



# Towards a more responsible tomorrow



Sustainability report 2024

# We aim to lead the way in responsibility work

As a Finnish family business that operates on the international market, we want to ensure the well-being of the environment, our employees and customers – and we do so with respect for good governance.

We have traditionally been among the 15 largest employers in Finland, and our regional significance may be even higher. This means that we have a real opportunity to influence the surrounding society and its attitudes through our actions. That is why we want to make the right and responsible choices to promote the common good.

SOL has reported on its responsibility separately since 2010. Responsibility has been part of our business for a long time, but it will now accelerate further following the new responsibility and sustainability requirements. This responsibility report reviews SOL's most important responsibility themes

and describes the responsibility work carried out during 2024. The report includes all SOL Group companies to the extent that the information has been available.

The report has been prepared in accordance with the principles of the EU's Corporate Sustainability Reporting Directive (CSRD), where applicable, and it is the first step towards actual ESRS-aligned (European Sustainability Reporting Standards) reporting. The first report aligned fully with the standards will be published for 2027 as part of the financial statements in spring 2028.

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# Key figures 2024

Operations in **6** countries  
Finland, Sweden, Denmark, Estonia, Latvia, Lithuania

Consolidated turnover

EUR **375.8** mill.

Turnover in Finland was **EUR 300.3 million** and in other countries **EUR 77.6 million** (internal trade has not been eliminated)

The Group's tax handprint

EUR **164.8** mill.

SOL Finland tax handprint

EUR **126.4** mill.

Employees in the SOL Group  
31. Dec 2024

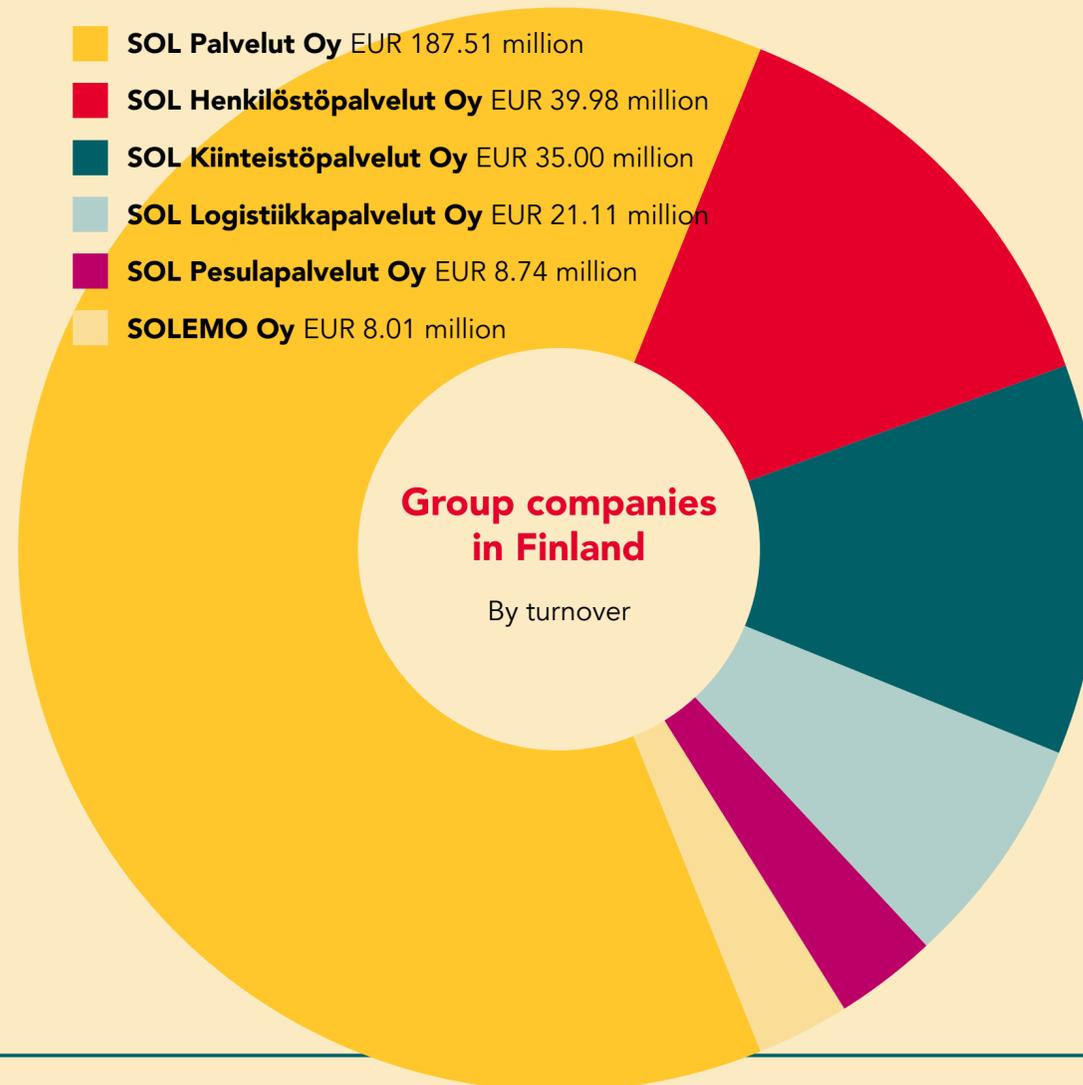
**13,419**

**72%** permanent

Employees in Finland

**9,700**

More than **1/3** of those working in Finland are under 30 years of age



The Group's total carbon footprint

**18,685** tCO<sub>2</sub>e

The Group's carbon footprint per turnover

**49.7** tCO<sub>2</sub>e/milj.€

The Group's carbon footprint per employee

**1.5** tCO<sub>2</sub>e/hlö

SOL Finland's carbon footprint

**17,170** tCO<sub>2</sub>e

We significantly expanded the coverage of our emissions accounting in order to meet the requirements of the ESRS standards outlined in the EU Corporate Sustainability Reporting Directive. Therefore, the results are not comparable to the previous year.

**Our goal is to draw up a climate roadmap to reduce emissions during 2026.**

### We developed our business with responsibility first

In 2024, we invested extensively in sustainability work from the perspective of both business development and reporting. We consider responsibility to be an essential part of the development of our business, so in addition to developing our reporting, we have also strongly promoted our impact work in the Finnish business operations. The purpose of the work has been to clarify the benefits of our business to our customers and the environment, particularly from a sustainability perspective. We understand that many of SOL's operating methods promote not only SOL's own responsibility but also a more sustainable future and society at large. The impact of our business can be described as our handprint:



**Well-being handprint**



**Competence handprint**



**Meaningfulness handprint**



**Environmental handprint**

### Good work is rewarded

In 2024, SOL Palvelut distributed approximately EUR 700,000 to its personnel (nearly 6 000 employees in total) as a non-recurring incentive bonus for good work.

Incentive pay for employees totals

**EUR 700,000**

### Finland's largest textile recycling pilot

SOL and Vilikkala, a provider of textile and circular economy services, carried out Finland's largest textile recycling pilot project, in which 3,500 kilogrammes of discarded work clothes and washing bags were turned into 20,000 felt products, such as seat covers. The project was implemented in Finland in cooperation with Rester, Kolmituote and Ykkösmuovi.



### Strong development of competence

The development of competence of our personnel is based on customer needs – now and in the future. Each year, we determine the needs for the development of competence of our personnel at both company and regional level. The identified targets for development lay down the annual training plan and training calendar that is used by supervisors to prepare a competence plan for their own personnel as part of the action plan. In 2024, SOL Finland's personnel accumulated 5.3 hours of training per person.

### We started developing a service-specific carbon footprint calculation tool

In 2024, we began to investigate the carbon footprint of our services in order to develop our operations to become even lower-emission and also help our customers to achieve their climate goals. We started developing a service-specific carbon footprint calculation tool together with SOL Palvelut, and the work will continue in 2025 in all of our businesses, including our international companies in the Baltic countries, Sweden and Denmark.



### We developed our emissions accounting to meet the EU's sustainability reporting requirements

We want to closely monitor the emissions from our business. Therefore, we carried out the carbon footprint calculation for 2024 in accordance with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD) using the GHG Protocol standards. The calculation was extended to cover all emission sources relevant to the operations of SOL's Finnish companies (Scope 1–3), including all subsidiaries, and all international companies with regard to direct emissions and indirect emissions of purchased energy (Scope 1–2).



### Towards sustainability reporting

Our goal is to advance in our sustainability reporting towards reporting in accordance with the European Sustainability Reporting Standards (ESRS) within the timescale set out in the EU's Corporate Sustainability Reporting Directive (CSRD). In 2024, we carried out a double materiality assessment in accordance with the ESRS standards in our Finnish business operations, assessing sustainability perspectives through their probability and impact. Through this work, we identified SOL's material sustainability aspects, for which we defined company-specific targets. The aim is for the international companies to also draw up more detailed targets for responsibility and impact work during 2025.

### Employment opportunities for Y-Foundation residents

SOL Henkilöstöpalvelut Oy and SOL Logistiikkapalvelut Oy signed a cooperation agreement with the Y-Foundation on the creation of a job search channel for Y-Foundation residents. The aim of the cooperation is to provide the Foundation's residents with low-threshold employment opportunities and customer companies with opportunities to obtain the skills and work input required for the task.

## On a sustainable path as a family-owned company

The year 2024 was significant for SOL in many ways. We continued our determined work to develop a responsible and profitable business, and our long-term work is beginning to bear fruit. The performance of the Group's businesses has developed positively across the board, and the measures taken in Sweden in particular have turned the challenging situation into a clear success. The acquisition completed at the end of the year was a significant step in our international growth.



*The family-owned company is headed by siblings Juhapekka Joronen and Peppi Kaira.*

In 2024, we made determined progress in our sustainability work. We introduced a new tool for sustainability reporting and built a strong foundation for future work through our impact work. We committed our personnel to the planning and implementation of sustainability programmes – a separate programme was prepared for each business to guide operations in the long term.

We also increasingly invested in a safe, equal and encouraging working environment. The well-being and safety of our employees is our priority: it is important to us that everyone returns home safely at the end of the day. We systematically monitor occupational safety, and our development work has produced clear results. This would not have been possible without the active contribution of the personnel – a big thank you to everyone involved!



### **A future based on values**

As a family-owned company, it is important to us that we build a future that reflects our values. We are committed to responsible operations and expect the same from our partners. As a service company, our people are our most important resource, which is why social responsibility is our top priority. The focus is on a positive, encouraging and diverse company culture where employees feel good and have the opportunity to develop professionally.

In 2024, the employment situation caused challenges. There are many jobseekers and not enough jobs for everyone. This challenges us to find new ways to offer job opportunities and strengthen the attractiveness of the industry in the future.

The global situation and geopolitical uncertainty also

*“We are developing our services to be increasingly sustainable and we want to support our customers’ sustainability work further.”*

*“In terms of sustainability, we have taken major leaps forward in 2024 and put the foundations in order.”*

characterised last year. Although our influence is limited, it is important for us to act responsibly and adapt our business to the changing world. We are developing our services to be increasingly sustainable and we want to support our customers’ sustainability work further.

In 2025, we will focus on strengthening our strategic responsibility work. The importance of communication and training is growing to ensure that all of our employees are committed to common goals. We are intensifying our cooperation with our customers and taking a new step by establishing the position of Director, Communications and Sustainability in Finland.

We are hopeful about the future, but realistic. We closely monitor the development of corporate responsibility regulations; however, for us, responsibility is not only a legal obligation – it is a value-based way of working. As a Finnish family-owned company, we take responsibility for present and future generations. Long-term value-based work is the foundation of our success.

# Our vision is to be a superior partner to our customers and to provide positive experiences

We work hard to maintain and develop our customer relationships by using state-of-the-art technology and innovating. Taking care of the customer's needs, sustainable development and offering job opportunities to different people will continue to be our mission.



## SOL in brief

SOL is a Finnish family-owned company operating internationally that offers services to various business sectors. We provide cleaning, facility, general property maintenance, building and security services in Finland. We also provide temporary staffing and logistics outsourcing and laundry services. Our customer service centre combines alarm and remote management services into a single service that supports our customers' operations efficiently and reliably.

Internationally, we operate in Sweden, Denmark and the Baltic countries (Estonia, Latvia, Lithuania), where we provide cleaning, facility, general property maintenance and building services.

Group-wide, we employ more than 13,000 people, and we take responsibility for their working environment and job satisfaction. We develop the expertise of our personnel systematically in order to ensure the best expertise in the field. By offering job opportunities to diverse people, we promote the building of a diverse work community.

Our management philosophy is based on a sunny and positive image of humankind. We believe that everybody wants to succeed in their work. We want to support this by offering training opportunities and career paths.

## The SOL Group consists of:

### ► Finland:

- Parent company SOLEMO Oy
- Business areas of SOL Palvelut Oy: cleaning and facility services
- SOL Kiinteistöpalvelut Oy's business areas: property services, building services and security services
- SOL Pesulapalvelut Oy's business areas: laundry (and drycleaning) services
- SOL Henkilöstöpalvelut Oy's and SOL Logistiikkapalvelut Oy's business areas: temporary staffing, recruitment and outsourcing services

► **Denmark:** TekniClean A/S' business areas: cleaning and consulting services

► **Baltic countries** (Estonia, Latvia, Lithuania): SOL Baltics OÜ's business areas: cleaning, property and building services

► **Sweden:** SOL Facility Services AB's, SOL Facility Services Stockholm AB's and Asteri Facility Solutions AB's business areas: cleaning, industrial, property and facility services

We are developing our company's operations to become increasingly sustainable in all areas. We are making increasingly systematic and determined investments in environmental responsibility and good governance alongside social responsibility.



# The megatrends driving our solar system

The total dependency ratio is deteriorating and problems with the matching of labour supply and demand are increasing. SOL plays a significant role in this social change trend of integrating persons with foreign backgrounds into Finnish society.

Continuous development of competence is emphasised as technology changes ways of working.

**Our intangible assets:** SOL culture, long-term customer relationships, career paths, development of competence, cooperation with educational institutions, locality and brand



**Our most important resources:**

- Skilled and motivated employees
- Tolerance
- Flat organisation
- Family company values

**Other resources:**

- Equity, tools and equipment

Everyday creativity

Sunny and satisfied customer

The joy of working

Corporate responsibility is expanding throughout the supply chain, which means that SOL must also meet the requirements for increasingly sustainable operations throughout the value chain.

**SOL's value generating processes:**

- Fair, equal and inclusive management model
- Acting as a cultural interpreter
- Working life trainer
- Cooperation
- Inclusive customer cooperation model

Reliability

Enterprising spirit

**Impact on personnel and society:**

- Participation in Finnish society
- Integration into Finnish society
- Working life skills
- Competence
- Confidence in the future

With the rise of pandemics and epidemics, the importance of cleanliness and safety increases.

**Effects on the customer:**

- Safety, i.e. health and hygiene
- Reliability
- Development
- Locality
- Flexibility
- Participation in integration and the prevention of exclusion



# We work closely with stakeholders

We have identified six key stakeholders and their expectations for our operations.

Our key stakeholders are customers and employees. We mainly serve corporate customers, but consumers are also an important customer group in laundry operations.

We consider all stakeholders to be our partners with whom we want to work and develop operations together. We believe that by engaging our stakeholders, we can develop increasingly sustainable and close-knit services. For this reason, SOL's management meets regularly with customers, employee representatives and suppliers. In 2023, we carried out an extensive stakeholder survey to determine the most important expectations of our stakeholders regarding our responsibility work. Our key stakeholders and their expectations are summarised in the figure below.



## Employees

The employees' perception of SOL's responsibility is very high. Employees consider the responsibility aspects relating to the personnel to be important.

Employees are particularly satisfied with listening to the staff, promoting well-being and many other employee perspectives. On the other hand, there is some room for improvement when it comes to listening to customers and supporting our partners' responsibility work.

## Partners

Partners have a high perception of SOL's responsibility. Our partners consider it important to ensure safe working conditions and environments and to promote the well-being of our employees. The partners evaluated SOL's success in ensuring the equal treatment of employees and good working conditions in the supply chain. Partners are generally more critical of the success of sustainability work than other stakeholders. According to the partners, there is a lot of room for improvement in terms of mitigating climate change in particular.

