandatory social security and pension contributions totaling €34.5m in 2019, compared with €36.1m in 2015.

5.4 Responsibilities to suppliers and partners

SOL purchases products, services and energy/utilities for its facilities, cleaning, property and laundry operations, as well as support services such as distribution, laundry, landscape maintenance and various subcontracted cleaning services. SOL also acquires products and services needed for administration and operative maintenance.

All suppliers and subcontractors are treated according to agreed terms, including prompt payment of invoices as due. All payments are based on contracts and invoices. Any bribes or unreported employment are strictly forbidden. Best practice contract management is enforced through internal inspections and audits.

Any goods or services of EU or third country origin were acquired entirely through Finnish suppliers.

The indirect economic impact of our business operations can be significant, especially in smaller towns. SOL is the primary source of revenue for many small businesses, thus providing livelihoods and financial well-being to many suppliers' employees.

5.5 Responsibility towards financiers

SOL aims to finance its operations from proceeds. The Finnish group companies do not utilise short or long term credit facilities. The international operations do make use of bank loans. SOL Palvelut Oy has access to a confirmed credit facility of up to €3m.

All procurement is governed by written supplier contracts and pre-planned logistics solutions.

SOL does not use random procurement or randomly selected suppliers.

Our procurement procedures include at least the following:

- legality – compliance with each country's applicable legislation
- corruption and bribery ban
- respect for employees' human rights
- child labour ban
- employee safety and health
- environmental protection
- effective service chain with low overall cost
- CO2 emissions of the auto equipment max. 130 g/km



Environmental responsibility

We all dream of a better and cleaner environment, a place where our children and children's children can live and grow up safely. We must stop the degradation of our environment. We can change the future, by actively seeking ways and means of providing for a cleaner and healthier environment tomorrow.

6.1 Environmental policies

At SOL, we go to great lengths to produce our services in a way that helps conserve resources and minimise our environmental burden. We recognise the environmental impact of our operations, acknowledge our obligations as consumers of products and producers of waste, and take these factors into consideration throughout our decision-making. We also comply with all relevant laws and regulations.

We are committed to constantly improving and reducing our environmental impact. We purchase the most ecologically sound, cost-effective technologies available. We strive to minimise our use of natural resources and energy, as well as our emissions. We continue to develop the way we reduce and recycle our waste.

We communicate openly with external stakeholders as well as with our staff. We aim to guide our customers towards more environmentally-friendly approaches, and to support them in reaching their own environmental goals. Our goal is to be regarded as the best operator environmentally speaking, both by our customers and our employees.

We train, advise and encourage our staff to work responsibly, and to constantly look for ways to improve their activities in environmental terms, both at work and in their free time. We develop measures and indicators to help us evaluate our environmental impact. SOL management monitors our environmental performance regularly. Business sector reviews include environmental management updates, and action is taken to rectify any issues identified.

6.2 Environmental aims and objectives

SOL environmental policies have defined aims and objectives for each of our business sectors. These steer our colleagues towards factors which can reduce climate change. Our environmental aims and objectives are set annually, and performance against target as well as changes over time are measured group-wide.



RESPONSIBILITY IS OUR SHARED CONCERN





6.3 Environmental considerations

Environmental policies, aims and objectives are based on our knowledge of environmental considerations and impact of our activities and services. We recognise and evaluate environmental considerations in our environmental management system. To recognise the significance of these issues, we apply assessment tools underpinned by our own historical data, externally sourced research, and the degree of influence available to us. In assessing such factors, we take into account legal requirements, effects on our corporate image, environmental cost-benefit analyses, and the significance and extent of any impact.

Assessment procedures and evaluation criteria for environmental considerations have been documented in the environmental section of our operating system, by business sector. We have actioned those issues and initiatives with the greatest impact thus assessed.

Implementation plans by business sector have been compiled, detailing how and when to achieve the environmental aims and objectives, how this is to be measured, and what the roles and responsibilities of everyone involved are. These implementation plans have been documented in the environmental section of our operating system.

Customer-specific environmental objectives are drafted as part of customer implementation plans.

Environmental working group and representatives

Within the SOL group there operates an environmental working group, with the remit of coordinating environmental responsibility and activities, and monitor trends both locally and globally.

Environmental representatives within each district coordinate local environmental actions and training, thereby helping to build local awareness and knowledge within the teams.

Environmental representatives carry out customer-specific environmental audits, reporting back to the working group.

Reassessment of environmental considerations is carried out every three years, or more frequently if needed. Any necessary changes to operating plans and objectives are based on assessment and monitoring.

Environmental reviews are conducted according to an annual plan as determined by the environmental working group, by business sector and location.

Environmental objectives included in the operating plans are reviewed and assessed as part of development appraisals. District-level assessment features regularly on the agenda at district meetings. Internal audits provide an opportunity to evaluate our performance against environmental objectives.

6.4 I, you, SOL and the environment

As part of our societal commitment to sustainable development, SOL as an employer has made a pledge to equality in the workplace. A good work community is made up of diverse members, as to age, culture and background. We are an international organisation, but our values are the same everywhere. As part of our image of humankind, we believe that people want to perform well in their work. We want to provide an opportunity for that, to all. We ratified the societal commitment to sustainable development in June 2016. As part of this, a set of objectives and measures were defined between SOL management, environmental working group and environmental representatives.

As a stable employer, our pledge also incorporates financial prudence and sustainable work respecting the nature and people. We have communicated our Pledge 2050 objectives and measures by way of a video, to reach a greater audience among our workforce, customers and stakeholders.

We constantly work towards meeting our commitments, and monitor progress towards them.


Commitment 2050 targets and actions

1. Equal opportunities for well-being


We are all different and we all have a place at SOL. We value diversity and consider it a resource. We develop management at SOL and we believe that our management in the future will be service-oriented management. We believe that a good work community is made up of people of different ages and from different cultures. About 30 per cent employee are citizens of a country other than Finland. We predict that, by 2050, 60% of our employees will be from countries other than Finland. SOL also has a lot of young employees. Employees under 30 years of age make up 42% of our workforce. According to our image of humankind, people want to do good work. We want to give everyone this opportunity.

We are committed to developing SOL's age programme

The goal of the age programme is to promote the work ability and well-being at work of SOL's employees, support the motivation of different age groups, reduce sickness absences, increase the average retirement age, increase respect towards senior workers and ensure the transfer of tacit knowledge.

 We have drafted the age programme in 2016

We are committed to promoting the career development of immigrant employees


 we have salaried employees who are immigrants in all of our districts achieved/not achieved

2. Working sustainably


We want SOL to be a place where happy multi-experts work. We provide a wide range of active training opportunities and our online study programmes bring studies close to SOL employees right from the very beginning. We train professionals who know how to do it right the first time and develop their work continuously in small steps according to the LEAN method. The SOL Life programme looks after the safety and well-being of employees throughout their employment relationship. We want our employees to retire healthy. We actively monitor the job satisfaction of our personnel as well as the rates of sickness absences, accidents and disability pensions. We have set goals for these and aim to achieve them.

Now we want to make sure that the information we receive through employee satisfaction surveys is accurate. We also want to develop new methods for supporting our employees. We value the joy of working and everyday creativity.