## Business customers

Business customers have a high perception of SOL's responsibility. Business customers consider it important to promote employee well-being and actions to prevent air, water and soil pollution.

Business customers are the most satisfied with the equal treatment of SOL's employees and ensuring safe working conditions and environment. Business customers see room for improvement in biodiversity and water aspects, in promoting employee well-being and in sustainability aspects relating to business partners.

## Trade union representatives

Trade union representatives have a very high perception of SOL's responsibility. They attach great importance to environmental aspects. Actions to mitigate climate change, treat employees equally and ensure safe working conditions and environments are also considered to be important.

According to trade union representatives, SOL has been successful in terms of employee perspectives, safe working conditions and integration of employees with foreign backgrounds. Room for improvement is seen in measures to mitigate climate change and in supporting our customers' work with responsibility.

## Consumer customers

Consumers' perception of SOL's responsibility is very high. Measures to prevent air, water and soil pollution and to mitigate climate change are important to consumers.

Consumer customers are satisfied with listening to customers, promoting circularity, mitigating climate change, occupational safety and environmental protection. Consumers see room for improvement in the areas of partner and customer responsibility, ensuring good working conditions in the supply chain, promoting employee well-being and taking biodiversity into account.

## Authorities

The authorities' perception of SOL's responsibility is high. Taking measures to ensure safe working conditions and environments and to promote circularity are considered to be important.

According to the authorities, SOL has been particularly successful in promoting employee training and ethical business practices. There is room for improvement in ensuring and supporting our partners' responsibility and working conditions in the supply chain.

# Through our activities, we meet the UN Sustainable Development Goals



The UN's Sustainable Development Goals (SDGs), which provide a common, internationally accepted framework for defining, measuring and developing companies' responsibility work, are a key starting point for responsibility work. The global targets set in 2015 guide the development towards an environmentally sustainable, socially just and economically balanced future by 2030.

At SOL, we are committed to the UN Sustainable Development Goals and have identified six of them as the most essential for our operations:



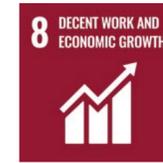
**SDG 4:** We ensure inclusive and equitable quality education and high-quality learning opportunities. We provide continuous and systematic training for our staff. Each year, we substantially increase the number of young people and adults who have relevant skills for employment, decent jobs and entrepreneurship (target 4.4).



**SDG 5:** We promote gender equality in our business. We guarantee women full and effective participation and equal leadership opportunities at all levels of decision-making (target 5.5).



**SDG 7:** We are committed to the procurement of renewable energy. Our goal is for 100% of the energy in our properties to be renewable.



**SDG 8:** We promote sustainable economic growth, full and productive employment and decent jobs. We employ more than 13,000 people in Finland, the Baltic countries, Sweden and Denmark, in addition to which we significantly reduce the number of young people who do not work or study (target 8.6). We are a significant employer of people with immigrant backgrounds. We guarantee a safe working environment for all employees.



**SDG 10:** We work to reduce inequality and ensure equal opportunities (target 10.3), while also promoting equality and social inclusion (target 10.2). We support this by, among other things, helping to integrate the families of our employees, enabling them to fully participate in Finnish society and our workplace community.



**SDG 12:** We ensure sustainable consumption and production methods. We continuously work to promote resource wisdom and the circular economy and to reduce the generation of waste (target 12.5).



**SDG 13:** We take action to combat climate change and its impacts. We continuously develop our in-house operations and services to reduce our own and our customers' emissions.

## Double materiality analysis

In 2024, we began preparing for the obligation under the EU's Corporate Sustainability Reporting Directive (CSRD) to align reporting with the European Sustainability Reporting Standards (ESRS). In accordance with the standards, the starting point for responsibility work is the identification of material themes through a double materiality analysis.

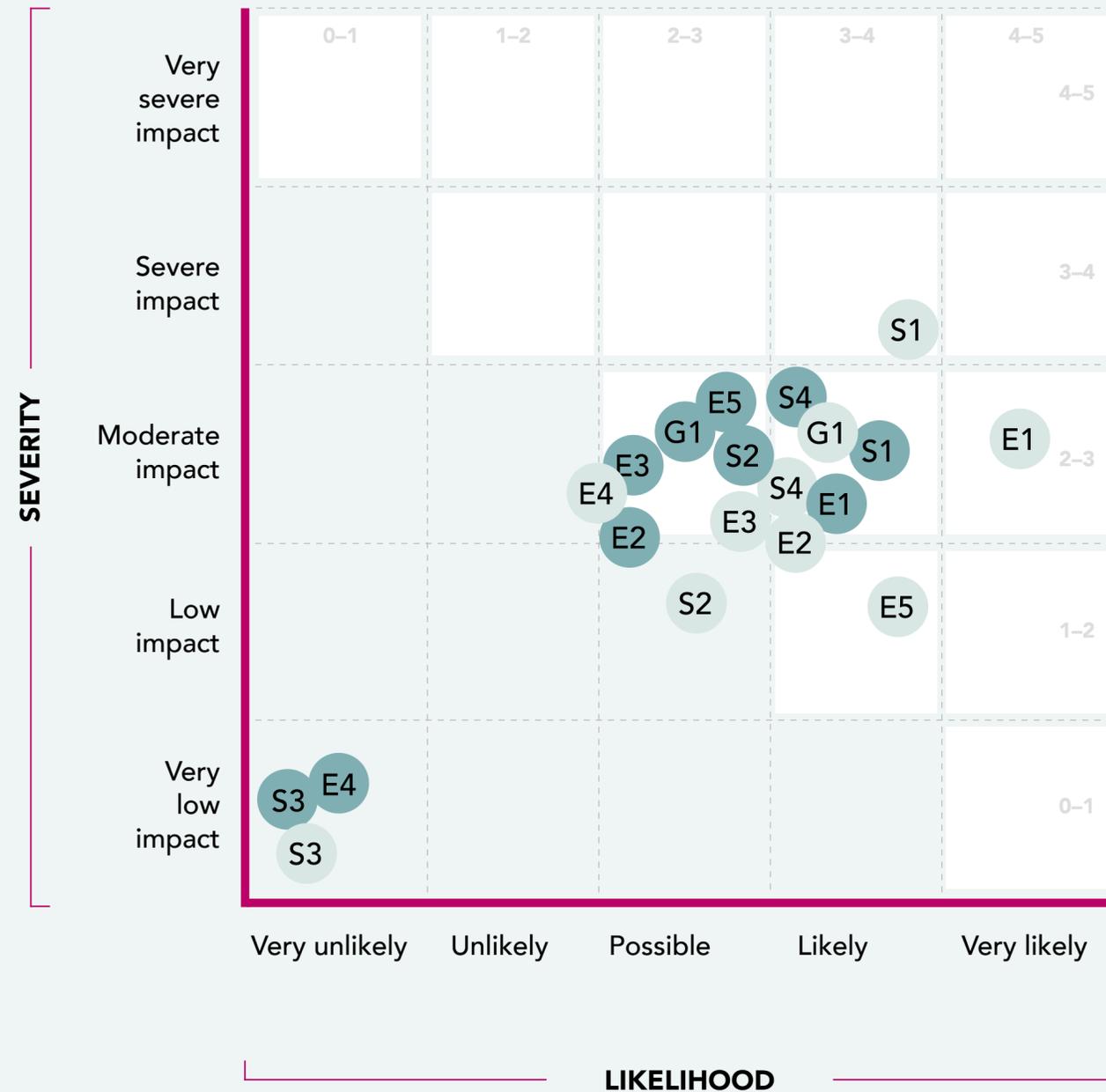
*We prepared for the EU's sustainability reporting requirements by identifying the most material sustainability topics through a double materiality analysis.*



During the assessment, we investigated how megatrends and the UN's Sustainable Development Goals affect our operations and asked our stakeholders what sustainability perspectives they consider to be important. We analysed our own resources, our value chain and the impacts of operations on people, the environment and the economy in accordance with the ESRS standards. We assessed the severity, probability and financial significance of the sustainability perspectives and compared the results with an external risk evaluation. Finally, we defined the most material factors and business risks related to our responsibility work, which we monitor and update as part of our reporting. In addition, company-specific objectives were defined for the identified material aspects.

The double materiality analysis was carried out on a company-by-company basis in order to take into account the differences between the businesses as well as possible. The SOL Group's Finnish subsidiaries participated in the analysis, and the final assessment was carried out by the parent company SOLEMO Oy. The aim is for the international companies to use the work done in their own assessments during 2025. The results of the analysis are presented in the following graph, which is compiled by ESRS topic. Climate change, the use of resources and the circular economy, the company's own workforce, consumers and end-users as well as business operations emerged as material themes.

On the next page...



### Summary of SOL Group’s double materiality analysis:

Different sustainability perspectives were assessed in the materiality analysis as follows:

- Sustainability impacts (I = Impact)
- Financial risks and opportunities (R = risk, O = opportunity)

The letter and number abbreviations describe the topic of the assessed sustainability perspective as follows:

THEME	STANDARD	TOPIC	MATERIALITY
Environment	E1	Climate change	x
	E2	Pollution	
	E3	Water and marine resources	
	E4	Biodiversity and ecosystems	
	E5	Resource use and circular economy	x
Social	S1	Own workforce	x
	S2	Workers in the value chain	
	S3	Affected communities	
	S4	Consumers and end-users	x
Governance	G1	Business conduct	x

# Our material sustainability themes

Based on the double materiality analysis, we defined the material themes on which we will focus in our sustainability work now and in the coming years. The themes are strongly linked to the development of our business. During 2024, we invested extensively in impact work, the purpose of which was to clarify the benefits our business brings to our customers, the environment and society, particularly from a sustainability perspective. We can call this impact of our work our handprint.



## Environmental responsibility

We want to participate in the work to mitigate climate change and also to help our customers to reduce their environmental impacts. Monitoring and reducing our own emissions, resource wisdom and promoting the circular economy as well as developing services in an increasingly environmentally sustainable direction are a significant part of our sustainability work.



### Environmental handprint

- Low-emission service options
- Extending the lifespan of textiles
- Reduced use of plastic and metal



## Social responsibility

Competent and motivated people are our most important resource. A positive and encouraging corporate culture, diverse and equal personnel, healthy and safe working conditions and opportunities for training play a key role. We want to ensure high customer satisfaction and develop our services in an increasingly impactful direction so that we can ensure the safety and healthiness of our customers' properties, premises and textiles and the success of our personnel.



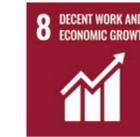
### Well-being handprint

- Health and safety benefits of services
  - Cleaning, maintenance, and security services for facilities
  - Textile cleaning
- Employee well-being in client companies



### Competence handprint

- Supporting customer success
- Opportunity to employ and train
- Employees' vocational qualifications
- The value of training



## Governance responsibility

Our business is based on responsible governance, with the most important factors being the values of a family-owned company and a lean organisation. Fair and ethically growing business is the starting point for our operations. It allows us to increase appreciation and professional pride in the industry and change attitudes. From the financial perspective, we also play a socially significant role as an employer and taxpayer.

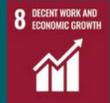


### Meaningfulness handprint

- Employee professional pride
- Appreciation of business sectors
- The significance of textile care and consumption attitudes
- Tax handprint and pension contributions

The goals and progress of our sustainability work

We monitor the implementation of our sustainability efforts annually through concrete goals and indicators. This report tracks the success of our 2024 sustainability work in accordance with the previous sustainability program.

Theme and perspective	Goal	Status in 2024	Comparison to 2023
<b>Environmental</b> • Climate change • Resource use and circular economy 	• We monitor our energy consumption and carbon footprint. Energy consumption and carbon footprint will reduce each year.	• The Group's energy consumption was 4,856 MWh and the total carbon footprint was 18,685 tCO <sub>2</sub> e. We expanded the scope of our energy consumption and carbon footprint assessment and calculations to align with the EU's sustainability reporting requirements under the ESRS standards. Therefore, the figures are not comparable with those from 2023.	● Not comparable to the year 2023
	• Each year, SOL Palvelut conducts a large number of environmental and sustainability reviews and at least 350 audits.	• SOL Palvelut conducted a total of 331 customer site audits, which is nearly 20% more than the previous year. The number of environmental responsibility audits totaled 1,848, representing a 45% increase from the previous year.	● ↑
	• We monitor and reduce the use of plastic in our procurement and reduce it annually. In SOL Pesulapalvelut, we will also reduce the use of metal hangers in addition to plastic, both by 10%.	• Plastic waste amounted to approximately 311 tonnes in 2024. We reduced the number of disposable gloves by about 48% and plastic bag rolls by about 17% compared to the previous year. Plastic use in SOL Pesulapalvelut decreased by 9% compared to 2023, but the use of metal hangers increased by 1%.	● ↑↓
<b>Social</b> • Own workforce • Consumers and end users 	• We monitor competence development extensively and our training index is 70.	• We monitored skills development by region, customer, employee, and training event. The training index for SOL Palvelut was 42%. For SOL Pesulapalvelut, SOL Kiinteistöpalvelut, and SOL Henkilöstö- ja Logistiikkapalvelut, the training index was implemented during 2024.	● Data was not reported in 2023
	• The overall score in the Ilopuntari employee joy barometer is above 4 on a scale of 1 to 5.	• Overall satisfaction according to the "Ilopuntari" (Work life satisfaction Barometer) in Finland was very good, with a score of 4.3.	● →
	• Our sickness absence rate is below 2.5 and the injury rate is declining compared to the previous year.	• Our sick leave rate was 3.6% (SOL Finland), and the accident frequency decreased by 7% from the previous year.	● ↑
	• We employ Finnish and foreign employees of various ages. We offer Smartum exercise and massage benefits for permanent employees.	• We employed over 13,400 people in Finland and abroad, of whom 72% worked in Finland. In Finland, about 31% of the staff were under 30 years old and about 27% over 50. We are a significant employer, especially for young people and those with an immigrant background. The Smartum benefit was again offered three times a year.	● →
	• Emissions from employees' commuting and work travel are reduced by 5% annually.	• Emissions from employee business travel amounted to approximately 5,474 tCO <sub>2</sub> e. These emissions are not comparable to the previous year due to significantly improved calculation coverage.	○ Not comparable to the year 2023
	• We carry out all budgeted quality assurance visits annually according to the customer action plans.	• We conducted 59,905 quality assurance visits, which is about 28,204 visits (+189%) more than budgeted. (SOL Palvelut)	● ↑
	• The NPS figure for customers' willingness to recommend us is at least 75 for SOL Palvelut.	• Customer Net Promoter Scores (NPS) were: SOL Palvelut: 83.0, SOL Henkilöstöpalvelut: 70.8, SOL Logistiikkapalvelut: 83.3	● →
<b>Governance</b> • Business conduct 	• Our turnover and operating result are growing strongly when compared to the previous year.	• The total revenue of the SOL Group was EUR 375.8 million in 2024, of which the non-eliminated share from Finland was EUR 300.3 million (2023: 306.0). Operating profit for Finland was EUR 13.8 million (2023: 9.3).	● ↑
	• Our equity ratio is at least 35% and the quick ratio is 1.5.	• Our equity ratio slightly increased from the previous year to 52.9% (2023: 51.2%). The quick ratio, which reflects liquidity, was 1.5 (2023: 1.5).	● ↑
	• Every year we publish a responsibility report and at least one employee magazine in two languages.	• We published a report for 2024 in accordance with the EU sustainability reporting principles, where applicable. In addition, we published one issue of the Solisti staff magazine. Both publications were released in Finnish and English.	● ↑
	• We are increasing the use of feedback surveys to improve our operations.	• Feedback practices and volumes were significantly improved during 2024. The feedback received has been addressed and used as a basis for systematically developing training.	● ↑

The responsibility programme was updated on the basis of the double materiality analysis and impact work in 2024, in addition to which company-specific targets were set for the work in Finland. The achievement of the updated responsibility programme and the targets set out in it were monitored from the beginning of 2025. Therefore, the goals and progress of the work in accordance with the new programme will only be monitored in the 2025 responsibility report from spring 2026. The aim is for the international companies to also draw up more detailed targets for responsibility and impact work during 2025.