We are committed to developing our work so that the results of the Joy Barometer employee satisfaction survey is above four and the response rate is 80%.

 Joy Barometer: Target: above 4 (scale 1-5) + response rate 80% in all employee groups achieved/not achieved


We are committed to developing an online tool for supervisors that enables them to be constantly present and support the well-being of employees.

 Manager's online tool 2050 achieved/not achieved

3. Resource-wise economy

SOL is a Solar System that provides its customers with service solutions. We work to break down unnecessary barriers between different services. It is easier and more affordable for our customers to buy, manage and develop work when they can do it with a single partner. The customer saves time and we, for our part, can offer new work opportunities for multi-experts. By combining different tasks, we can make it easier to find full-time work from within our company. Supervisors are responsible for shift planning and ensuring shift availability. Now we want to make it possible for employees to book work shifts easily and flexibly. Our values are sunny and satisfied customers and an enterprising spirit. We value a sunny and satisfied customer and an enterprising spirit.

We are committed to developing an electronic shift booking system.

 electronic shift booking system achieved/not achieved


4. Decision-making that respects nature


We always consider the environment in our work. We aim to constantly decrease the load that our operations cause on the environment. We have already done a lot of work in this regard and we want to ensure that this work continues. We are establishing rules for our procurements. Reliability is one of our core values.

We are committed to establishing procurement instructions that will take into account matters important to us: our partner suppliers will have environmental management certificates

- we will favour domestic suppliers
- we will use less detergent than we do now
- we will use less unrecycled plastic
- we will use detergents with environmental labels (85%)

We are committed to auditing suppliers and our own procurement processes.

 procurement instructions complied with/not complied with

 supplier audits carried out/not carried out

6.5 Responsibility as part of everyday work

6.5.1 Environmental audits established as part of operational development

In our environmental audits we monitor progress towards, and operational compliance with, SOL's environmental objectives, and measure our achievements by district, business sector and customer. Environmentally-friendly operations are led by our development perspective. Environmental auditing is carried out using SOL's digital systems.

6.5.2 Environmental impact of purchasing

We take into consideration in all our purchasing the environmental impact as well as cost-effectiveness of the products we buy. We deal with established suppliers. We carry out supplier audits, to ensure that our partners share our ethos. We use Posti Green services, whose postal, parcel and logistics operations are 100% carbon neutral.

6.5.3 Nordic Swan Ecolabel in hotel housekeeping

SOL Palvelut was the first hotel cleaning/housekeeping service provider in Finland to be awarded with the Nordic Swan Ecolabel. Achieving this landmark was one of the SOL 'Pledge 2050' commitments. The Nordic Swan Ecolabel is an official recognition of the high quality of our services, which it also communicates to our customers.

To qualify for the Nordic Swan Ecolabel, our service had to meet very strict criteria across its entire life cycle. As part of the assessment, among other things the origin of all materials, the energy intensity of their production and use, the amount of chemicals used and the quantity of waste generated were considered, throughout the supply chain and implementation. In cleaning operations, the Nordic Swan Ecolabel emphasises using eco-certified cleaning agents and reducing chemical use, on account of the fact that detergents are the largest contributor to the environmental burden of cleaning. Other criteria included minimising the environmental impact of transportation, and environmental training of the workforce.



6.5.4 Eco-certified cleaning agents

We have paid particular attention to assessing the environmental impact of cleaning agents chosen for our product range. For this reason, we only use eco-certified detergents for washing our laundry and dishes. For other purposes, 87% of our cleaning agents carry the Nordic Swan Ecolabel emblem. We collaborate with a domestic detergent manufacturer and invest in product development. We ensure that our Nordic Swan Ecolabel credentials are regularly renewed.

With prudent choice of products, we seek to keep our employees safe and the environment and water systems clean.

Consumption of eco-certified vs. other cleaning agents



6.5.5 Adopting recycled and recyclable plastics

We now use refuse bags made of circular materials. Circular materials are recyclable post-consumer plastics, which are reused to make refuse bags for SOL use.

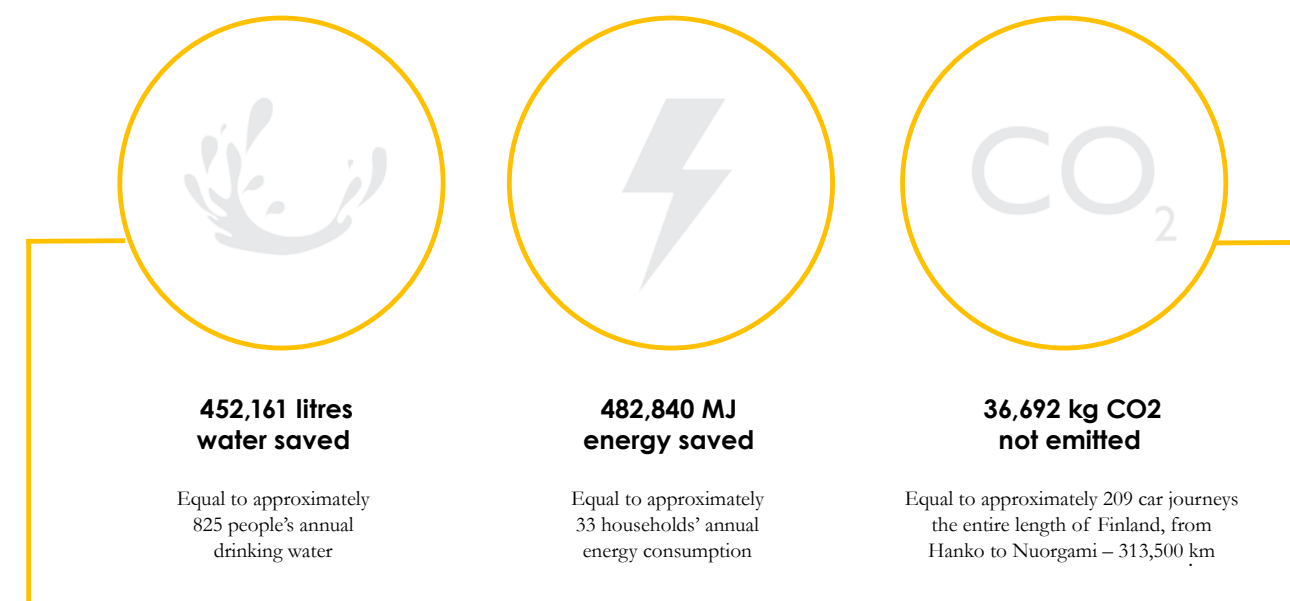
This benefits both us and the consumer, ensuring that recycled plastics really do make their way back into use, which in turn encourages consumers to recycle more.

Such materials also considerably reduce CO2 emissions. The materials are collected, recycled and processed, and re-manufactured entirely within Finland.

Re-usable refuse bags

We have approximately 2,000 pieces of long-lasting refuse bags in use, with the number rising steadily. Each such bag is made of 11 recycled plastic bottles..

Environmental impact of the recycled polyester used in our workwear



6.5.6 Eco-certified equipment and textiles

We favour eco-certified textiles; all our mops and micro fibre cloths carry the Nordic Swan Ecolabel.

6.5.7 Stock-taking

Warehouse stock-taking follows our 'get it right the first time' philosophy and forms part of our operational development routines. Stock-takes are carried out electronically using the company's IT systems, and the results are available in real time.

6.5.8 Responsible choices

At SOL, the entire personnel are involved in responsibility. Our staff based in Finland will be wearing workwear made of responsibly-sourced materials.

SOL, together with a Finnish workwear manufacturer TouchPoint Oy, have a shared concern over our planet. Clothing manufacturing puts various stresses on the environment, and our goal is to work together to reduce them.

Workwear made of responsible materials are suited to different working environments. The SOL range has been designed for layering and mixing depending on varying work and weather conditions. Ecological materials ensure all-day comfort.

The workwear range signals our responsible attitude also to others. Every garment carries a "sustainable choice by SOL" label, as well as the number of plastic bottles that went into making it. A yellow sun shines in the designs, radiating positive energy all around.

Together with TouchPoint, we have helped turn plastic bottles into mop bags and hotel sector workwear. So far over 500,000 bottles have been reused.

6.5.9 HQ waste management and energy efficiency

The waste management at City, the SOL headquarters, has been arranged along circular lines. Of the waste produced at the premises (including by tenants), 59% of the material goes back into circulation, with 41% being turned into energy. Our HQ's energy efficiency measures have included eg.

- Upgrading the heat exchangers of our district heating connection
- Replacing lighting in many parts of the building with LED light sources
- Upgrading HVAC and building automation systems
- Installing photovoltaic solar panels on the roof, to supplement the building's electricity provision.

6.6 Sustainable transport

In the 2017-2019 budget cycle we set a maximum emissions limit of 130g/km CO₂ for all new cars and small vans. This excludes larger vans, as well as pick-up trucks used for snow clearance. This year 81% of our fleet was rated below this limit, an improvement of 19.4% from the year before.

Our vehicle choices emphasise allocating the right vehicle for the right purpose. We have downgraded to smaller vehicles wherever possible, to reduce our fleet emissions. Some of our vehicles are hybrid or gas-powered, and we are currently testing a fully electric vehicle. We have reduced the number of diesel-powered vehicles in our fleet, replacing them with petrol or alternative fuel models, to help reduce our NO_x emissions.

The Finnish fleet of SOL consisted in 2019 of 179 vans and 184 cars, a total of 363 vehicles. The service life of a vehicle is six years, and the average age of the fleet is three years. Therefore, we acquire approximately 60 new vehicles each year.



We have also paid attention to more economical driving habits. Together with our insurers, we have provided our staff with training on safe and economic driving, and will continue to do so in the years to come.

The reported emissions comply with the current European NEDC guidelines. For our new vehicles we are switching to the global WLTP norms, which will cause an apparent rise in our emissions. This also explains why the same make and model vehicle can have a different emissions figure, depending on when it was first registered.

6.7. Lifecycle initiatives

We take part in various building lifecycle initiatives, in collaboration with construction and property maintenance companies.

In the planning stages we provide expertise related eg. to interior surface materials, space allocation required for cleaning and maintenance, and internal and external traffic paths. We steer these initiatives with sustainable and environmentally-friendly material choices. Our input has a long-term effect on factors such as interior air quality and occupant comfort. We also maintain the properties in line with our lifecycle philosophy.



**DEMONSTRATING
RESPONSIBILITY IN
OUR PRACTICAL
CHOICES**



6.8 SOL Pesulapalvelut (laundry and dry cleaning services)

6.8.1 Developing our own operations

SOL Pesulapalvelut invests in environmentally-friendly equipment and detergents, both of which continue to develop in a more sustainable direction. We also continually train our existing personnel to keep up with the changes, as well as providing extensive training to newcomers.

In dry cleaning, the greatest change from an environmental perspective has been the transition from the so-called 'perc' solvents to hydrocarbons. SOL Pesulapalvelut is replacing its laundry machines with more environmentally-friendly models, at a rate of two to five laundry stores each year. At the moment, 45% of the installed base comprises these more modern machines, designed to use ecological, non-toxic and biodegradable cleaning agents.

On the laundry (water-based) side, many of our stores already use dosage pump systems, where the laundry detergents are dosed into the washing machine automatically. Computer-controlled modern washing machines are designed to use environmentally-friendly detergents and as low water quantities as possible. In each store the machine utilisation has been optimised, and both water and electricity consumption are carefully monitored by a set of indicators.

We started in autumn 2015 a project to recover the coolant water from our dry cleaning machines for use in our laundry processes. The warm coolant is stored in a separate tank and reused in the laundry washing machines. As the water is considerably above ambient temperature — as warm as 45C — this allows us to save

energy in the tumble-drying, due to the fact that the clothes and textiles are already warm as they enter the drying stage. This system is in use in many of our stores.

6.8.2 Reducing the quantity of plastic

We seek actively to reduce our plastic consumption, by cutting out plastic packaging. More and more of our stores are 'plastic free', meaning they return the clean laundry to the customer without plastic wrapping, or optionally in a reused-fibre bag. Our quantity of plastic used goes down each year. We also develop new packaging materials to replace plastic.

6.8.3 Textile recycling and initiatives

Since 2016 we have participated in the 'Tekstiilirinki' initiative, developing and expanding the activity. In the Greater Helsinki region as well as in our Tampere – Aleksis Kiven katu and Kerava stores, customers have the option of easily and conveniently depositing their discarded textiles into our recycling banks as they visit the store. In spring 2017 we also joined the 'Telaketju' network initiative, aimed at improving sustainable recycling of discarded textiles. 'Telaketju' seeks to develop textile sorting, recycling and reuse processes, to supply manufacturers of recycled textiles.

6.8.4 Influencing our customers' environmental choices

We actively communicate our environmental activities to different stakeholders. For example, we encourage our customers to return clothes hangers, and educate them about textile treatments intended to prolong the usable life of garments and to reduce the frequency of cleaning needed.