● = achieved	↑ = positive development compared to the previous year
● = partially achieved	→ = same level as the previous year
● = not achieved	↓ = deteriorated performance compared to the previous year

# Responsible management

## Voluntary responsibility

As a Finnish family-owned company that operates on the international market, we want to ensure the well-being of the environment, our employees and customers – with respect for good governance. At SOL, responsible business operations mean self-responsibility that supports the company's business and is determined by the company's values and objectives, while also taking into account key stakeholders. In addition to legislation, we, therefore, also set the framework and expectations for our responsibility work.

## Responsibility programmes guide operations

In 2024, we invested extensively in sustainability work from the perspective of both business development and reporting, especially in the Finnish businesses. We prepared a double materiality assessment based on the ESRS standards and linked it to company-specific impact work. Based on this work, we prepared company-specific responsibility programmes and targets for the Finnish companies that will guide our responsibility work in the coming years. Monitoring of the achievement of the targets began at the beginning of 2025, so progress regarding the targets will be monitored in the 2025 sustainability report in spring 2026. In this report, the achievement of the targets has been monitored in accordance

with the old programme. The goal is for the international companies to utilise the work carried out in Finland and set corresponding goals for their in-house operations during 2025.

## Operating systems as the foundation

The SOL operating system guides our day-to-day operations. The SOL Operating System is based on the ISO 9001:2015 quality management standard, the ISO 14001 environmental management standard, the ISO 45001 safety management standard and the ISO 31000 risk management standard. We continuously develop our operating system through numerous internal and external audits carried out annually and the indicators created for it, which we monitor continuously.

### Principles and policies that guide our responsibility work:

- SOL's Code of Conduct
- SOL's Supplier Code of Conduct
- Equality and Non-discrimination Plan
- SOL's safety and security policy
- Action plan for occupational health and safety

## ORGANISATION FOR MANAGING RESPONSIBILITY WORK

### ▼ Board of Directors

SOLEMO Oy's Board of Directors comprises Juhapekka Joronen, Chair, and regular members Peppi Kaira and Oona Kaira. As a family-owned company, the same persons are on the boards of directors of the parent company and Finnish subsidiaries.

### ▼ Management Team

SOL's Management Team is comprised of the Managing Directors and Chairs of the Boards of the Finnish companies as well as employee representatives of senior salaried employees, a representative of HR and legal management and the company's entrepreneurial owners.

### ▼ Responsibility team

In 2024, SOL Finland's responsibility team was established to advance SOL's responsibility work at the operational level. The team monitors the achievement of responsibility goals and develops daily work. In addition to the Managing Directors of the Finnish companies, the team includes persons appointed from the businesses.

### ▼ Operational level

At the operational level, responsibility is managed in the service sector development groups ("company management team") and developed in several committees, such as the environmental committee.

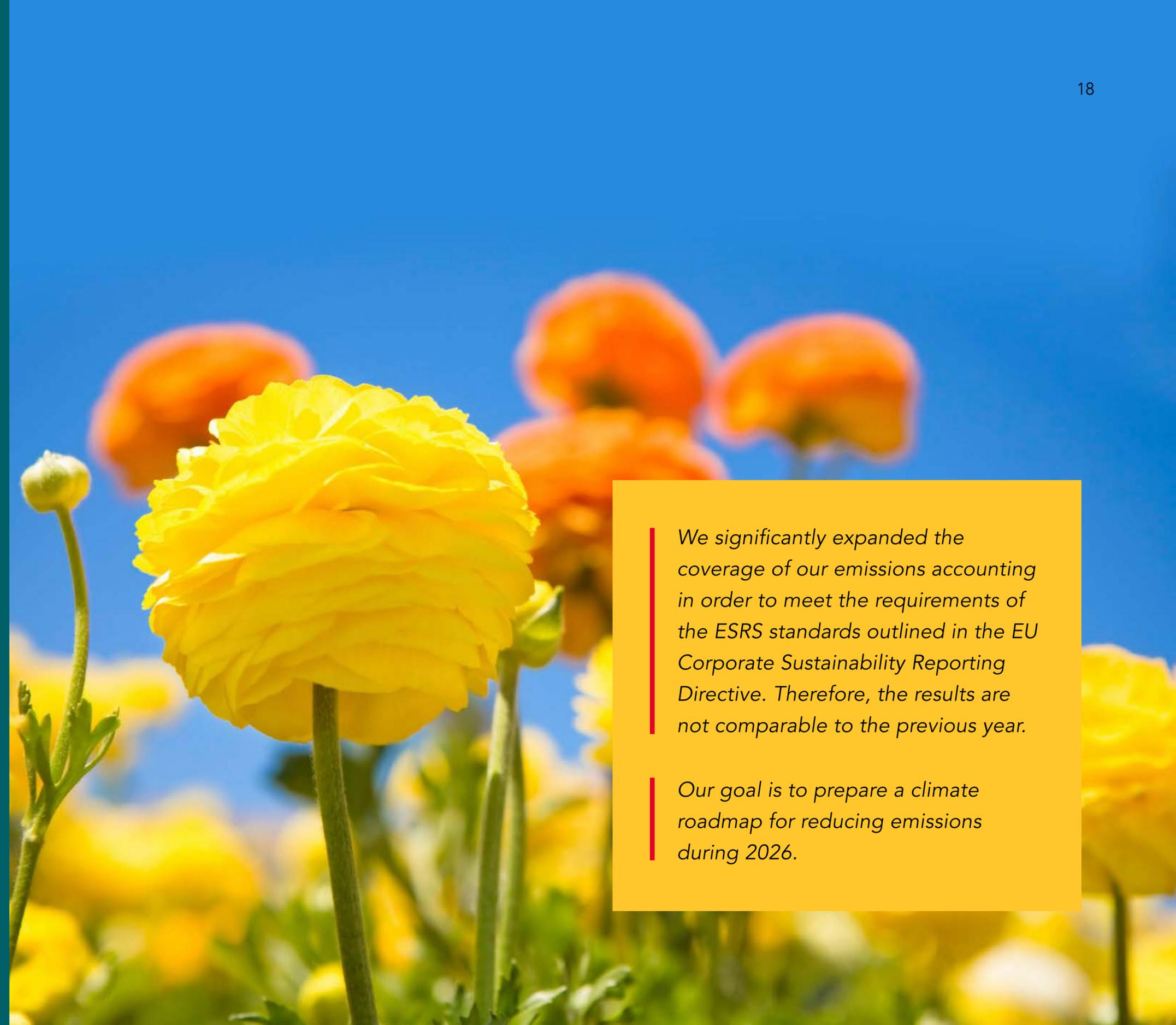
# We develop our operations to mitigate climate change

We have identified climate change as one of the most important themes in our sustainability work. We can contribute to mitigating climate change by reducing the emissions of our in-house operations, but also by producing more climate-sustainable services for our customers. This is what we call our environmental handprint.



*We significantly expanded the coverage of our emissions accounting in order to meet the requirements of the ESRS standards outlined in the EU Corporate Sustainability Reporting Directive. Therefore, the results are not comparable to the previous year.*

*Our goal is to prepare a climate roadmap for reducing emissions during 2026.*



### We increase our environmental handprint

We want to help our customers to achieve their climate goals by developing our in-house operations to reduce their emissions. Before we can develop our services in a lower-emission direction, we need to determine the current carbon footprint of our services. Therefore, we began developing a service-specific carbon footprint calculation tool in 2024. The work was first advanced in SOL Palvelut, and it will continue in 2025 in all of our businesses, including our international companies in the Baltic countries, Sweden and Denmark. We are currently able to report the carbon footprint of our cleaning services to our customers on a customer- or site-specific basis. Our aim is to help our customers to understand the climate impacts of their choices and develop our own service offering in an increasingly low-emission direction. We call this our environmental handprint, and we will report on it in more detail during 2025.

### We are reducing our own emissions

We want to closely monitor the emissions from our business. Therefore, we carried out the carbon footprint calculation for 2024 in accordance with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD) using the GHG Protocol standards. The calculation was extended to cover all emission sources relevant to the operations of SOL's Finnish companies (Scope 1–3), including all subsidiaries, and all international companies with regard to direct emissions and indirect emissions of purchased energy (Scope 1–2).

In 2024, SOL Group's total emissions were approximately 18,685 tCO<sub>2</sub>e. The majority, approximately 92%, of the total emissions

were generated by business operations in Finland. International subsidiaries were included in the calculation for the first time and, for their companies, the calculation was limited to direct (Scope 1) and indirect (Scope 2) emissions from purchased energy.

Finland accounted for approximately 17,170 tCO<sub>2</sub>e of our carbon dioxide emissions. In relation to turnover, emissions in Finland amounted to approximately 57 tCO<sub>2</sub>e/EUR million, and in relation to personnel, 1.8 tCO<sub>2</sub>e/employee. The total emissions are not comparable with the previous year, as the coverage of emissions accounting was significantly improved in 2024 (see the development of emissions after 2019 below).

### Mobility accounts for a large part of our emissions

A significant part of our business emissions, approximately 46% (8,654 tCO<sub>2</sub>e), are caused by travel by our employees. Emissions from travel during working hours (business travel) increased by approximately 7% in Finland. Commuting emissions are not comparable with the previous year, as the coverage of the calculation has improved significantly.

After travel, the highest share of emissions, approximately 33% (6,211 tCO<sub>2</sub>e), are generated by purchases, i.e. purchased goods and services. Travel and procurement are areas which we will focus on in our future climate work.

### Aiming for more energy-efficient operations

We have offices in more than one hundred properties in several countries. Every year, we monitor the energy we purchase for our premises. In 2024, our Group-level electricity consumption was

approximately 2,736 MWh and district heating consumption approximately 2,120 MWh. A significant proportion of energy consumption, approximately 71% in electricity and approximately 83% in district heating, is from energy purchased in Finland. Similar to emissions accounting, the reporting on energy consumption was also more comprehensive than in the previous year, and it included all Finnish properties and international companies, which means that the consumption figures are not comparable with the previous year. We aim to use 100% renewable electricity in our properties. In 2024, renewable energy accounted for approximately 34% of electricity and district heating consumption.

### We monitor our own environmental impact at customer sites through audits

We carry out regular environmental audits at our customer sites to ensure that our operations are environmentally friendly in accordance with our operational concepts. We also seek development areas related to our operations. Moreover, the audits explore our possibilities to help our customers make more environmentally friendly choices.

With the environmental audits, we monitor whether our operations meet SOL's environmental goals and measure our performance at the district, business sector and customer levels. The total number of environmental and sustainability audits carried out by SOL Palvelut was 1,848, which is 45% more than the previous year.

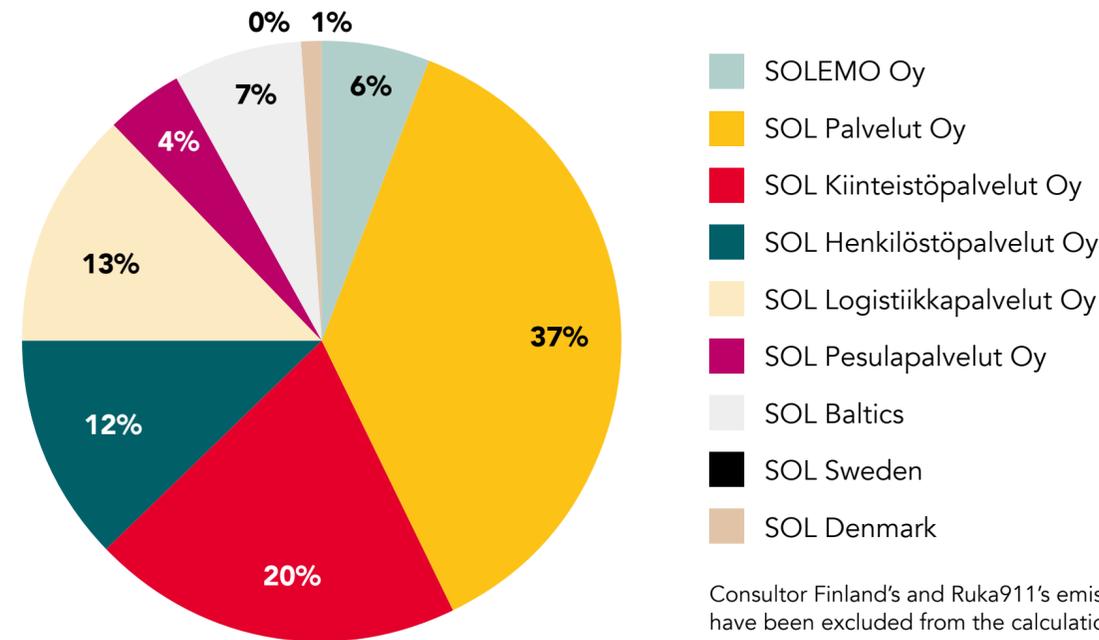


The Group's total carbon footprint  
**18,685** tCO<sub>2</sub>e

SOL Finland's carbon footprint  
**17,170** tCO<sub>2</sub>e

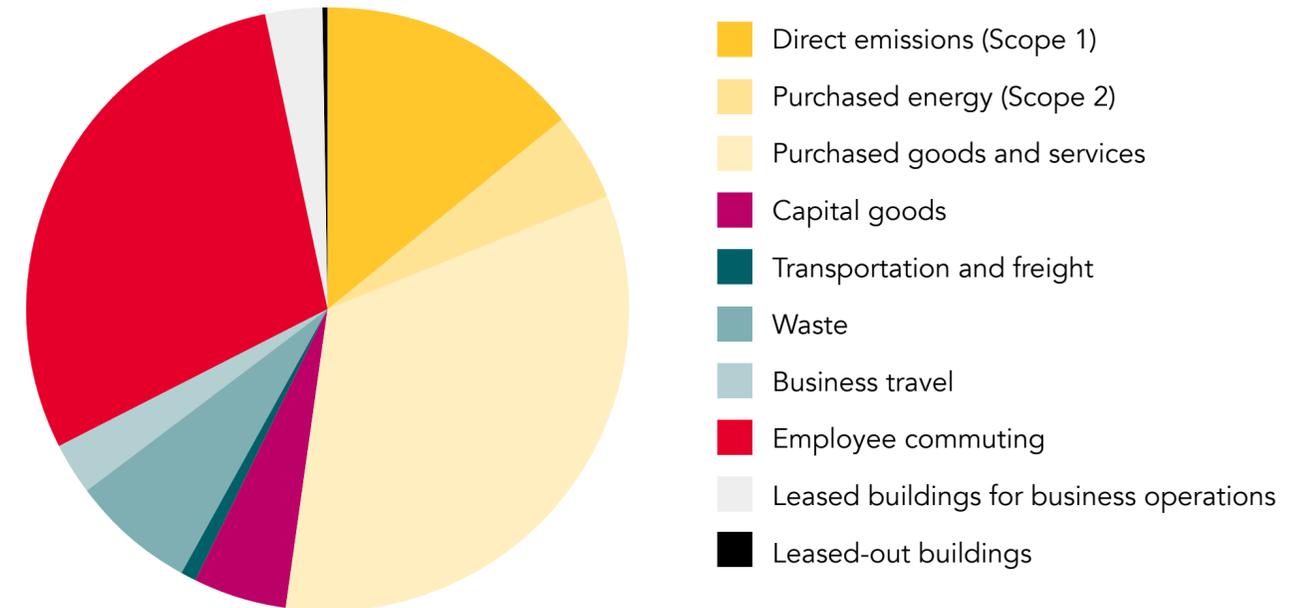
The Group's carbon footprint per employee  
**1.5** tCO<sub>2</sub>e/employee  
per turnover  
**49.7** tCO<sub>2</sub>e/MEUR

Distribution of emissions by company in Finland and by country and area



Consultor Finland's and Ruka911's emissions have been excluded from the calculations.

Distribution of emissions by different emission sources



During 2024, we made significant improvements to our emissions calculations, so the results cannot be compared with previous years. We managed to increase the coverage of the calculation, i.e. include more business operations in Finland and international companies (Scope 1–2). For Finland, we are reporting all properties and business premises in our use for the first time. In addition, the calculation included all other relevant indirect emissions (Scope 3) in the supply chain for Finland, i.e. procurement, capital goods, logistics, waste and leased properties in the role of lessor and lessee. These emissions have not been included at all in previous years. For international companies, only water consumption emissions are reported in other indirect emissions.

**SCOPE 1** covers the Group's direct emissions, i.e. emissions caused by the company's own vehicles in Finland and abroad, and the emissions of LPG used as process energy in SOL Laundries' operations.