Environmental aspects at SOL

Environmental aspects at SOL Palvelut

Environmental file

SOL Criteria for assessment procedure for environmental aspects based on environmental reviews and the environmental programme		IMPORTANCE FACTORS/IMPACT FACTORS A = Statutory requirements B = Importance to image C = Environmental benefits/costs D = Severity of environmental impacts E = Potential leverage Total = (A+B+C+D)*E	IMPORTANCE SCALE 0 = No importance 1 = Low importance 2 = Important 3 = Very important						
ACTIVITY, PROCESS OR SERVICE	ENVIRONMENTAL ASPECT	ENVIRONMENTAL IMPACT	IMPORTANCE						
			A	B	C	D	E	Total	
PROCUREMENT OF PRODUCTS, MACHINES/EQUIPMENT	Selection of suppliers	Environmental impact caused by the production of products	1	3	2	3	3	27	
	Selection of suppliers, cleaning services	Environmental impact caused by consumption	1	3	1	1	3	18	
	Selection of suppliers, property services	Environmental impact caused by consumption	1	3	1	1	3	18	
	Selection of suppliers, laundry services	Environmental impact caused by consumption	3	3	1	3	3	30	
PRODUCTION/SERVICE	Correct selection, dosage and use of substances to be used	Impact on wastewater caused by the unnecessary use of detergents	1	2	2	2	3	21	
	Wastewater generated	Consumption of water supply, impact on water treatment plants	0	2	2	1	3	15	
	Energy consumption	Consumption of natural resources and emissions caused by production	1	1	1	1	2	8	
	-Waste generated by in-house processes	Conservation of natural resources, environmental impact caused by waste and emissions at the final disposal site	1	2	2	2	3	21	
	Hazardous waste, PER waste, Laundry services	Environmental impact caused by waste and emissions at the final disposal site	3	2	2	3	3	30	
Transportation	Fuel consumption/emissions caused by driving	Consumption of energy resources, impact on atmosphere	1	2	2	1	2	12	
Maintenance of transport fleet and machines	Service life of transport fleet	Conservation of natural resources	2	1	2	1	2	12	
PERSONNEL ACTIONS	Personnel's environmental awareness, eco-friendly and environmentally oriented activities	Identifying and addressing environmental aspects at work and in leisure time	0	3	2	2	3	21	
Guidance and training	Increasing personnel's environmental awareness and knowledge	Improving personnel's ability to act sustainably in their work	0	3	2	2	3	21	
COOPERATION WITH CUSTOMERS	Recognising and supporting the customer's environmental activities	SOL's role in ensuring the customer's environmental objectives are met	3	3	2	1	3	27	



Social responsibility

The engagement and satisfaction of our personnel, joy of work, and managing the employment experience are central to SOL's strategy. In all business sectors we work together with our colleagues, from person to person. Joy of working is a key value at SOL.

7.1 Human capital at the centre of SOL's strategy — from one individual to another

At SOL, we invest in developing our people, and personnel costs are our biggest cost category. In Finland we employ over 10,000 staff. Of particular importance is building up and maintaining enthusiasm, in addition to the willingness and ability to serve our customers, as well as professional and job skills. This is how we ensure a superior service experience for our customers. Good staff engagement helps ensure long-term service quality and compliance with common rules and guidelines. Mutual trust is the cornerstone of our work. Employees equipped with the right competence and attitude, each in the role best suited for them, with continuous development, feedback and results-oriented management provided to support them, form the core of our human capital strategy. Everyone needs to perceive their work as meaningful; this is what provides the joy of work. Our strategy is underpinned by our positive image of humankind, where everyone wants to do their job well, succeed, think and feel, and where individual differences are allowed. Our management culture must support trusting interactions and an atmosphere of creativity. We especially focus on either end of the age spectrum: the young, and the 'Yellow Panthers' (where we provide employment opportunities to those past the retirement age). We conduct success reviews with our employees, focusing heavily on their views and motivation to develop their own roles and activities.

In what comes to personnel development, we invest in induction and customer-specific training which supports the employee, as needed. This is monitored with training

indicators at area, customer, employee and training programme levels. Training and coaching activity is supported on personal level with a competency mapping and 'learning passport'. Everyone at SOL goes through an online induction, and their line manager and tutor supplement that with customer-specific site and practical methods training, as well as constant care for employee well-being. Everyone also takes part in our SOL IN training in their own business district, at the end of their probation period. All training completed is signed off by the participant.

SOL has long experience of supporting the training provision with tutors, especially trained from more experienced staff members, who provide induction; their role has been expanded since 2015 into customer-specific and supplementary training and monitoring. The clerical staff are developed through mentoring and coaching. As an assessment tool, our long-standing quality passport, personal to each employee, records positive customer feedback in the form of smiles and laughs.

We wish to provide opportunities within the group for job rotation and career progress. Internal recruitment and external flow of job-seekers, nowadays reaching us mostly electronically, build the platform for our continued growth. Our target/achievement success reviews focus heavily on each employee's motivation to develop and progress.

We have published the SOL age programme, aimed at promoting everyone's ability to carry on working regardless of their age, by maintaining fitness levels, reducing sickness, and fostering positive collaboration between different age groups. Again, we pay particular attention to the younger colleagues and the 'Yellow Panthers'.

Our age programme also seeks to raise the typical age of retirement. At the moment the average retirement on old age grounds is 57.7 years, and on permanent

inability-to-work grounds 58.5 years. We will not tolerate any age discrimination.

The objectives of the SOL age programme are supported by the SOL Life well-being programme, which we have used for a long time already.

Our 'Onnen reppu' ('Happiness backpack') initiative, developed as part of SOL Life, has been extended. Workshop activity and the engagement of work well-being mentors has been expanded to every business district, with a work well-being representative appointed in each.

7.2 Size of workforce and nature of employment

Our average personnel numbers are calculated at the end of each month, which are averaged for the annual figure. Every member of staff is included, regardless of whether they work on part or full-time basis (in other words, the number is not full-time equivalent, of FTE).

In 2019, the SOL group employed 14,199 people, compared with 13,714 in 2018; an increase of 485. Of this, our Finnish operations accounted for 10,201 staff, versus 3,998 internationally. We provide summer jobs to approximately 1,000 seasonal workers in Finland, and take part in the Responsible Summer Job initiative.

Of the workforce in our Finnish operations (excluding SOL Henkilöstöpalvelut and SOL Logistiikkapalvelut) in 2019, 90% were employed on permanent contracts, slightly down from 93% in 2018. For 86% SOL was the main employer. The number of staff on parental or study leave or in job share arrangements at the end of 2019 was: one person from SOLEMO, 144 people from SOL Palvelut, five from SOL Pesulapalvelut, three from SOL Henkilöstöpalvelut and two from SOL Logistiikkapalvelut; a total of 155.

Our employment contracts are predominantly permanent (ie. not fixed-term), except in SOL Henkilöstöpalvelut and SOL Logistiikkapalvelut, where they are mostly fixed-term.

Our pension provider Ilmarinen began pension payments to 114 retirees on the basis of age (full old age pension and early retirement combined), and to 10 retirees based on partial permanent inability-to-work basis, and another 27 based on full inability.

SOL Life work well-being programme collaborates successfully with our occupational health provider Terveystalo, occupational accidents insurer Pohjola, and our pension provider Ilmarinen.

To support our line managers, we have developed the SOL continuous care model. Sirius programme assists line managers in recognising early signs of inability-to-work risk factors.

Pensions by company, 2019

SOL Henkilöstöpalvelut SOL Logistiikkapalvelut

Old age pension (OAP): 15 people, average age 64.24 years. Partial early pension (PEP): 5 people, average age 61.06 years. Permanent inability-to-work pension (PIP): 2 people, average age 50.8 years

SOL Palvelut

OAP: 77 people, average age 64.29 years. PEP: 16 people, average age 61.6 years PIP: 25 people wholly, 10 people partially, average age 58.1 years

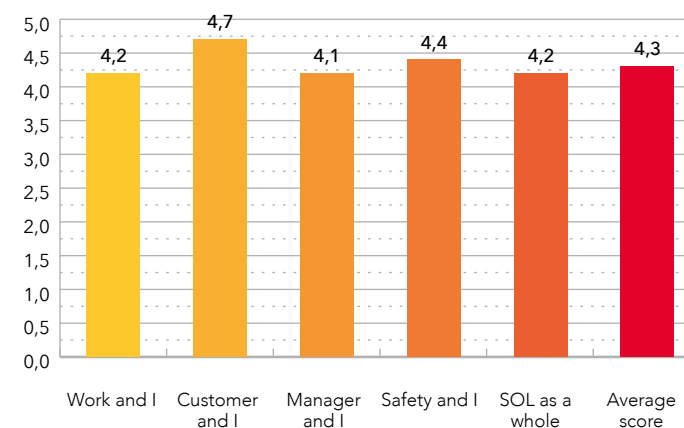
SOL Pesulapalvelut

OAP: 1, average age 68.04 years

Joy barometer, operational staff



Joy barometer, clerical staff



7.3 Age and length of service

The average age of our workforce based in Finland in 2019 was 36 years (2018: 37 years). In Pesulapalvelut the average age was 40, in SOL Palvelut 37, and in SOLEMO 45 years. The SOL Henkilöstöpalvelut average was 33, and SOL Logistiikkapalvelut 29 years. In Consultor Finland the average was 48, and in Iriba 50 years. By age group, our Finnish workforce was split between the under-20s making up 9% of the total, those aged 20-24 18%, 25-29 15%, 30-39 22%, 40-49 15%, 50-60 16%, with the over-60s accounting for the remaining 5%.

7.4 Gender balance

Of the total SOL group workforce, women make up 62%; the figure in Finland being 61%, and internationally 67%. Of the nine SOL Palvelut management team members five are women. Of the four Board Directors of SOLEMO Oy, three are women.

7.5 Maintaining the ability to work

As part of the SOL Life model we continued in 2019 the 'Kuntokuuri' programme started last year. SOL Life Kuntokuuri 2 focuses on weight management and healthy eating habits. This way we wish to engage everyone to take an active role in their own well-being, pay attention to their coping skills and the importance of rest, and to understand the role weight management plays in comprehensive well-being. In our Finnish operations, we spent approximately €219 per person on preventative and curative health care. We monitor sick leave as a percentage of total hours worked. In 2019, this figure was 3.27%, down one percentage point from the previous year. The leading causes of sick leave are musculoskeletal disorders and injuries, infectious diseases and accidents.

The SOL Life continuous care model helps line management intervene in potential work ability issues at an early stage. Preventing avoidable sick leave, minimising

accidents and early inability-to-work retirements are the key objectives of this model.

SOL has been collaborating since 2017 with Professor Marko Kesti from the University of Lapland. The project looks at the importance of good work well-being management as a productivity factor. With the help of an AI-based simulation game, SOL service management can develop their own management skills and processes.

There were 535 workplace accidents, plus another 81 occurring on the way to or from work. These resulted in a total of 3,188 sick leave days across the Finnish operations.

Service management carry out systematic and continuous site and customer-specific risk mapping and implement the necessary measures to address any issues uncovered, usually involving the occupational health representatives. Our occupational health committee operates nationwide and meets five times a year. Every SOL employee bears their share of responsibility for health and safety, with particular focus on preventative measures.

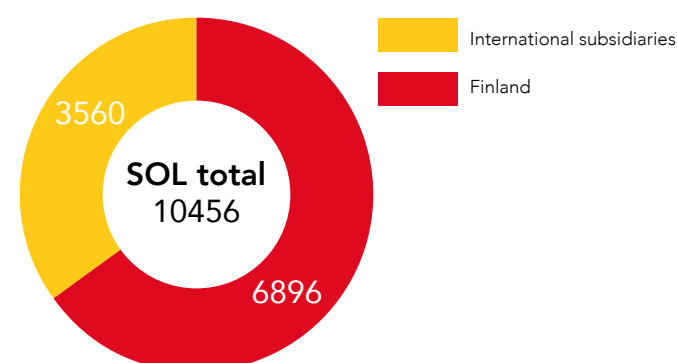
A separate risk list is compiled for each customer site based on the risk mapping exercise, accompanied by a set of health and safety instructions. Each employee is familiarised with, and acknowledges, the risks and instructions.

In the event of an accident, our policy stipulates that this must be immediately reported to the health and safety representative as well as to the relevant business sector manager and managing director, detailing the nature of the incident and what measures are being taken to avoid reoccurrence.

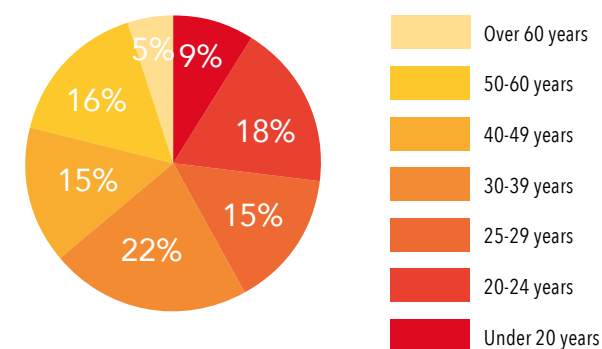
Each accident is investigated and documented to get to its root cause, followed by discussion and necessary preventative measures. Afterwards, the findings and preventative measures are shared at the next area development meeting for the benefit of others, with the minutes of the meeting copied to the occupational health and safety manager, who monitors the lost time injury indicators (TRIF, LTIF) and recommends changes to safety practices and other necessary actions.

The sickness and accident statistics are regularly reviewed at management level.