**SCOPE 2** consists of the Group's energy consumption, and the calculation includes electricity, district heating, steam and oil used by the sites both in Finland and abroad. The aim is to use renewable zero-emission electricity at our Finnish sites.

**SCOPE 3** coverage has improved significantly from previous years and includes all emissions sources identified as material in business operations in Finland. The category includes purchased goods and services, capital goods, freight and transport, waste management, business travel, commuting, leased business properties and properties leased out. Previous years only included personnel's business travel and commuting.

**i** The results of the emissions calculation for 2024 are not comparable with previous years, as the coverage of the content of the emissions calculation has improved significantly in all areas.

## We use resources wisely and invest in the circular economy

Another important theme of our environmental responsibility is the use of resources and the circular economy. We want to reduce the impact on the environment throughout the lifecycle of consumption by paying attention to responsible sourcing, the use of materials and the reuse of materials that are no longer needed. In addition, our goal is to utilise various circular economy methods in both the procurement of resources and their outflow.



**Aiming for smart procurement and reducing the consumption of plastic, water and chemicals**

The starting point for responsible consumption is our procurement guidelines, which clarify the procurement process and outline the guidelines for making purchases. Our goal is to optimise our procurement in such a way that our operations generate as little wasted resources as possible while reducing procurement costs.

**92%**  
of detergents in use are Nordic Swan Ecolabelled

**100%**  
of detergents in hotel maintenance cleaning are Nordic Swan Ecolabelled

**22%**  
of procurement weight consists of recycled materials

**35%**  
of procurement weight consists of bio-based materials



We pay attention to the environmental impact of our procurement and work towards a circular economy. We have been using Nordic Swan Ecolabelled detergents for a long time, and we also prefer tools and mops made from recycled materials. On average, 92% of all detergents we use in our Finnish business operations are Nordic Swan Ecolabelled. The corresponding figure for maintenance cleaning in hotels is 100%. In 2024, approximately 22% of the weight of all of our purchases contained recycled materials and approximately 35% bio-based materials.

We have upgraded our laundry service equipment by replacing chemical washing machines with more environmentally friendly ones. The current machines use the most environmentally friendly solvents on the market and biodegradable substances. Computer-controlled water washing machines use environmentally friendly detergents and water in precisely controlled amounts, without compromising on the washing result.

Our goal is to significantly reduce the amount of plastic waste generated. Therefore, we monitor the volume of disposable gloves and plastic bags purchased each month and encourage our employees to use reusable gloves and reusable bin bags. In 2024, SOL Palvelut reduced the number of disposable gloves by up to 48% and the number of plastic bag rolls by approximately 17% from the previous year. In SOL Pesulapalvelut, we reduced the use of plastic by 9%. In addition to plastic products, we also pay special attention to the use of chemicals. In 2025, our goal is to expand the monitoring of disinfectants to include more accurate order quantities and monitoring of other chemicals.

**CASE**

**SOL and Vilikkala carried out Finland's largest textile recycling pilot**

SOL has partnered with Vilikkala, a Salo-based company that specialises in the circular economy, carried out Finland's largest pilot project on textile recycling. The project recycled 3,500 kilogrammes of discarded work clothes and laundry bags into up to 20,000 felt products – for example, seat pads.

The fibre recovery for the discarded textiles took place at the Rester textile recycling plant in Paimio. In the fibre recovery process, buttons, fasteners and other hard components were automatically removed from the textiles, and the fibre was recovered without using any chemicals. Colour sorting made it possible to manufacture recycled fibre and felt in SOL's colours.

Vilikkala manufactured the products from felt together with Salon Kolmituote and Ykkösmuovi. Kolmituote was responsible for sewing the logos, while Ykkösmuovi took care of the thermal processing and cutting of the material. The entire project was therefore implemented with Finnish resources.



## Well-being and equality in working life are the starting point of our business

We offer low-threshold jobs and prevent social exclusion. The skills and development of the personnel are ensured by investing in training.



**We are a significant springboard for careers**

In 2024, we employed 13,419 people both in Finland and abroad, of whom 73% worked in Finland, 15% in the Baltic countries, 10% in Sweden and 2% in Denmark. We offer a significant learning environment and a springboard for careers, especially for young people and people with an immigrant background. In 2024, more than one-third of our employees working in Finland were under the age of 30. We are the first workplace for many young people and people with an immigrant background, which emphasises the experience of a safe and reliable employer.

Long-term and stable employment relationships are important factors for the well-being of employees and the success of the

company, so we always strive to conclude employment contracts that are valid until further notice. In 2024, approximately 72% of our personnel were in a permanent employment relationship.

**We focus on job satisfaction and well-being**

Healthy people are SOL's most important asset, as well-being at work affects not only the individual but also the quality of the company's services and competitiveness. Our work culture is based on a positive human image, where everyone is encouraged to develop themselves and do their best every day. We offer jobs that are suitable for many different stages of life.

We are genuinely interested in the job satisfaction of our employees, which we measure with the Ilopuntari joy barometer.

In 2024, as in previous years, the Ilopuntari joy barometer was at all Group companies in the spring. The use of the joy barometer results has been developed for several years as part of the Quality of Working Life (QWL) index - productivity and well-being at work. The QWL index measures the quality of working life experienced by employees. The index explains the link between well-being at work and productivity and serves as an employee performance indicator on the basis of which we develop our operations.

The annual success discussions help supervisors in setting goals and achieving results, as well as in developing the operations of their supervisor area. The employee-specific quality passport, in which positive customer feedback is documented with a laughter or smile symbol, is used by service managers as a feedback tool.

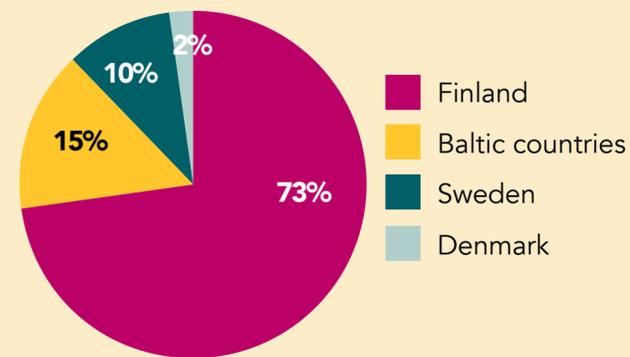
Employees in the SOL Group

13,419

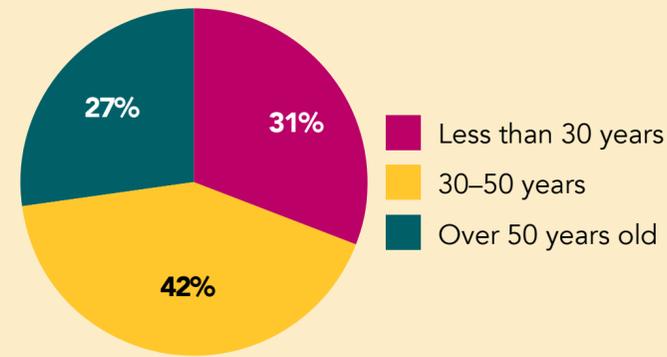
72% permanent employees

More than one-third of those working in Finland are under 30 years of age

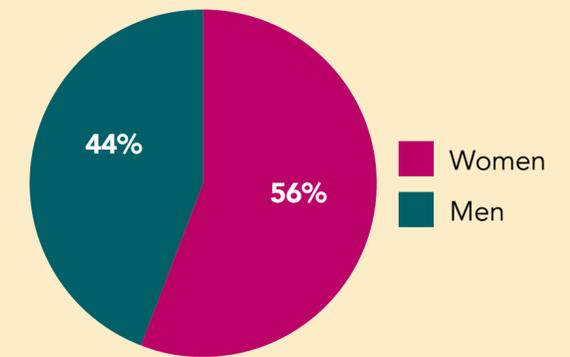
Distribution of personnel by country



Age structure of personnel in the Group



Employee distribution by gender in the Group



## High employee satisfaction

Based on the employee satisfaction survey in spring 2024, the overall satisfaction among SOL employees was very good, 4.3 on a scale of 1–5. The level remained the same compared to the previous year, but the response rate increased from less than 30% to as much as 50%. Based on the results of the joy barometer, one company-specific development area is selected each year, and each supervisor also selects their own area-specific development area. The results and the selected development area are communicated to the employees with measures and timescales. In 2024, our goal was to have an impact on employee onboarding in particular.

### Overall satisfaction in Finland

**4.3** on a scale of 1–5

The quality passport also serves as an employee reward system; employees are rewarded annually for their Smile or Laugh passports.

## Occupational health and well-being of employees as a priority

Safeguarding the health and well-being of our employees is one of the most important prerequisites for our operations. We invest in the occupational health and safety of our employees, and in addition to extended occupational health services, we have the SOL Life programme in Finland that supports work ability management. Physical work typical of the business sector exposes people to musculoskeletal disorders. Although the increase in mental health challenges is generally visible in society, the absences caused by these are still relatively low at SOL. With lighter/replacement work, we aim to genuinely influence the recovery and rehabilitation of employees, especially in the case of musculoskeletal disorders and mental health challenges. We train our employees in this process and monitor it closely together with occupational health. In addition to the extended occupational health services, employees can order an exercise/massage benefit as an employee benefit.



## CASE

### SOL Life Road Show to support work ability management

Prevention and early intervention are the alpha and omega of work ability management! For SOL, personnel is the most important resource, which is why we consider the development of our supervisors' work ability management skills to be very important.

The SOL Life Road Show is a nationwide training package that supports work ability management. It was set up under the leadership of SOL's HR Specialist **Maria Kaukonen**, Occupational Safety Manager **Minna Länsimies** and Ilmarinen's Work Ability Manager **Anna Masti**. It aims to ensure that every SOL supervisor feels equipped with the necessary tools and skills to support the well-being and work ability of the personnel.

The training that will tour different locations will review the cornerstones of work ability management:

- getting to know statistics related to work ability, well-being at work and occupational safety
- getting acquainted with the set objectives, tools and operating models
- implementing the methods, monitoring and the benefits they offer in daily personnel management

The SOL Life Road Show has sparked a lot of good discussion and feedback among supervisors and led to the increased use of the continuous caring model.

### Work ability management is key

Prevention and work ability management play a key role in ensuring the well-being of employees. We use various tools to identify risks that threaten the work ability of our personnel, such as incapacity for work, burnout, sickness absences and turnover. We have invested in the development of work ability management together with the occupational health service, the occupational pension company and the occupational accident insurance company so that no employee is excluded from the support measures. The SOL Life operating model for work ability management provides processes for comprehensive work ability management. The sickness absence monitoring system enables the support and monitoring of the work ability situation as well as communication cooperation with designated occupational health teams. Our sickness absence rate was 3.55 (SOL Finland), which is a declining trend (3.74% in 2023).

SOL Life's most important processes, the continuous caring model and the lightened/replacement work model, guide supervisors to address work ability challenges at an early stage. The main objective of both models is to support work ability through measures that promote recovery and rehabilitation and to find solutions to challenges affecting work together with the employee. These preventive measures reduce the number and duration of sickness absences and increase healthy working years.

The main reason for disability pension is still musculoskeletal disorders, which we combat in active cooperation with occupational health.

*The SOL Life work ability management model aims to reduce sick leave and increase activities that support work ability.*



### Continuous development of occupational safety together with the personnel

Occupational health and safety are part of the SOL management system, which is based on the ISO 45001 occupational health and safety management standard. Every SOL Group employee undergoes occupational safety training during their first month at work. The SOL occupational safety e-learning course is available in Finnish, English, Russian and Ukrainian. Occupational safety training is also reinforced by annual occupational safety days. SOL's national occupational health and safety committee includes representatives of employees and salaried employees of all SOL Group companies. SOL Pesulapalvelut Oy has an Occupational Health and Safety Committee of its own.

Our goal is zero occupational accidents. The most important thing in achieving the goal is that all employees know their own duties, follow the instructions given and identify any hazards. This can sometimes be challenging, as we work at different customer sites. We monitor compliance with our occupational health and safety policies and follow up on accident rates in all of our companies, also with regard to customer sites. The Occupational Safety Officer reviews the monthly accident statistics and adds new measures or instructions, as needed. The sickness and accident statistics are regularly presented in management reviews. Each SOL company has statutory occupational safety development plans that have been prepared together with occupational safety representatives.

*The Group's total number of commuting and workplace accidents in 2024 was 451, and the TRIF for occupational accidents was 33%.*

Occupational accidents decreased by **more than 7%** in Finland (TRIF)

Occupational accidents resulting in more than one day's absence decreased in Finland by **nearly 4%** (LTIF1).

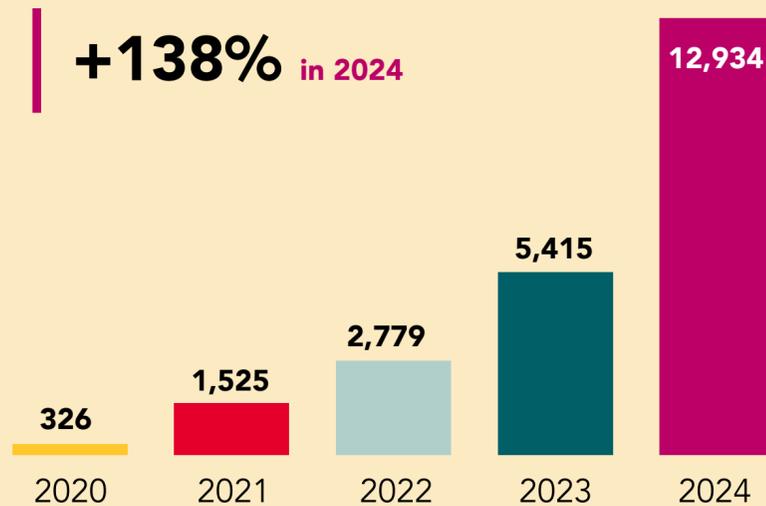
In 2024, 451 commuting and workplace accidents occurred in the SOL Group. The Group-wide accident frequency rate (TRIF) was 33%. There were 419 accidents in Finland, with an accident frequency of 30%. The most common types of accidents were slipping and falling, as well as minor injuries caused by the handling of objects.

Unlike the other companies, the responsibility for occupational safety at the customer sites and premises of SOL Henkilöstöpalvelut and Logistiikkapalvelut, is shared with the customer. Together with our customers, we are also developing safety at customer sites, and we have succeeded in creating excellent co-operation with several of our customers in the development of occupational safety.

As an employer, we regularly carry out a hazard assessment, which is provided as starting information for the workplace survey prepared by occupational health services. Employees have the right to refuse work that

*While the number of safety observations has increased, the number of occupational accidents has decreased.*

**SAFETY OBSERVATIONS**



they perceive as unsafe. The employer or occupational safety representative is notified of hazards and the interruption of work so that corrective measures can be taken immediately. If an employee feels that they have been mistreated due to their observations, they can contact, for example, the occupational safety representative or submit a whistleblowing notification via the website.

We encourage all of our employees to actively observe occupational safety and hazards in the working environment and to develop their own work. Employees are required to report deviations and near misses. We continuously improve our operations based on the feedback we receive.

Over four years, safety observations have increased from 1,525 observations to 12,924 observations at SOL (an increase of 747% in 2021–2024). During the past year alone, the number of safety observations increased by 138%. We encourage every employee to make at least two unsafe observations per year, which can also be positive observations that contribute to safety. The observations made by our employees also help to develop safety at our customer sites and ensure the health and safety of the employees and customers working at customer premises. While the number of safety observations has increased, the number of occupational accidents has decreased. This is based on learning and strengthening the occupational safety culture. At SOL, we are particularly proud of the motivation of our employees to

ensure the health and safety of themselves, their colleagues and our customers.

**Equal and stable working life at SOL**

Equality among employees is one of the most important prerequisites for our operations. We make sure that all of our employees are treated equally and that no one is discriminated against on the basis of age, sex, gender identity, citizenship, language, religion, conviction, opinion, political action, union activity, family ties, state of health, disability, sexual orientation or any other reason arising from a person. We ensure this with SOL’s equality and non-discrimination plan, which defines the development steps and measures to be monitored.

The work-life balance of employees is supported in many ways. The needs of employees, such as family circumstances or studies, are taken into account as well as possible. They can influence their working hours, and this is an opportunity for many, such as students, to work in the evening or at the weekend.

*Making safety observations guides the employee to pay attention to the hazards in the work environment and work and to report any hazards they observe.*

As an equal employer, we also regularly monitor the equality of remuneration. At the Group level, we have fixed remuneration policies, which are updated as necessary by a decision of the Board of Directors. There are different remuneration models at management level in place, depending on business performance. There are also remuneration policies relating to customer satisfaction down from the Service Director.

As part of personnel equality, we foster employees' freedom of association. The personnel have full freedom to unionise in all of SOL's operating countries. At the Group level, nearly 100% of employees are also covered by collective agreements. The Group uses several industry-specific collective agreements.

**We support personnel training and career development**

We invest in training and systematic learning and offer many different paths towards a personal career. Employees and salaried employees have their own task-specific training

paths, which we monitor annually. The competence handprint is one of the four pillars of our impact work, as it also allows us to support our customer's success.

We take the needs and requirements of the customers, companies and personnel into account in the planning of competence development. The annual competence needs planning looks at future needs at both company and regional level. The plans are refined into an annual training plan and training calendar that is used by supervisors to prepare a competence plan for their own employees as part of the action plan.

We organise various online training courses and service sector-specific training courses that also take our customers' needs into account. For example, a dedicated online training course has been developed for Nordic Swan Ecolabelled hotel cleaning, which allows employees to learn the special features of Nordic Swan Ecolabelled hotel cleaning wherever they are. We also encourage our employees to study in the form of apprenticeships. There are 200–300 apprenticeships leading to a qualification at SOL each year.



Training hours in Finland per salaried employee

**23.6 h**

Training hours in Finland per employee

**4.1 h**

Average training hours in Finland for entire personnel per person

**5.3 h**



In addition to diverse training, we also encourage job rotation within the Group. Instead of performance appraisals, we hold success discussions where our employees can verify their goals for professional development and wishes for the support offered by SOL.

In 2024, we introduced a training index for SOL Kiinteistöpalvelut, SOL Henkilöstöpalvelut and SOL Logistiikkapalvelut similar to the one launched for SOL Palvelut in 2023. The training index makes it possible to monitor the achievement of training objectives.

We will continue to develop and use the indicators as a tool for competence management. We engage in regular dialogue with the business units and employee representatives and make the necessary clarifications to the training plan throughout the year. We monitor training hours as part of our responsibility reporting. On average, training hours in Finland were 23.6 hours per year for salaried employees and 4.1 hours per year for employees during 2024. For employees, the number of training hours increased by approximately 52%, while it decreased by approximately 2% for salaried employees. In the Finnish companies, the average training hours for all employees were 5.3 hours. The number of training events and participants has increased from the previous year.

We also expanded the way of monitoring training and onboarding performance, which was already introduced in

2023. Performance will now be automatically updated in our systems and reflected in the targets for supervisors. The system collects information about employee-specific training hours and training and onboarding performance.

### Comprehensive onboarding is part of personnel training

We invest extensively in the onboarding of our employees, as this ensures quick learning and motivation to work. Each service manager or expert starts their work with a multi-stage onboarding process, which includes online onboarding as well as site-specific onboarding of work methods and customer perspectives. In addition, designated tutors support supervisors and act as work instructors in onboarding at SOL Palvelut. Trained tutors are highly qualified to guide and accommodate different learning styles.

The environmental competence of the personnel is part of our extensive onboarding and is implemented through the environmental e-learning. In addition, each area has its dedicated environmental coordinator, who communicates environmental matters and development to the personnel and keeps them up to date on regional waste decrees. Environmental training is part of the mandatory initial onboarding, after which the onboarding continues with service sector-specific topics.

## CASE

### SOL Palvelut rewards its employees

SOL Palvelut Oy rewarded its personnel with more than EUR 700,000 in recognition for their efforts in 2024. Nearly 6,000 SOL Palvelut employees received a one-off incentive bonus in December. The amount of the incentive bonus per person was EUR 100–150 in proportion to the duration of the employment relationship, but the majority of the recipients received EUR 150. Last year, SOL Palvelut also paid incentive bonuses of approximately one million euros, including social security expenses.

According to **Jussi Holopainen**, Managing Director of SOL Palvelut, the reward is a thank you to the personnel for their efforts last year. "We operate in the service industry and our employees are our most important asset. With the bonus, we would like to warmly thank them for their valuable work," says Jussi Holopainen.



## Sunny and satisfied customers are the objective of our operations

We want to be the superior service partner for our customers and provide positive experiences. We work hard to maintain and develop our customer relationships. The starting point here is taking care of the customer's needs and sustainable development.



### Building a more sustainable society with our customers

Through our customers, we can contribute to creating an increasingly sustainable and prosperous society. In 2024, a large part of the development of our business was impact work, which helped us to identify the benefits of our services for our customers. In practice, we wanted to find out how we can use our services to help our customers to develop their business in an increasingly sustainable direction. All of SOL Finland's business operations participated in the development work, and the result was company-specific plans for promoting impact work.



Based on the development work, we recognised that our services have a large **well-being and environmental**

**handprint.** Our services help our customers to ensure the safety and health of properties, premises and textiles. By producing services using the latest technology and creating new innovations, we can implement our services in an increasingly environmentally friendly and low-emission manner, reducing our customers' environmental impacts.



In addition to the **well-being and environmental handprint**, we identified a large competence and meaningfulness

handprint in our operations. Our customers allow us to employ more than 13,000 people in Finland, the Baltic countries, Sweden and Denmark and offer a significant learning

environment and springboard for careers, especially for young people and people with an immigrant background. Our customers also play an important role in building employees' professional pride and the appreciation of business sectors and in changing attitudes.

### We regularly monitor customer satisfaction

Sunny and satisfied customers are the objective of our operations. To achieve this, we provide our customers with high-quality services in a professional, reliable and responsible manner. We see to the customer's needs and make day-to-day lives easier for our business and consumer customers. We want to be the superior service partner for our customers and provide positive experiences.

In 2024, we significantly developed our feedback practices and volumes. Business development was based on customer feedback.

#### Customer satisfaction (NPS) in 2024 was:

- SOL Palvelut **83**
- SOL Henkilöstöpalvelut **70.8**
- SOL Logistiikkapalvelut **83.3**



### Timely high-quality service

SOL offers high-quality services in a timely manner, as stipulated in our agreements. Concrete actions that add value to customers include quality audits, processes for responding to customer feedback and how we respond to customers' information request needs. The services are developed in accordance with the customer's expectations and preferences.

Our employees play an important role in everything we do. We motivate our employees by rewarding them for good performance, with customer satisfaction being one of the indicators monitored. We also have incentive schemes in place to promote responsibility work. Among other things, the responsibility act of the year is awarded annually at district level, and the environmental perspective is also included in the quality award competition for SOL Palvelut's supervisors. In addition to personnel and responsibility perspectives, productivity and efficiency are important goals in the development of our processes.



## Ethics and foresight guide our operations

Good governance and ethical business practices are the foundation of the SOL Group's operations. Stable financial management and predicting the future play a key role in business development.





*Training plays an important role in the fight against corruption in our multicultural work environment. The onboarding package for all Group employees includes anti-bribery and corruption guidelines.*

### **We ensure good governance**

Our company's key principles related to good governance and ethical business conduct are summarised in our Code of Conduct. The Code of Conduct compiles the rules and guidelines that guide our operations.

The Code of Conduct requires that all employees promote SOL's interests and act responsibly. Employees must avoid all situations that might result in a conflict of interests. The Code of Conduct also stipulates that we do not grant direct or indirect support to political parties, organisations or individual politicians.

As a responsible employer, we take care of our official fees relating to our employees in accordance with the applicable legislation.

### **We also see to the governance responsibility of our suppliers**

Our Supplier Code of Conduct sets out principles and guidelines for our suppliers and partners with whom we work. We expect our suppliers and subcontractors to commit to these guidelines. We take responsibility aspects into account in all our procurements and use established partners in our procurements. We centralise our procurement and favour Finnish suppliers whenever possible.

With supplier audits, we ensure the environmentally friendly operations of our partners. In Finland, we audit the

contractor responsibility reports of subcontractors and suppliers through the Vastuu Group service. Subcontractors and suppliers must comply with the social and financial obligations set out in the Vastuu Group report. As a future development need, we have identified the need to review various audits for partners.

### **We take strong action against corruption**

The corruption and bribery ban permeates all of our operations. SOL and its employees may not make or offer bribes or unlawful payments to customers, managers, national or local authorities or other parties to gain or retain business, or for any other equivalent reason. We ensure zero tolerance of corruption and bribery through the Code of Conduct and training and monitor the number of confirmed corruption cases annually. No cases of corruption leading to fines were confirmed in 2024.

Training plays an important role in the fight against corruption in our multicultural work environment. The onboarding package for all Group employees includes anti-bribery and corruption guidelines. The training has become mandatory for all employees who started in summer 2024. Finnish law complies with the principles of the UN Convention Against Corruption, in addition to which the Group operates in the EU where the European Union's anti-bribery agreements and obligations are in force.

*No confirmed cases of corruption in 2024.*

In addition, we have surveyed personnel who may be exposed to corruption risk and are developing measures to reduce the risks. We organise targeted training for different employees and take possible risks into account in the onboarding. The risk of bribery has been identified, for example, in the work permit process, and therefore those handling work permits have been trained in anti-corruption measures.

### **The whistleblower channel makes it easy to report misconduct**

Our company uses a whistleblowing channel in accordance with the Whistleblower Protection Act. The channel is available to the entire Group's employees, including international companies and partners, and can be found on the Group's website ([www.sol.fi/whistleblowing](http://www.sol.fi/whistleblowing)). The process for processing whistleblower reports was specified further in 2024. Reports submitted through the channel are communicated to the Managing Directors of Finnish companies and to the Boards of Directors of the companies in Sweden, Denmark and the Baltic countries. In 2024, the whistleblowing channel received 5 reports at the Group level, which were processed appropriately.

### **Gifts and hospitality may be acceptable if they are:**

- irregular and given or received openly, without obligation and/or expectation of consideration
- approved by stakeholders and able to stand public scrutiny
- legal, ordinary and of moderate monetary value.

### **Benefits must not be accepted if:**

- The value of the benefit exceeds conventional business practices
- The benefit is in conflict with SOL's interests and values
- the benefit could influence or appear to influence the business relationship
- the benefit is likely to raise doubt about the giver's motivations or the impact of the arrangement on business decisions or result
- The benefit could generate negative publicity for SOL

*In the event of confusion regarding the appropriateness of giving or receiving a gift, it must be declined.*

The Group's consolidated turnover

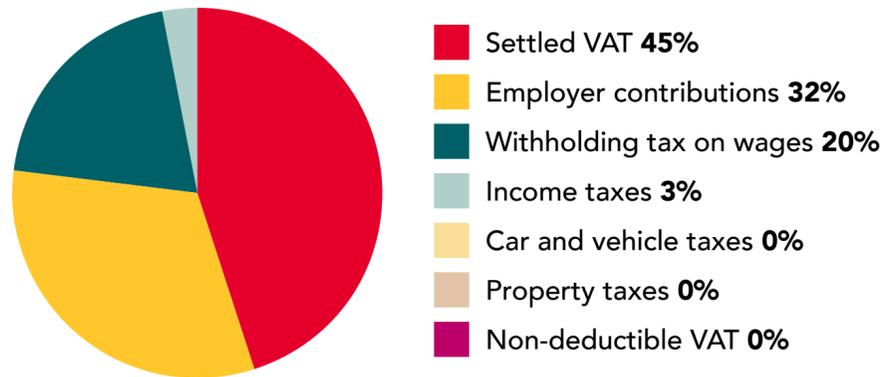
**EUR 375.8 million**

Finnish turnover **EUR 300.3 million** and foreign turnover approximately **EUR 77.6 million** (internal trade has not been eliminated)

Finnish tax handprint

**EUR 126.4 million**

Tax handprint 2024



Stable financial management

Stable financial management and growth will continue to guarantee our operations in the future. We strive for growth

that is ensured by ethically sustainable operations, fair work and fair business. The Group's turnover amounted to EUR 375.8 million in 2024. The turnover of the Finnish companies was more than EUR 300.3 million and that of other companies approximately EUR 77.6 million. Total turnover decreased by EUR 1.6 million.

We are a large payer of salaries, and in 2024 we paid salaries and social security contributions totalling nearly EUR 230 million in Finland. Our tax handprint of the Finnish companies, i.e. VAT paid, withholding taxes and income taxes in 2024, was EUR 126.4 million.

Our liquidity has remained at a good level, which safeguards payment obligations to stakeholders in accordance with agreed on payment terms without delays and builds in flexibility for any quickly acquisitions needed. The Quick ratio, which describes liquidity, was 1.5 in SOL Group in 2024. Our equity ratio was 52.9%, which is slightly higher than the previous year (51.2% in 2023). In addition to paying employees' contributions and public levies, the Group has been able to finance its growth, investments and other acquisitions from income, in accordance with set plans.

We anticipate the future

SOL will be a well-known and strong contender in future markets. After company-specific reviews, SOL Group's targets for turnover growth will be specified further during 2025. A target plan for 2030 will be prepared for each subsidiary. Once the company-specific plans are ready, they will form the Group-wide turnover target for 2030.



# SOL Palvelut Oy

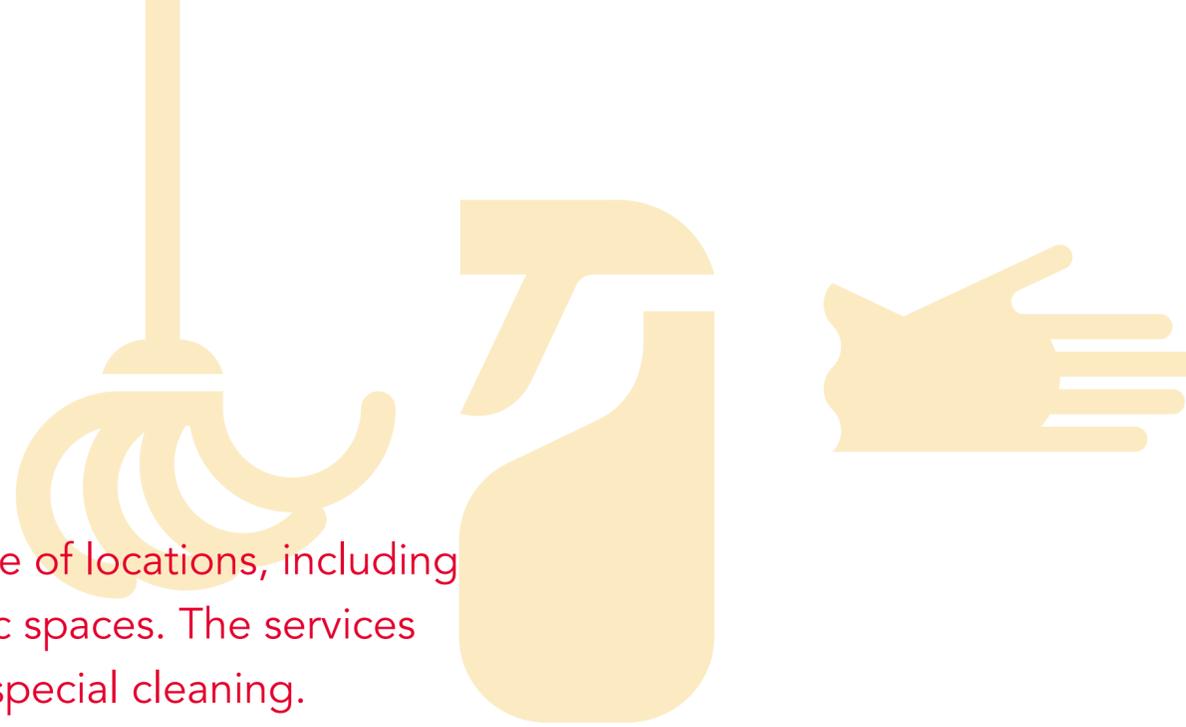
Turnover  
**EUR 187.5 million**

Employee satisfaction  
(on a scale of 1–5)  
**4.4** employees  
**4.5** salaried employees

Total carbon footprint  
**6,879 tCO<sub>2</sub>e**

# SOL Palvelut Oy

We offer professional cleaning services for a wide range of locations, including offices, industrial facilities, shopping centres and public spaces. The services include standard cleaning, maintenance cleaning and special cleaning.