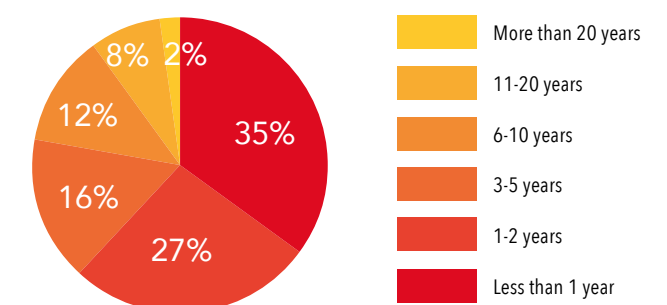
Personnel in permanent employment



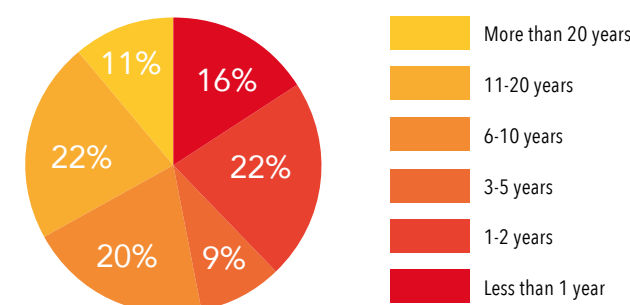
Personnel by age group



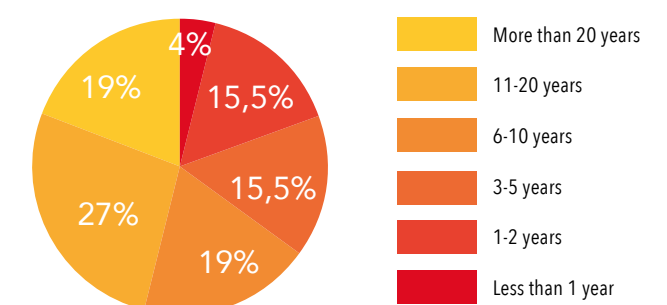
Length of service, SOL Palvelut



Length of service, SOL Pesulapalvelut



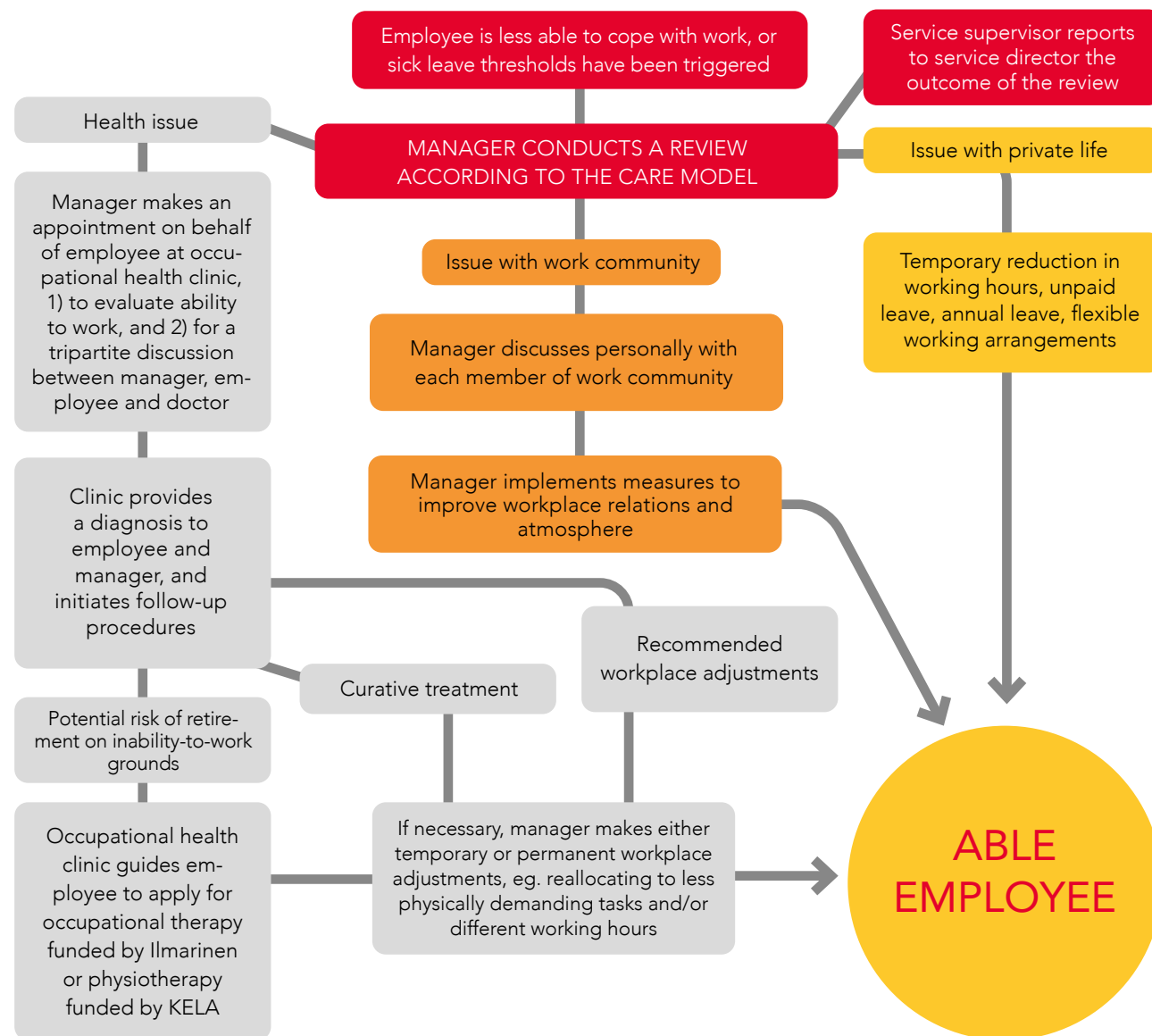
Length of service, SOLEMO



SOL Estonia employed over 2,000 staff in 2019. In a challenging situation, recruitment has been developed further, in close cooperation with eg. the Estonian job centre network.

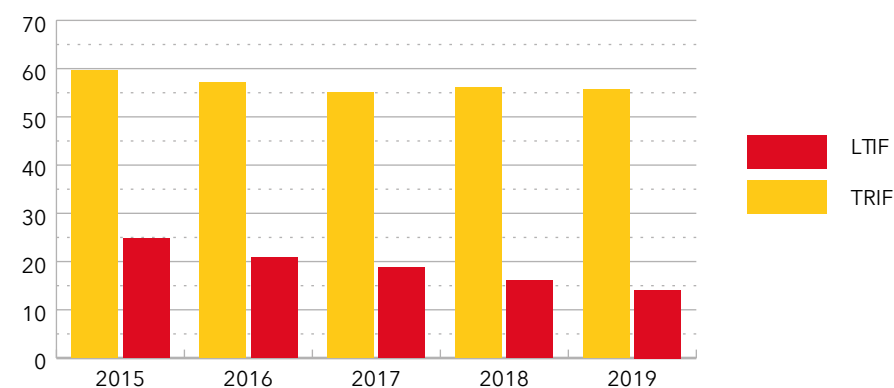


SOL Life continuous care model



Workplace accident frequency rates

Accident frequency per million work hours 2015-2019



7.6 Staff training ensures competency

Long-term, systematic development of the skills base of our workforce is mission critical to us. We aim to carry on investing in job induction as well as rolling out our concept-based model. We will also continue site-specific start-up and development training, increasing the site audits carried out by training facilitators. Our training focus will be on coaching tutors, service instructors and work well-being mentors, as well as developing multi-channel and multi-format online coaching for distance and local training as well as webinar use. Our aim is to reduce the classroom-based training, and utilise online delivery mechanisms more, as part of the overall learning processes. The SOL career development path illustrates how an individual staff member can utilise our training provision to build on their competencies and expand their role. At each level there are several available training programmes. SOL's internal provision forms the core of these, but sector qualifications and external specialist training provision may also be included. Training completion is monitored through indicators at area, customer, employee and training programme levels.

Of our workforce based in Finland, some 30% hold a vocational qualification at basic, advanced or specialist level. Five members of the SOL Palvelut training team and one from SOL Pesulapalvelut are qualified teachers. Various subject matter experts from SOL also participate in the training provision. We also make use of external training providers and experts in our training provision. Training planning is driven by the needs of our customers,

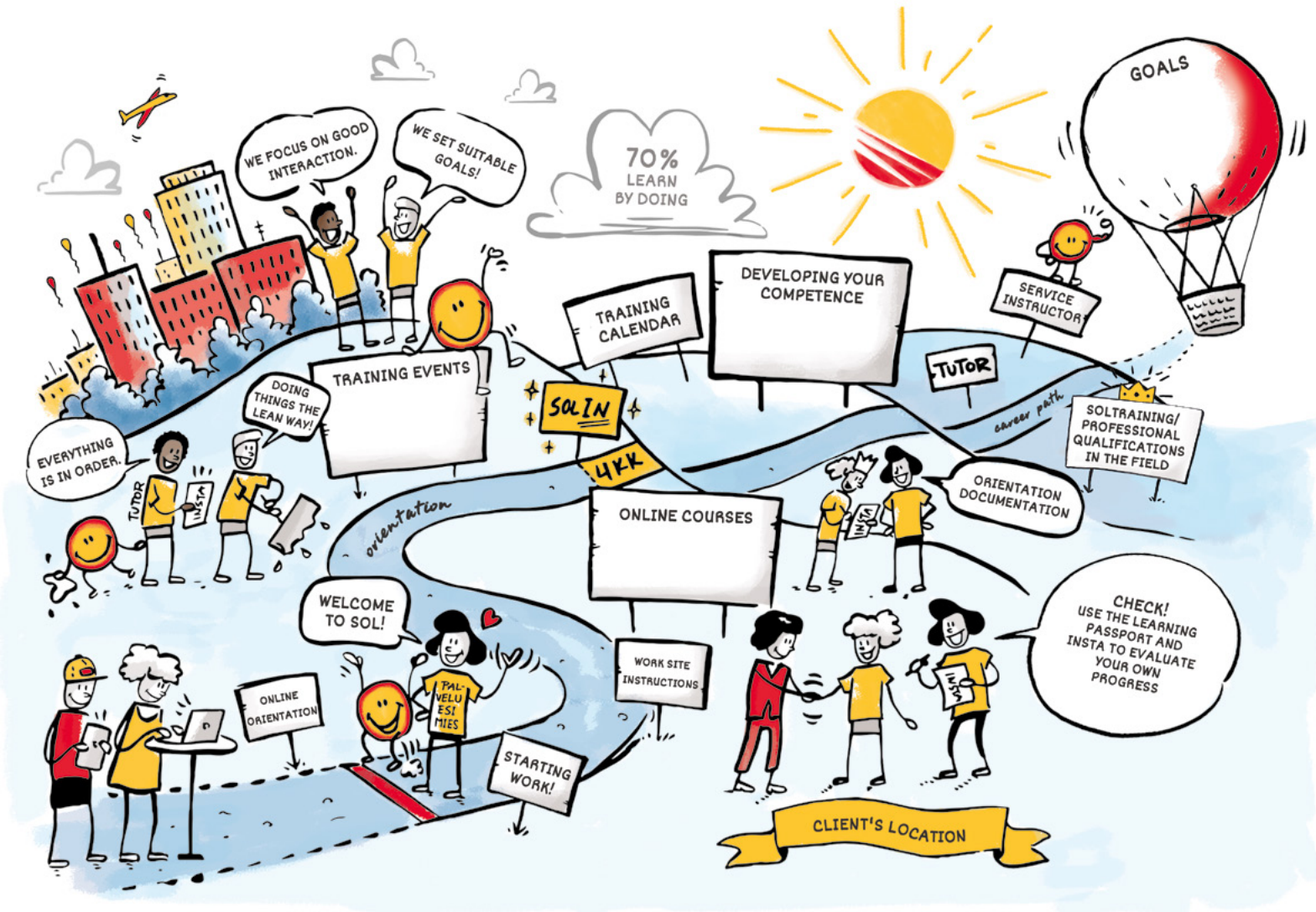
the company and the employees. Each year, the ongoing training plan is translated into an annual training programme, which in turn is broken down by management into more detailed plans for their respective teams. We have used since 2017 a coaching model to deliver individual development inputs. SOL Palvelut employs two qualified and licensed coaches in-house.

In our Finnish operations, on average two training days were delivered for each employee, and a total of 11,000 employees took part in training. Eighty service managers and supervisors undertook development tasks via Business Academy, and this initiative will be continued until 2021, with the aim of raising our management competencies to the next level. Central themes in this are the customer experience, employee experience, communication and coaching and supportive management approach, as well as lean, profitable and object-driven operations. Our annual supervisor coaching was completed by 22 colleagues, in addition to which ten are working towards their BBA (Bachelor of Business Administration) qualification. We also organise annual themed training days and specialist workshops.

7.6.1. Induction

Service providers' induction manuals were overhauled in 2019, both in Finnish and English. During 2020 we will revise our online content for initial inductions.

We continued our concept training model in the areas of hygiene, cleaning technology and environmental knowhow. We also delivered an induction game for SOL Henkilöstöpalvelut and Logistiikkapalvelut.



Rewards, benefits, career planning, work well-being

7.6.2. Online training

The online learning platform for clerical staff was revised in 2018, and in 2019 we added several new online courses covering induction and system changes. The online training of service providers and clerical staff was also increased. We will also deliver customer-specific training content as required. Our aim is to develop further online training and to increase the availability of short webinar content. This way we can provide training for everyone as and when it suits them. Our training covers both skills and knowledge maintenance as well as further development needs, of both specific and more general longer-term nature, as well as modular and multimodal training aimed towards a qualification. The majority of our provision is, however, geared towards everyday workplace learning, where we work together with our educational institution partners.

7.6.3. Qualifications and apprenticeships

Our objective is to enable our employees to work towards and achieve qualifications, as well as to recognise and reward skills and knowledge gained in the course of their

employment as part of each individual's personal development plan. Our diverse workforce constantly challenges us to develop training programmes and collaborations. In addition to classroom-based training we invest in online programmes, and have delivered the following content for service providers, in both Finnish and English:

- Hygiene competency programme
- Food manufacturing sector programme
- Environmental knowhow programme

Working through our apprenticeship programme, 250 colleagues have been pursuing qualifications at different levels in eg.

- Textile maintenance
- Cleaning and property services
- Supervisory, management and administrative skills
- Security and surveillance operations

There are eight qualified apprenticeship master level instructors, able to assess individual staff members'

competencies with reference to their roles as well as to official qualification requirements, and to evaluate learning outcomes and skills demonstrations required to achieve qualifications. The aim is to promote lifelong learning, with SOL personnel training integrated into standard qualification frameworks to facilitate collaboration with, and achievement of qualifications from, apprenticeship officials and learning institutions.

In 2019, 23 new tutors were trained in the SOL group, to support supervisors and managers induct and train both new recruits as well as more experienced service providers. Training plans were prepared at the district level in consultation with service management and training teams. The responsibility for planning and delivering training at district level rests with them, together with the area training teams.

7.6.4. Collaboration with educational institutions

For vocational training and qualifications in the property sector we collaborate with leading educational institutions all around Finland. Our longest-standing collaborations are with Keuda and Live, with whom we have worked together for 16 and 10 years already, respectively. Together with TAKK, we started in spring 2019 a recruitment and training pilot, TEVOS, for unemployed job seekers in the Pirkanmaa region. The aim was to create a new, flexible tripartite model for recruitment, involving an employer, education provider and job centres. The central objectives were to support recruitment, and from the trainee's point of view, relevant application of the training content. We will monitor especially the achievement of the recruitment objective and develop the model further. The way forward after this initial stage may involve apprenticeships with TAKK. As part of the same initiative we also trained career advisors to guide the participating trainees; this training is ongoing. Together with TAKK we also started providing supervisory training to ten trainees in late 2019.