## Personnel at the core of our responsibility work

Our most important asset is our personnel, and, as a result, our focus is to be the most desired employer in our industry. Through our activities, we also want to particularly invest in social responsibility, which can be seen, among other things, in the development of various internal training programmes. We have also invested in identifying our employees' training needs, which allows us to organise tailored training courses for our personnel based on their competence needs.

Investing in training is a value choice for us, with the aim of promoting employment for young people in particular and developing their skills in the world of work with a view to the future. Promoting career paths is perceived as important, which is why we also use a lot of apprenticeship training, especially for young people. For decades, we have also invested in the recruitment of foreign employees and thereby also in the integration of their families.

We measure personnel satisfaction twice a year by using the SOL Joy Barometer, and our goal is to score 4.5 on a scale of 1–5. Employee satisfaction in 2024 was assessed as 4.4 by employees and 4.5 by salaried employees. The result was better than the previous year (4.3 on average).

## Stable business

A stable and profitable business is also always a prerequisite of our operations. In 2024, the turnover of SOL Palvelut grew by approximately 4.0% year-on-year.

## We are committed to SOL Group's environmental goals

58% of the electricity we use in the properties we manage is currently renewable. Our goal is to source 100% renewable electricity. With regard to vehicles, we only use Euro 6 emission class vehicles for transport. We encourage our employees to travel by bicycle, by foot or by public

transport wherever possible. In 2024, our emissions were approximately 6,879 tCO<sub>2</sub>e. We will reduce the use of chemicals through onboarding and more precise dosing. The share of Nordic Swan Ecolabelled cleaning agents at SOL Palvelut is 95% on average and up to 100% in maintenance cleaning at hotels.

## Where does our impact come from?

With our services, we promote the health and safety of our customers' premises. We help our customers to succeed by providing services that are performed by capable and competent personnel, and we increase the appreciation of cleaning services.

We also aim to reduce our customers' emissions through advanced service methods, such as using equipment made from recycled materials and energy-efficient machines. In 2024, we started service-specific emissions calculations to better measure our impact in the future.

# SOL Kiinteistö- palvelut Oy

## Turnover

**EUR 35 million**

## Employee satisfaction

(on a scale of 1–5)

**4.3** employees

**4.6** salaried employees

## Total carbon footprint

**3,787 tCO<sub>2</sub>e**

# SOL Kiinteistöpalvelut Oy

In the market, we are known as a reliable and high-quality service company and a good employer. Our services include property and outdoor area management, HPACA services for building services, various service solutions for remote management, security and alarm centre services.

## Our business continued to grow

Our ability to deliver high-quality service solutions is reflected in the development of our turnover. Existing customers purchased more services from us, and we also signed significant cooperation agreements with new customers. In 2024, our turnover continued to grow by approximately 26% year-on-year, amounting to approximately EUR 35 million. The number of our employees also increased significantly compared to the previous year.

## Our employees consider SOL to be responsible

Our employees' perception of our responsibility is high (4.0 on a scale of 1–5). The most important sustainability aspects for employees are actions to improve their well-being and working conditions and environment. Listening to and equal treatment of employees as well as actions to prevent different types of environmental damage and mitigate climate change are also seen as important.

We continued to develop our training offering for our employees in 2024 together with various educational institutions. There are several different training options in the entity, which we have named SOL-Opisto (SOL Institute), ranging from a few hours of fast-track courses to training programmes that qualify for a vocational qualification. One of our goals is to provide each of our employees with their own personal study plan for the development of professional competence.

We measure personnel satisfaction by using the SOL Joy Barometer, and our goal is to score 4.5 on a scale of 1–5. Employee satisfaction in 2024 was assessed as 4.3 by employees and 4.6 by salaried employees.

## We continue to work to reduce our environmental impact

In 2023, we surveyed our customers' views on our responsibility. At that time, our customers considered it



important not only to promote the well-being of employees, but also to prevent environmental damage in particular. Sustainable mobility, such as the electrification of the fleet and the use of environmentally friendly fuels, is key to minimising our environmental impact. In 2024, our climate emissions were approximately 3,787 tCO<sub>2</sub>e, of which mobility during working hours accounted for approximately 28%.

## Impact of SOL Kiinteistöpalvelut

We keep our customers' properties comfortable and safe by offering high-quality property and security services. Our goal is to monitor the areas of premises (m<sup>2</sup>) on which we have an impact through our property and security services from the beginning of 2025. In addition, our services have a large competence handprint, as we encourage our personnel to train.

# SOL Henkilöstö- palvelut Oy and SOL Logistiikkapalvelut Oy

## SOL Henkilöstöpalvelut Oy

Turnover

**EUR 40 million**

Customer recommendation index

**70.83 (NPS)**

## SOL Logistiikkapalvelut Oy

Turnover

**EUR 21 million**

Customer recommendation index

**83.33 (NPS)**

Personnel satisfaction

(on a scale of 1–5)

**4.2** employees

**4.6** salaried employees

Total carbon footprint

**4,692 tCO<sub>2</sub>e**

# SOL Henkilöstöpalvelut Oy and SOL Logistiikkapalvelut Oy



SOL Henkilöstöpalvelut provides the industrial and construction sectors with temporary staffing, direct recruitment and international staffing solutions. SOL Logistiikkapalvelut is one of the largest service providers of temporary staffing and outsourcing services specialising in the logistics customer sector in Finland. Our customers include global market leaders in their fields and companies that operate locally, and we serve them 24/7 through our national office network.

## Promoting our customers' economic growth is part of our impact

We stand out from the market by our ability to provide added value for our customers. That is why we invest particularly in understanding our customers' business in the customer sectors we choose. As a partner, we help our customers to achieve their own business goals in a responsible manner. With our direct recruitment services, our customers get more permanent expertise in their own employment relationships.

With the help of our temporary staffing services, we make it possible to optimise the customer's business volume by offering skilled personnel in line with demand, without the need for jobseeker marketing, recruitment and employer obligations.

We can also increase the supply of labour in Finland through our international personnel solutions by bringing in experts from outside the EU countries.

Our services cover the so-called "from customer order to apartment, first shift and follow-up work permits" chain. With our logistics outsourcing services, we free customers in all industries to focus on their core operations. We do this through a variety of performance-based pricing models.

## Onboarding and maintaining work ability are emphasised in our operations

We will also societally increase the matching of labour supply and demand on market terms in line with the rules of working life. In

addition, we make it possible to combine different life situations and work in a customer-oriented manner. In our customer industries, we offer employment to many young people, which is why our operations also emphasise onboarding, maintenance of working ability and accident prevention. We also use digital platforms.

The main coaching efforts of our salaried employees are focused on understanding our customers' business and customer relationship. We always combine our labour market expertise with our service solutions and invest in the job-seeker experience, in particular. For our customer service experts, we offer successful training on different digital platforms with several language options, and, thus, we also promote integration into Finnish society regardless of age, gender, language or ethnicity.

## We continue the work to minimise our environmental impact

The most significant environmental impacts of our temporary staffing service consist of the work and protective equipment of service experts ordered for a short-term assignment, and we invested in increasing their reuse and recycling rate in 2024. In addition, we centralised procurement nationwide to two service providers to improve management and reporting, among other things.

In the outsourcing of logistics services, we use the latest technology in counterweight forklift trucks and pallet trucks, for example, minimising energy consumption and noise in the working environment with the help of new battery technology.

# SOL Pesulapalvelut Oy

Turnover

**EUR 8.7 million**

Personnel satisfaction

(on a scale of 1–5)

**4.1** employees

**4.0** salaried employees

Total carbon footprint

**731 tCO<sub>2</sub>e**

# SOL Pesulapalvelut Oy

We offer laundry and repair sewing services for both businesses and consumers. For consumer customers, our services include party and everyday clothing as well as home textiles. For corporate customers, we offer comprehensive laundry services and service work clothes from heavy protective clothing to elegant uniforms, as well as corporate textiles, curtains, carpets and tablecloths. We also take care of the professional washing of accident-related laundry, such as smoke and water damage, and the restoration of textiles and clothing into sales condition.

## What makes our impact?

With skilled and professional textile care, we make sure that our customers can use clean and finished textiles. The cleanliness of textiles has a significant health impact, for example, on the quality of indoor air. In addition to our well-being handprint, we have a significant environmental handprint, as we reduce the climate impact through professional garment and textile care and repairs.

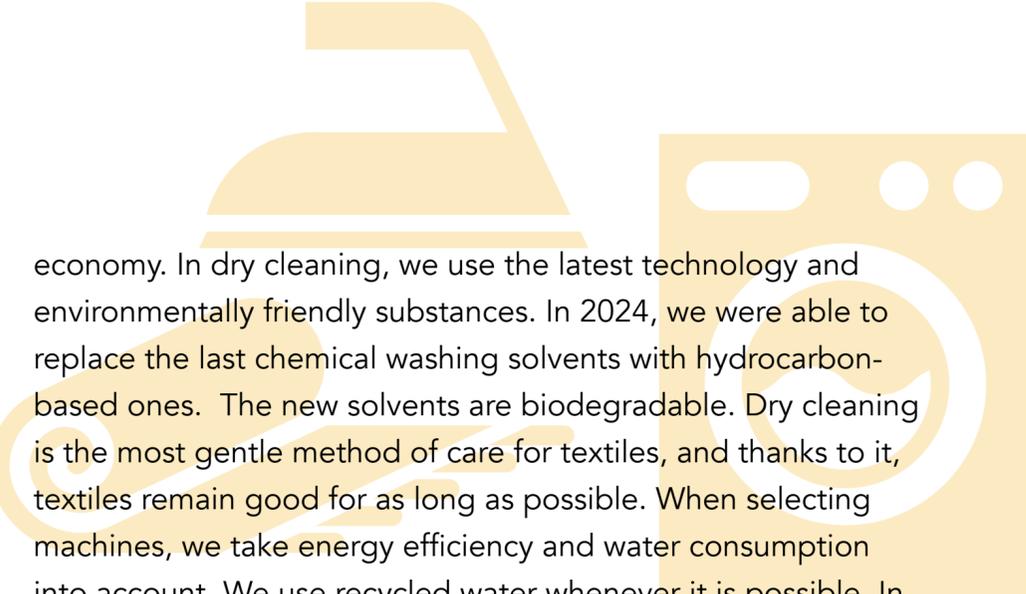
## Occupational health and safety is the cornerstone of our operations

We invest significantly in promoting the occupational health and safety of our personnel, and our goal is to continuously

develop employment opportunities despite various restrictions. We measure staff satisfaction twice a year by using the SOL Joy Barometer, and our goal is to score 4.5 on a scale of 1–5. Employee satisfaction in 2024 was assessed as 4.1 by employees and 4.0 by salaried employees. Our turnover in 2024 was EUR 8.7 million, which is at the same level as the previous year. During the year, we turned our operating result into a profit.

## Environmental responsibility has guided our operations for a long time

Environmental considerations have been the starting point of our business from the very beginning. We continuously investigate new operating and earning models to promote the circular



economy. In dry cleaning, we use the latest technology and environmentally friendly substances. In 2024, we were able to replace the last chemical washing solvents with hydrocarbon-based ones. The new solvents are biodegradable. Dry cleaning is the most gentle method of care for textiles, and thanks to it, textiles remain good for as long as possible. When selecting machines, we take energy efficiency and water consumption into account. We use recycled water whenever it is possible. In terms of lighting, we have already largely moved to LED lamps, which save energy and reduce the heat load in the space.

We have reduced our use of plastic by 9% compared to the previous year. We have abandoned the automatic use of single-use protective plastic in products leaving the laundry. However, the customer can purchase a reusable dust bag for transporting laundry or alternatively choose disposable protective plastic for an additional charge. The metal hangers we use are returnable and reusable, but their number increased by 1% as the business grew. We report on the use of plastics and metal hangers in accordance with Extended Producer Responsibility on an annual basis. Stores have received discarded textiles that have been forwarded for reuse. We have also launched the recycling of corporate textiles and marketed it to our corporate customers.

In 2024, our carbon footprint was 731 tCO<sub>2</sub>e, of which the most significant share, approximately 52%, was generated by purchased services and goods.

Examples of sustainability actions taken during the year:

CASE

**Act of responsibility 2024 – SOL as a service provider at the CISV camp**

In 2024, SOL Pesulapalvelut participated as a service provider in the international CISV (Children’s International Summer Villages) camp in Helsinki. CISV is an international organisation that promotes peace and intercultural understanding among children and young people. SOL Pesulapalvelut washed the bedding of the camp participants so that they could focus on important themes in the day-to-day life of the camp. This year, the theme of the camp was diversity, human rights, sustainable development and conflict resolution – with the aim of raising children and young people to promote justice and peace. The camp brought together young people and instructors from ten different countries.

CASE

**Work can change life – SOL and the Y-Foundation signed a cooperation agreement on creating a job search channel**

In 2024, SOL Henkilöstöpalvelut Oy, SOL Logistiikkapalvelut Oy and Y-Foundation signed a cooperation agreement aimed at creating a job search channel for Y-Foundation residents. The aim is to provide the Y-Foundation’s residents with low-threshold employment opportunities and SOL’s customer companies

opportunities to obtain the skills and work input required for the task in a responsible manner.

One important focus of SOL’s responsibility work is to serve as a learning environment and a springboard for many people’s careers. The Y-Foundation’s operations are focused on providing affordable rental apartments for homeless people or people at risk of homelessness. Cooperation with the Y-Foundation is therefore a very natural part of both companies’ responsibility work.

Customer demand in logistics, industry and construction is expected to turn to growth in 2025, when the need for skilled

CASE

**SOL Palvelut’s Oulu cleaning team washed more than 200 exterior windows with Oulun Palvelusäätiö**

SOL is committed to taking concrete responsibility actions locally. In cooperation with Oulun Palvelusäätiö, SOL Palvelut’s Oulu cleaning team washed more than 200 outdoor windows in apartments rented by the foundation for the elderly. The day was full of heartfelt encounters with the residents. The team also enjoyed working together and having a different day.

In addition to washing the windows, the residents were offered pastries, music and sunny companions to chat with. The remaining pastries and juice were donated to a nearby daycare centre to delight the little children.



service providers in customer companies will increase. The cooperation agreement concluded with the Y-Foundation makes it easy to combine the needs of those who need work and those who need competence.

The Y-Foundation is Finland’s largest national non-profit lessor and a pioneer in the eradication of homelessness, with over 27,000 residents in 58 locations. “So that everyone has a home.”

# SOL in the Baltics, Sweden and Denmark



## Baltic countries

**SOL Baltics** operates in Estonia, Latvia and Lithuania, providing indoor and outdoor cleaning services, maintenance of technical systems and parking line marking services. In 2024, SOL Baltics' turnover was EUR 40.9 million and it employed more than 2,000 people in the Baltic region.

In 2024, we continued our determined work on environmental, social and governance (ESG) issues. With regard to the environment, we focused on reducing our environmental impact by optimising the use of cleaning agents and utilising energy-efficient equipment. From the social perspective, we emphasised employees' well-being and commitment to sustainable development with the help of story cards. The story cards help employees to understand our sustainability goals and how their daily activities support them. Our employee engagement index is very high, 86%.

In 2024, we joined the Vägivallavabaks (Employers against domestic violence) initiative in cooperation with the President Kaljulaid Foundation and large companies. In terms of governance, we focused on transparency by actively participating in external sustainability assessments, such as EcoVadis and the Latvian Sustainability Index, in which we achieved Gold-level recognition.



*The story cards help employees to understand our sustainability goals and how their daily activities support them.*



### CASE

## New sustainable development service concept

In 2024, SOL Baltics introduced a new service concept based on key aspects of sustainable development, such as conscious partner selection, energy, water, chemical and waste reduction, and supporting employees' health with smart solutions. The concept has received positive feedback from both customers and employees due to its efficiency, environmental focus and human-centricity.

### Read more here and watch the video

<https://sol.ee/en/about-us/sustainability/>

<https://www.youtube.com/watch?v=WgAvC1EU4fQ>

## Sweden

**SOL Facility Services AB's** main business areas are cleaning of offices, properties, industry, hotels, trains and ships. It is one of the largest companies in the industry on the Swedish market, with operations spanning the whole country from Malmö to Kiruna. At the end of 2024, the company employed approximately 1,300 people and had a turnover of approximately EUR 23.5 million. Due to an acquisition, the turnover in 2025 will be approximately EUR 50 million and the number of employees will be approximately 1,500.

We are a strong integration engine in society! We participate

in broader social initiatives aimed at helping people find employment and a place in society and the social community offered by working life. Through social initiatives, we actively take responsibility for the construction of a more sustainable and inclusive society.

In 2024, we achieved the EcoVadis Silver Medal, placing us in the top 15% of all companies rated by EcoVadis. We are also ISO 9001, ISO 14001 and ISO 45001 certified. We have changed our suppliers of materials and equipment to suppliers that work actively with sustainability issues and support our work in implementing responsibility. We are also upgrading our fleet to electric and hybrid vehicles.

## Denmark

**TekniClean A/S** operates in Denmark and provides cleaning services and consultancy to the food industry, especially the slaughterhouse industry. The company employs approximately 270 people and its annual turnover is approximately EUR 13.2 million.

We have been committed to minimising the use of chemicals and water since we were founded in 2003. We work closely with the chemical supplier and the use of chemicals is monitored continuously. Deviations are analysed together and dosing systems and nozzles are adjusted regularly.

In 2024, we decided to replace all vehicles using fossil fuels with electric vehicles. Currently, we only have one diesel vehicle left and it will be replaced before summer 2025.

TekniClean is committed to ensuring proper working conditions for all of its employees. Our company has been certified according to the Service Standard for several years. This is a certificate issued by the Confederation of Danish Industry (Dansk Industri) which confirms that employment relationships are appropriate, that legislation is complied with and that the use of subcontractors does not lead to social dumping.

### CASE

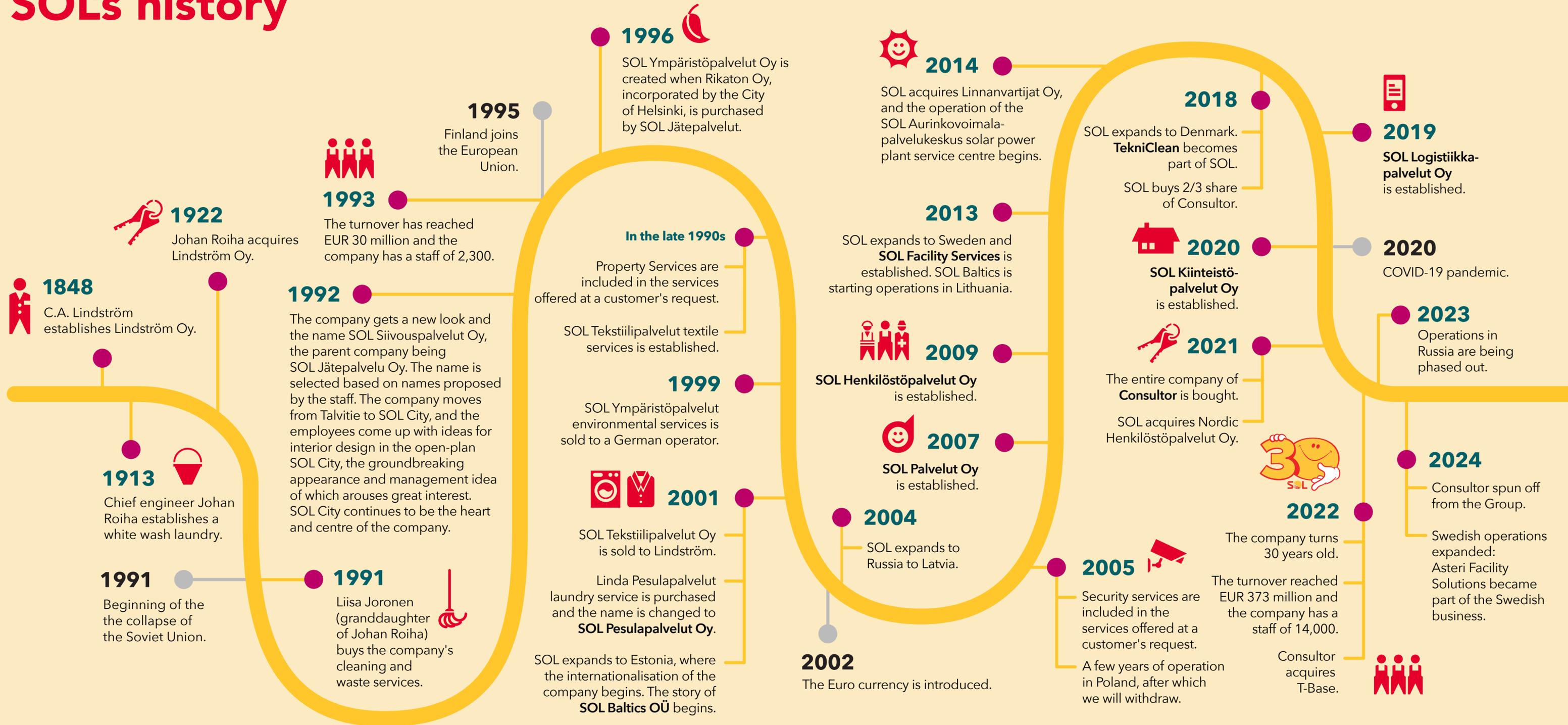
#### Training programme offers employment opportunities for those who find it difficult to find employment

Social sustainability is a central part of our hotel operations. We work actively to create employment opportunities for people who are far from the labour market. In cooperation with the Swedish employment authorities, we have developed a training programme in which we offer internships with the

aim of offering a job in hotel cleaning. Work helps to reduce unemployment and promote integration into society.

We believe that a diverse work community enriches our operations and creates a dynamic working environment. We are an inclusive employer and also employ people who need special support. We believe that a diverse and socially responsible workplace creates added value – both for the individual and for society at large.

# SOL's history



## Reporting principles

This responsibility report has been prepared in accordance with the principles of the EU's Corporate Sustainability Reporting Directive (CSRD), where applicable, and it is the first step towards actual ESRS-aligned (European Sustainability Reporting Standards) reporting. The first data collection in accordance with the ESRS standards carried out in 2024 aims at internal development work and raising the main sustainability themes.

The report presents a summary of the double materiality analysis carried out in accordance with the ESRS standards. The analysis specifies the responsibility aspects that are material to SOL and the entities to be reported. It also describes the sustainability impacts of the company's operations on society, the environment and business conduct, as well as the financial risks and opportunities arising from society and the environment for the Group's business.

The first report aligned fully with the standards will be published for 2027 as part of the annual report in spring 2028. The report includes all SOL Group companies in Finland and the international companies (Sweden, Denmark, Estonia, Latvia and Lithuania) to the extent that the information has been available. Consultor Finland Oy has been excluded from the review. The report has not been verified, but it was implemented in cooperation with Sustera.

With regard to environmental impacts, in addition to emissions calculation (E1), the inflows and outflows of resources (E5) have also been taken into account in the 2024 reporting. In addition to the previous factors, social impacts include employee turnover, the coverage of collective agreements and collective bargaining, equal pay and the ratio of total earnings. The implementation of anti-corruption and anti-bribery training has been taken into account in the governance assessment and monitoring the number of corruption and bribery cases has been initiated. Political donations, payments to employer organisations, for example, and the implementation of agreed payment practices are included in the matters monitored in CSRD reporting. In addition, information on taxes paid has been collected, i.e. information on the benefit to society has also been obtained through this. We have also begun

to collect data on charitable work and non-political donations by the SOL Group.

During the data collection, it was observed that not all of the data required by the CSRD is available and that the data of different companies in different countries differs in part (collected in different ways or different data available). In 2024, the data was utilised in the best possible way, but some simplifications and estimates had to be made. More detailed information was recorded in the CSRD report for internal use for development work in 2025. For example, Scope 1–3 sections have been reviewed for Finnish companies and only Scope 1–2 information for international companies. All reported figures are those of the SOL Group, unless otherwise stated in the text.

For more information about the SOL Group's responsibility work and report, please contact [asiakaspalvelu@sol.fi](mailto:asiakaspalvelu@sol.fi).

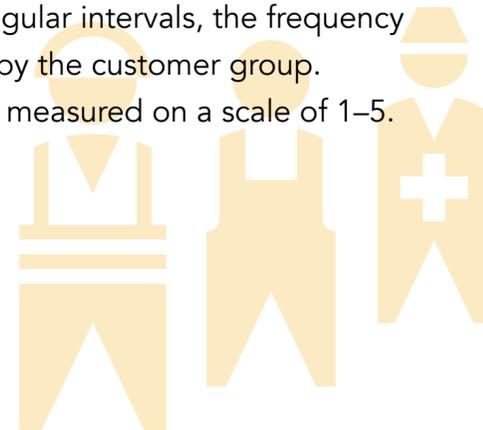
## Financial indicators

The financial indicators presented in the report are based on the SOL Group's accounting and financial statements. The Group's total turnover is presented in accordance with the financial statements. The breakdown of domestic and foreign turnover does not eliminate intra-group trade and does not include companies in which emissions calculations have not been carried out. In calculating the amount of the Group's emissions in relation to turnover, the turnover in the Group's financial statements, minus the Group companies excluded from emissions accounting (Consultor Oy, which became an associated company on 1 January 2025, and Ruka911 Kiinteistöpalvelut Oy), has been used as turnover.



## Social indicators

- The number of employees refers to the number of employees valid at the end of the financial period on 31 December 2024.
- The training of employees has been monitored based on average training hours. The training hours per person are calculated based on the number of employees valid at the end of the financial period.
- Employee satisfaction is based on the annual Ilopuntari joy barometer, where the overall result is measured on a scale of 1–5.
- Customer satisfaction is based on customer satisfaction surveys carried out at regular intervals, the frequency of which is determined by the customer group. Customer satisfaction is measured on a scale of 1–5.



## Environmental indicators

The calculation is limited to SOL Group's Finnish companies SOLEMO Oy, SOL Palvelut Oy, SOL Kiinteistöpalvelut Oy, SOL Pesulapalvelut Oy, SOL Henkilöstöpalvelut Oy and SOL Logistiikkapalvelut Oy as well as international companies SOL Facility Services AB (Sweden), SOL Facility Services Stockholm AB (Sweden), TekniClean A/S (Denmark) and SOL Baltics OÜ.

Emissions are divided into direct and indirect emissions (Scope 1–3). For international companies, only Scope 1–2 emissions and Scope 3 emissions from water consumption have been calculated. Detailed calculation input data is summarised below. The following input data has been used for the calculation:

**Scope 1:** Emissions from own vehicles and work machines are calculated based on the litres of fuel purchased. The emissions arising from the use of SOL Laundry's process energy have been calculated on the basis of the amount of energy.

**Scope 2:** For electricity and district heating, the consumption figures are based on metered consumption data to the



extent that the data was available. The consumption of the remaining premises is based on estimates based on the floor area, made using KTI's maintenance cost comparison (2021). District heating consumption data is absolute and includes the energy used to heat the water. For steam and oil, the consumption calculations are based on metered consumption data. Emission factors Statistics Finland/OpenCO2.net and district heating companies/OpenCO2.net.

- Green purchased electricity with specific emissions of 0 kgCO<sub>2</sub>/kWh has been taken into account for emissions from purchased electricity. For mixed electricity, country-specific average specific emission factors for electricity procurement have been used. There are properties using district heating in several locations, and the calculation has used district heating company-specific emission factors for district heating production.
- Location-based calculations of electricity emissions are based on country-specific average specific emission factors for electricity production. District heating emissions are calculated using district heating company-specific emission factors for district heating production.

**Scope 3:** Other indirect emissions cover all emission sources that are relevant to the business operations in Finland. The calculation includes purchased goods and services, capital goods, waste generated by operations, upstream supply

chain transport, employees' business travel and upstream and downstream leased assets. For the international companies, only the emissions from water consumption have been calculated.

- **Purchased goods and services:** Procurement by Finnish businesses mainly calculated on a euro basis. Emissions of the Velimark acquisition received from the supplier. The water consumption of SOL Aurinkopesula laundries and international companies is based on measured consumption. Other water consumption has been calculated on a euro basis. Emission factors Exiobase/Ademe/Defra/Finnish Environment Institute/OpenCO2.net
- **Capital goods:** Purchased passenger cars, vans, tractors and washing machines have been calculated on the basis of the number of units. Emission factors Wrap/Finnish Environment Institute/Defra/OpenCO2 and Autokalkulaattori/Finnish Climate Change Panel.
- **Waste:** Waste data only obtained for the Vanha Talvitie office. The total amount of waste was estimated based on the number of people. Emission factors Statistics Finland/OpenCO2.net and WWF.
- **Transportation:** Transportation calculated on a euro basis. Some of the transports are included in the procurement costs and could not be separated. Skydda provided supplier-specific transport emissions. Emission factors Ademe/Defra / OpenCO2.net

- **Business travel:** It was not possible to distinguish the means of transport used for business travel by the personnel during working hours. Emissions estimated assuming that all travel took place by taxi. Business travel by car has been calculated from the travel allowances paid on the basis of kilometre data. The calculation is based on the average vehicle in Finland. Emission factors Traficom/Defra/Finnish Environment Institute OpenCO2.net
- **Commuting:** Emissions from commuting have been calculated based on the number of people and the commuting survey conducted in 2025. It has been assumed that commuting by bicycle, by foot and carpooling is emission-free. Emissions for public transport have been calculated on the basis of a diesel-powered city bus. No information was available from SOL Laundries. Emission factors VR Group/Traficom/OpenCO2.net
- **Leased assets:** The calculation takes into account the properties leased by SOL in upstream emissions. SOL has several leased properties around Finland. Emissions have been calculated on the basis of actual consumption data and estimated consumption based on floor area. SOL leases out some of the floors of its Vanha Talvitie property, and the emissions from their energy consumption have been taken into account in downstream emissions. Emissions have been calculated on the basis of metered actual consumption data. In shared floors, consumption is divided in half. Emission factors Finnish Energy Agency/Energy Industry/OpenCO2.