7.6.5. Coaching of SOL Life work well-being mentors

Our 'Onnen reppu' ('Happiness backpack') initiative focuses on the coaching of SOL Life work well-being mentors. The pilot project started in 2016 and was continued last year. Work well-being mentor training emphasises in particular coping skills, younger workers, and ergonomics. Each district has typically two mentors; a total of 21 in SOL Palvelut, and one in SOL Pesulapalvelut. Work well-being coaching is delivered to the various teams through our SOL Life change management skills game. SOL has two certified SOL Life game facilitators, with a third qualifying in early 2020.

Work well-being mentoring aims to:

- Support and promote the joy of work, as created and experienced by employees
- Promote engagement with and commitment to SOL as an organisation as well as the SOL Life development initiative

- Strengthen the concrete and genuine communication and links between management and staff
- Support management and supervisors in improving work well-being and messaging
- Together with districts and management, organise events and initiatives
- Manage the joy barometer
- Carry out quality and training roadshows, to help employees improve their work performance
- To act as a role model for others

7.6.6. The SOL Path

The SOL Path is a joint development initiative between SOL and Live, forming part of the implementation of the ongoing vocational education reforms. The objective is to transition learning into actual workplace environment. As part of SOL Path, the students from Live complete cleaning and property service learning modules, exams and qualifications at numerous SOL sites. The students carry out a wide range of cleaning tasks in live customer settings in line with the new qualification requirements, under the supervision of a SOL workplace guide and further supported by their own lecturers and tutors. The roles and responsibilities of SOL Path are clear: Live provides the training and induction, as well as meals and insurance; SOL meanwhile makes available an authentic learning environment, professional equipment and machinery, as well as the support of an on-site workplace guide. The SOL Path aims to train and prepare for a job, and to provide an opportunity for employment. The student's employment prospects at the completion of the SOL Path are much improved.

Eighteen new students started in the SOL Path which began in January. This included a two-week induction phase, after which the participants relocated to customer sites. We are investigating with Live the possibility of extending the programme into other sectors as well.

7.6.7. TEPPPO initiative

There were five TEPPPO participants at SOL, undergoing work placements at customer sites and in SOL City. We wish to continue working closely together with secondary schools going forward, and to play our part in creating appropriate career paths for young people. TEPPPO is a work placement training initiative in Vantaa secondary schools, where it is now well-established. Pupils have the opportunity to take part in work placements for up to seven weeks of a school year. In practice, the pupils usually undergo one or two-week placements at a time, for a total of five to seven weeks, while continuing to study their normal school curriculum with the rest of their class. The initiative seeks to prepare young people for the world of work, clarify their own life and career paths, and to fulfil their dreams.



TEPPO – one way to do your work placement.



WE PRIDE OURSELVES ON PROVIDING INDUCTION FOR EVERY SINGLE NEW RECRUIT

7.7 Unionisation

In Finland, our cleaning, property and facility services employment contracts at the operative level are governed by the collective bargaining arrangements between the Real Estate Employers (Kiinteistötyönantajat, or KITA) organisation and Service Union United (PAM). At the clerical level, the organisations are KITA and Trade Union Pro. The security services, laundry and dry cleaning at operative and clerical levels each have their sector arrangements which cover most contracts. SOL Henkilöstöpalvelut Oy is a member of Service Sector Employers Palta, and SOL Logistiikkapalvelut Oy of Finnmedia (Medialiitto).

Two meetings are held annually between the union representatives and SOL management, to review financial matters, personnel plans and reports, and business plan and focus areas for the coming year.

The SOL workforce has, in all the countries we operate in, unrestricted right to unionise. Outside of Finland there is no comparable collective bargaining arrangements in place, therefore employment is governed by local legislation and SOL policies.

SOL Palvelut is a member of KITA, SOL Pesulapalvelut of Yleinen Teollisuusliitto, and SOL Henkilöstöpalvelut of PALTA.

7.8 SOL is multicultural

SOL is a multicultural workplace and community, offering equal opportunities for everyone. Over 32% of SOL Palvelut employees are of non-Finnish origin.

We work to promote equality among all employees, and to prevent and forbid discrimination in all its forms, whether based on age, origin, nationality, language, religion, beliefs, opinions, political activity, unionisation, marital or family status, health, disability, sexual orientation or any other personal matter or feature.

In 2007, a multicultural development group was set up at SOL. It aims to promote the integration into SOL culture those arriving from different cultures and circumstances, and to foster an awareness and appreciation of diversity. The group has for example compiled an annual world calendar, displaying the holidays and festivals of different religions each year. The group has also co-produced together with PAM (Palvelualan työnantajat) a video aimed at new recruits, to help familiarise them with a range of important issues — the cast of the video are SOL employees, naturally. The video is a more modern and engaging medium for communicating important information to the viewer, and the visual content helps to build an image of the employer, colleagues, the workplace and common rules and conventions.

The work placement initiative TEPPO is available in Vantaa secondary schools, and it is here to stay! Pupils have an opportunity to spend up to seven weeks in an academic year on placement in real, live work setting. SOL is also enthusiastically involved in building suitable career paths for youngsters.

— TEPPO is all about preparing secondary school pupils to make independent choices, when they decide what sort of further education they wish to pursue after year nine. TEPPO can be helpful for every pupil, whether their plan is to continue to upper secondary school ('lukio') or vocational further education, or if they are a relatively recent immigrant needing to find out more about the available options, explains TEPPO guidance counsellor **Mari Nilsen** of Lehtikuusi school.

In practice, the pupils usually undergo one or two-week placements at a time, for a total of five to seven weeks, while continuing to study their normal school curriculum with the rest of their class. They are assisted by a specialist TEPPO counsellor, who helps the pupils prepare for their forthcoming work placements and to consider opportunities matching their own interests.

The initiative seeks to prepare young people for the world of work, clarify their own life and career paths, and to fulfil their dreams. TEPPO can also be useful for youngsters experiencing the typical ups and downs of adolescence.

SOL service supervisor **Katja Tuominen** has been pleased to welcome TEPPO participants for placements at the

Flamingo entertainment centre in Vantaa, while others have been allocated to SOL City.

— We have had very positive experiences with TEPPO participants. Last autumn we had five pupils on a placement, and we will be happy to place more also this year.

The participants based at Flamingo have, under Tuominen's guidance, gained new insights into the world of work, and a realistic impression of what everyday work at SOL is like.

— It has been enormously rewarding also for myself to witness the enthusiasm of young people, as we have reviewed their success stories. And even the slightly less positive experiences can become learning opportunities, when they are discussed together. I believe all the TEPPO participants placed with us have managed to clarify their plans as a result, whether they have concluded that this is a career path they wish to pursue or not.

SOL also wishes to continue working closely together with secondary schools going forward, and to play our part in creating appropriate career paths for young people.

— We want to provide the participants with varied tasks, to listen to them and to take into account their views in the everyday work. We also want to hear from them new ideas and thoughts on how we could make it easier for young people to prepare for future employment. We wholeheartedly recommend work placements at SOL, which could in turn also lead to a possible summer job. It is always easier to open doors when you have already earned your credentials, suggests Tuominen.