## Personnel-related indicators

Gender breakdown	female	male
SOLEMO	18	5
SOL Palvelut Oy	3,865	2,419
SOL Kiinteistöpalvelut Oy	72	502
SOL Pesulapalvelut Oy	125	5
SOL Henkilöstöpalvelut Oy	359	666
SOL Logistiikkapalvelut Oy	789	931
<b>Finland total</b>	<b>5,228</b>	<b>4,528</b>
Baltic countries	1,553	450
Sweden	773	568
Denmark	46	224
<b>Total</b>	<b>2,372</b>	<b>1,242</b>
Consultor	4	24
Ruka 911	6	15
<b>Total</b>	<b>10</b>	<b>39</b>
<b>Total, all</b>	<b>7,610</b>	<b>5,809</b>

Employee information by employment contract type and gender (F=female, M=male)	Fixed-term employees, F	Fixed-term employees, M	Permanent, F	Permanent, M	Employees with variable working hours, F	Employees with variable working hours, M	Total
SOLEMO	0	0	18	5			23
SOL Palvelut Oy	224	192	3,641	2,227			6,284
SOL Kiinteistöpalvelut Oy	5	43	67	459			574
SOL Pesulapalvelut Oy	5	0	120	5			130
SOL Henkilöstöpalvelut Oy	42	88	90	206	227	372	1,025
SOL Logistiikkapalvelut Oy	23	42	23	92	743	797	1,720
<b>Finland total</b>	<b>299</b>	<b>365</b>	<b>3,959</b>	<b>2,994</b>	<b>970</b>	<b>1,169</b>	<b>9,756</b>
Baltic countries	239	71	1,314	379			2,003
Sweden	323	315	450	253			1,341
Denmark	8	21	38	203			270
<b>Total</b>	<b>570</b>	<b>407</b>	<b>1,802</b>	<b>835</b>			<b>3,614</b>
Consultor	0	0	4	24			28
Ruka 911	0	0	6	15			21
<b>Total</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>39</b>			<b>49</b>
<b>Total, all</b>	<b>869</b>	<b>772</b>	<b>5,771</b>	<b>3,868</b>	<b>970</b>	<b>1,169</b>	<b>13,419</b>

Number of employees by country	henkilöä
SOLEMO	23
SOL Palvelut Oy	6,284
SOL Kiinteistöpalvelut Oy	574
SOL Pesulapalvelut Oy	130
SOL Henkilöstöpalvelut Oy	1,025
SOL Logistiikkapalvelut Oy	1,720
<b>Finland total</b>	<b>9,756</b>
Baltic countries	2,003
Sweden	1,341
Denmark	270
<b>Total</b>	<b>3,614</b>
Consultor	28
Ruka 911	21
<b>Total</b>	<b>49</b>
<b>Total, all</b>	<b>13,419</b>

Age breakdown	Less than 30 years	30–49 years	50 years and over
SOLEMO	2	8	13
SOL Palvelut Oy	1,784	2,999	1,501
SOL Kiinteistöpalvelut Oy	163	239	172
SOL Pesulapalvelut Oy	41	51	38
SOL Henkilöstöpalvelut Oy	496	414	115
SOL Logistiikkapalvelut Oy	1,057	478	185
<b>Finland total</b>	<b>3,543</b>	<b>4,189</b>	<b>2,024</b>
Baltic countries	132	622	1,249
Sweden	188	445	174
Denmark	44	166	60
<b>Total</b>	<b>364</b>	<b>1,233</b>	<b>1,483</b>
Consultor			
Ruka 911			
<b>Total</b>			
<b>Total, all</b>	<b>3,907</b>	<b>5,422</b>	<b>3,507</b>

Share of employees covered by collective agreements	
Finland	100% (rounded)
Denmark	100 %
Estonia	99 %
Latvia	100 %
Lithuania	100 %

## Financial indicators

Turnover, MEUR	2024	2023	2022
SOLEMO Oy	8.01	7.77	7.42
SOL Palvelut Oy	187.51	180.36	168.22
SOL Kiinteistöpalvelut Oy	35.00	27.68	22.95
SOL Pesulapalvelut Oy	8.74	8.73	8.33
SOL Henkilöstöpalvelut Oy	39.98	48.07	51.10
SOL Logistiikkapalvelut Oy	21.11	23.03	27.52
Total	300.34	305.95	295.02

Operating profit, MEUR	2024	2023	2022
SOLEMO Oy	0.00	0.47	0.27
SOL Palvelut Oy	15.73	10.53	12.21
SOL Kiinteistöpalvelut Oy	-1.32	-2.17	-1.54
SOL Pesulapalvelut Oy	0.06	-0.02	-0.38
SOL Henkilöstöpalvelut Oy	-0.85	-1.12	1.17
SOL Logistiikkapalvelut Oy	0.20	0.24	-0.30
Total	13.82	9.29	12.86

Incoming cash flows, MEUR	2024	2023	2022
Customers			
Sales	300.34	305.95	295.02
Rental income	0.38	0.54	0.57
Expenses for use	0.86	0.73	0.64
Capital gains from fixed assets	0.58	0.90	1.74
Public sector			
Grants received	0.00	0.00	0.02
Owners and funders			
Borrowings	-	-	-
Other income			
Other financial income	3.19	2.89	1.52

Outgoing cash flows, MEUR	2024	2023	2022
Suppliers			
Service purchases	57.82	62.37	56.93
of which investments	7.12	9.62	6.38
Personnel			
Wages paid	229.88	221.64	226.52
Owners and funders			
Repayments	-	-	-
Dividends	4.72	4.63	5.10
Interest expenses	1.46	2.17	0.19
Public sector			
Taxes	126.43	126.50	121.12

Tax footprint: summary, EUR thousand	2024	2023	2022
Direct tax for the financial period	69,142.3	70,122.6	66,800.0
Indirect tax for the financial period	2.8	2.9	2.9
Tax payable for the financial period	57,281.5	56,372.3	54,335.6
Grants received	0.0	0.0	-21.7
Total tax footprint	126,426.6	126,497.7	121,116.8
Direct taxes payable for the financial period			
Income taxes	3,550.5	2,777.9	3,153.1
Employer contributions	40,370.7	42,759.7	40,676.0
Withholding tax on salaries	25,197.4	24,565.6	22,952.4
Property taxes	23.7	19.4	18.5
Total direct tax payable	69,142.3	70,122.6	66,800.0
Indirect tax payable for the financial period			
Non-deductible VAT	2.8	2.9	2.9
Total indirect tax payable	2.8	2.9	2.9
Tax payable for the financial period			
Vehicle taxes	136.0	130.9	96.5
Settled VAT	57,145.5	56,241.3	54,239.1
Total tax payable for the financial period	57,281.5	56,372.3	54,335.6
Grants and subsidies received during the financial period			
Subsidies and compensation	0	0	21.73
Total grants and subsidies received	0	0	21.73

Informed of the organisation's anti-corruption measures	2024	2023	2022
Members of administrative organ, number (%)	1 (9%)	15 (30%)	15 (30%)
Personnel, number (%)	100%	10,000 (100%)	10,000 (100%)
Partners, number (%)	NA	NA	NA

Participation in anti-corruption training	2024	2023	2022
Members of administrative organ, number (%)	1 (9%)	15 (50%)	15 (50%)
Personnel, number (%)	9,750 (9.5%)	10,000 (100%)	10,000 (100%)

Stakeholder and explanation	Cash flows, MEUR		
	2024	2023	2022
Customers: Rent and usage fees, sales	305.34	311.01	299.51
Generation of direct financial added value			
Suppliers: Purchased services, other project costs	57.82	62.37	56.93
Employees: Employee wages and social security expenses	229.88	221.64	226.52
Capital providers: Interest and financing expenses	6.18	6.80	5.29
Public sector: Deferred income taxes	126.43	126.7	0.1
Entities: Investments in social purposes	0.03	0.05	0.16
Distribution of financial added value	0	0	0
Maintaining financial added value	0	0	0

## Members of the Board of Directors, senior management and committees

Board of Directors of SOLEMO Oy			
Member's name	Role	Year of birth	Gender
Kaira Peppi	Managing Director	1969	female
Joronen Juhapekka	Chair of the Board	1971	male
Kaira Oona	(not in employment relationship)	1997	female

## Environmental indicators

Carbon footprint per company in 2024	SOL Henkilöstöpalvelut & SOL Logistiikka-palvelut	SOL Kiinteistöpalvelut	SOL Palvelut	SOL Pesulapalvelut	SOLEMO	SOL Baltic	SOL Sweden	SOL Denmark	SOL Group total
SCOPE 1, tCO <sub>2</sub> e									
Emissions, Diesel	11.17	851.07	238.29	6.7	9.45	644.55	10.79	70.73	1,843
Emissions, Petrol	12.5	71.21	350.7	4.22		304.61	1.17		744
Emissions, Light fuel oil		78.08							78
Emissions, LPG				7.6					8
Emissions, Oil							5.26		5
Yhteensä	23.67	1,000.36	588.99	18.52	9.45	949.16	17.22	70.73	2,678
SCOPE 2*, tCO <sub>2</sub> e									
Electricity, location-based emissions	1.74	1.96	3.87	29.43	9.89	16.00	2.05	0.94	66
Procurement-based emissions from electricity	16.24	20.34	37.66	109.61	0.00	359.00	47.40	21.70	612
Location-based emissions from district heating	21.05	16.24	18.35	15.50	133.49	22.00	0.73	3.87	231
Procurement-based emissions from district heating	21.05	16.24	18.35	15.50	133.49	22.00	0.73	3.87	231
Steam emission				45.16					45
Total location-based	22.79	18.20	22.22	90.10	143.38		8.04	4.81	310
Total procurement-based	37.30	36.58	56.01	170.27	133.49	381.00	53.39	25.57	894
SCOPE 3, tCO <sub>2</sub> e									
Emissions, purchased goods and services	1,239.1	1,513.5	2,176.5	379.7	880.1	4.3	0.1	17.8	6,211
Emissions, capital goods	45.6	495.9	371.5	17.0	0.0	0.0	0.0	0.0	930
Emissions, transport and freight	0.4	7.4	11.3	105.7	21.2	0.0	0.0	0.0	146
Emissions, waste	325.3	76.4	838.1	17.2	2.5	0.0	0.0	0.0	1,260
Emissions, business travel	334.2	53.5	118.7	8.0	0.6	0.0	0.0	0.0	515
Emissions, commuting	2,640.2	484.6	2,340.6	0.0	8.2	0.0	0.0	0.0	5,474
Emissions, properties leased for business	45.7	118.6	377.4	14.5	0.0	0.0	0.0	0.0	556
Emissions, properties leased out	0.0	0.0	0.0	0.0	26.7	0.0	0.0	0.0	27
Total	4,630.6	2,749.9	6,234.1	542.0	939.4	4.3	0.1	17.8	15,118
<b>Total emissions, tCO<sub>2</sub>e*</b>	<b>4,692</b>	<b>3,787</b>	<b>6,879</b>	<b>731</b>	<b>1,082</b>	<b>1,334</b>	<b>71</b>	<b>114</b>	<b>18,690</b>

\* Aggregated figures use procurement-based emissions

\*\* SOL Baltic, SOL Sweden and SOL Denmark Scope 3 emissions calculation only includes emissions from water consumption.

SOL Group carbon dioxide emissions, tCO <sub>2</sub> e	2019	2020	2021	2022	2023	2024	Change 2023–2024
<b>SCOPE 1: Direct emissions</b>							
Fuels for own vehicles	1,528.51	1,191.60	1,370.48	1,525.39	1,545.59	2,670.50	73%
Process energy						7.60	
<b>SCOPE 2: Indirect emissions</b>							
Electricity and district heating, procurement-based	896.61	773.24	317.5	276.23	170.09	843	396%
Steam, procurement-based						45.16	
Oil, procurement-based						5.26	
<b>SCOPE 3: Other indirect emissionst</b>							
Purchased goods and services						6,211	
Capital goods						930	
Transport and freight						146	
Waste						1,260	
Business travel	1,027.22	1,064.78	960.34	1,156.69	459.32	515	12%
Commuting	6,288.46	6,288.46	6,594.30	3,866.93	3,256.88	5,474	68%
Properties leased for business purposes						556	
Properties leased out						27	
<b>Total</b>	<b>9,740.81</b>	<b>9,318.08</b>	<b>9,242.61</b>	<b>6,825.25</b>	<b>5,431.88</b>	<b>18,690</b>	
Emission intensity in relation to turnover (tCO <sub>2</sub> e/M€)	8.16	54.08	36.18	23.13	17.75	49.7	

Energy consumption, MWh	2021	2022	2023	2024*	Change 2023–2024
Purchased electricity	293.08	308.58	0	1,103.28	1 103%
Purchased green electricity	1,955.28	1,509.67	1,647.44	1,633.08	-1%
Purchased district heating	1,620.14	957.83	957.83	2,120.40	121%
Purchased steam				806.43	806%
Oil				18.00	18%
<b>Total</b>	<b>3,869.00</b>	<b>3,600.00</b>	<b>2,605</b>	<b>5,681.18</b>	
Energy intensity in relation to turnover (MWh/MEUR)	15.14	12.2	8.52	15.12	

\* The figures for 2024 include energy purchased by the SOL Group, which is reported in Scope 2.

This report follows a model based on ESRS standards in accordance with the EU Corporate Sustainability Reporting Directive (CSRD). The report is a summary of SOL Group’s responsibility work and does not contain all of the information required by the standards. The following summary describes the essential ESRS standards applicable to the SOL Group and the level of readiness required by the standards.

● Complete      ● Needs some development      ● Needs a lot of development

Standard	Situation 2024	Key development needs
ESRS-2 General disclosures	●	<ul style="list-style-type: none"> <li>• Comparability with previous years must be ensured.</li> <li>• The process for monitoring due diligence is missing.</li> <li>• Incentive schemes require development.</li> <li>• The due diligence process is incomplete.</li> <li>• Process for reporting and monitoring risks is missing, in addition to which the risk assessment method is inadequate.</li> <li>• The double materiality process is incomplete for international companies.</li> </ul>
ESRS-E1 Climate change	●	<ul style="list-style-type: none"> <li>• Transition plan is missing.</li> <li>• Policies related to climate change mitigation and adaptation are missing.</li> <li>• The emissions calculations of Finnish companies are in order, but the calculations of international companies must also include Scope 3 in the future.</li> <li>• The anticipated economic impacts of material physical and transition risks and potential climate-related opportunities must be reviewed.</li> </ul>
ESRS-E5 Resource use and circular economy	●	<ul style="list-style-type: none"> <li>• Policies related to the use of resources and the circular economy are missing.</li> <li>• The collection of data on inflows of resources requires development.</li> <li>• The collection of data on outflows of resources requires development.</li> <li>• The anticipated economic impacts, risks and opportunities related to the use of resources and the circular economy are not reviewed.</li> </ul>
ESRS-S1 Own workforce	●	<ul style="list-style-type: none"> <li>• The development of the policies related to the company’s own workforce is partly incomplete.</li> <li>• Processes to remedy negative impacts require development.</li> <li>• Development of action plans related to own workforce is incomplete.</li> <li>• Targets require development.</li> <li>• Data collection concerning earned income requires development, especially in the international companies.</li> <li>• Harassment data collection requires development, especially in the international companies.</li> </ul>
ESRS-S4 Consumers and end users	●	<ul style="list-style-type: none"> <li>• Development of operating principles related to consumers and end users is incomplete.</li> <li>• Targets require development.</li> </ul>
ESRS-G1 Business conduct	●	<ul style="list-style-type: none"> <li>• Development of policies related to corporate culture and business operations is incomplete.</li> <li>• Data collection related to corruption and bribery requires development.</li> </ul>

## Responsibility and sustainability

Responsibility is built on three basic pillars: environmental responsibility and social and financial responsibility. Responsibility is often associated with environmental responsibility in particular, but all three pillars are equally essential for responsible business. Instead of responsibility, we can also talk about sustainability, which is a more common term, especially in the financial sector.

## ESG



In connection with responsible and sustainable business, we often talk about ESG, i.e. the company's environmental responsibility (Environment), social responsibility (Social) and good governance (Governance).

## CSRD directive

The EU's sustainability reporting directive CSRD (Corporate Sustainability Reporting Directive) extends the obligation to report on sustainability to an increasing number of companies. As a result of the directive, we will no longer talk about corporate responsibility reporting, but instead change the term to sustainability reporting. CSRD will combine sustainability

perspectives and financial reporting, both of which must be externally verified.

## ESRS standards

ESRS (European Sustainability Reporting Standards) contain more detailed information about what companies must disclose in their sustainability report. While the CSRD outlines who must report and on what timescale, the ESRS standards provide detailed guidance on corporate responsibility reporting. Some of the ESRS standards are mandatory for all companies and some are reported according to the principle of double materiality.

## Materiality analysis

Sustainability work and reporting must focus on reviewing and promoting the key (material) perspectives of the company. Materiality analysis is a process by which a company defines the most important perspectives and assesses where it should focus in its own sustainability work. The materiality analysis traditionally reviews the company's own operating environment, stakeholder expectations, global forces of change (megatrends) and the UN's Sustainable Development Goals. A report aligned with the GRI standards requires a materiality analysis.

## Double materiality analysis

Double materiality plays a key role in CSRD reporting. It helps the company to define the most important (material) sustainability topics around which it builds its sustainability work and sustainability reporting. Double materiality looks at both the company's impact on the environment, people and society and how these impacts in turn can affect the business as financial

risks and opportunities. In a CSRD report, the double materiality analysis must include not only the company, but also its upstream and downstream value chain.

## Responsibility strategy (including responsibility programme or plan)

The responsibility plan describes the company's material (important) responsibility themes (and responsibility perspectives) on which the company focuses in its responsibility work and reporting. The plan includes a "responsibility roadmap", i.e. concrete indicators and targets through which the company monitors its operations. The materiality analysis is a key part of the responsibility plan.

## Gap analysis

The gap analysis is carried out in connection with or after the double materiality analysis. The gap analysis looks at what data needs to be collected for sustainability reporting and identifies development needs. In other words, what required data is available and what is missing.

## Impact

Impact illustrates a significant and long-term or permanent positive change in society, people or the environment that arises as a result of business activities. Impact is added value produced outside the company (some call this the handprint) that would not exist without the activity or service in question. In English, the word impact is also used in connection with traditional responsibility (ESG), but then we look at 'direct impact' instead of the added value produced.

# SOL is a multicultural working community

■ Different nationalities of SOL employees in Finland

