



**Towards
a more equal
tomorrow**

SOL is a Finnish family company

SOL develops its services and operations to be more sustainable and responsible, taking into consideration the needs of its customers and stakeholders.

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. 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.

At SOL, responsible business operations mean responsibility and care for the well-being of employees, customers, society and the environment. It is self-responsibility that is determined by the company’s values and objectives, while also taking into account key stakeholders.

SOL has reported on its responsibility separately since 2010. This is SOL’s first corporate responsibility report according to the GRI (Global Reporting Initiative) standards. The report reviews SOL’s most important responsibility topics and describes the responsibility work carried out during 2023. The responsibility report includes the Finnish companies, but the reporting will also include companies from other countries going forward.



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Turnover in Finland

EUR **305.95** million

Turnover in other countries

EUR **85.6** million

Turnover in Finland including eliminations EUR 294.9 million and abroad EUR 82.4 million.

Personnel

14,642

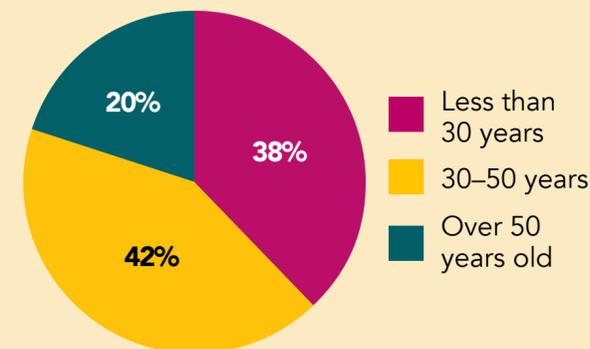
Includes employees of both Finnish and foreign companies.

Internal training

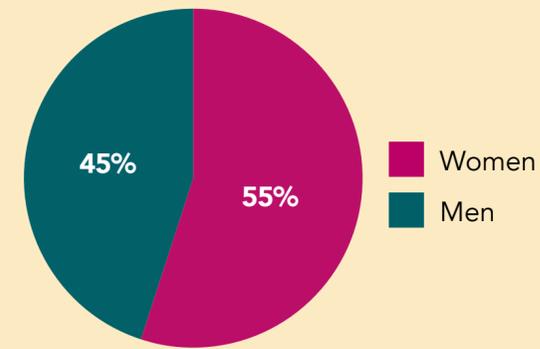
637 training events

72 active e-learning

Age structure of personnel in Finland



Employee distribution by gender in Finland



SOL Finnish companies' carbon footprint

Total carbon footprint

5,431.88 tCO₂e

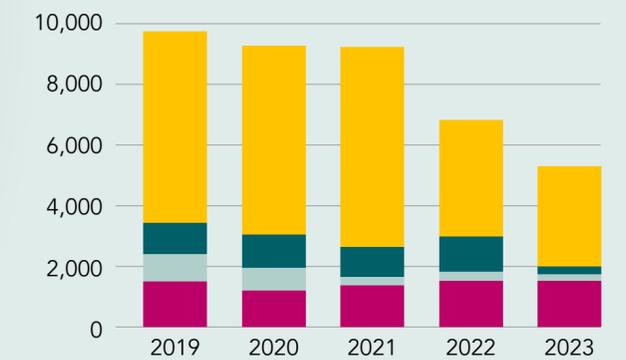
Carbon footprint per employee

511 kgCO₂e

Carbon footprint per euro of turnover

17.75 gCO₂e

The calculation includes emissions from SOL Palvelut, SOL Kiinteistöpalvelut, SOL Henkilöstöpalvelut, SOL Logistiikkapalvelut and SOL Pesulapalvelut. Consultor Finland's emissions are excluded from the calculation.



Legend: Direct emissions (pink), Purchased energy (light blue), Business travel (teal), Commuting (yellow)

No information is available from logistics operators on the transport emissions of individual companies, which means that transport and distribution are not included in the calculation.



Increasingly high-quality responsibility reporting

In autumn 2023, SOL, together with Sustera, began to lead SOL's sustainability report towards the requirements of the CSRD directive. From 2024, the EU Corporate Sustainability Reporting Directive requires all large companies to report on their sustainability more extensively than before. As part of this work, we also conducted an extensive stakeholder survey to help drive our dual materiality analysis.

Good work is rewarded

In 2023, SOL donated almost EUR 900,000 to its employees as a thank you for their good work. SOL Palvelut distributed an additional bonus of approximately EUR 850,000 to its employees. Consultor also rewarded its employees, so the total amount of bonuses increased to almost EUR 900,000.

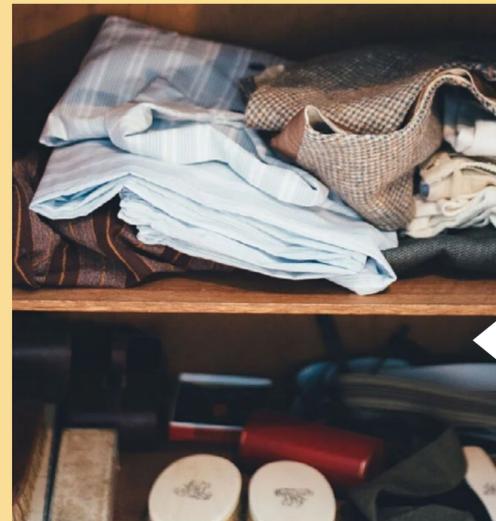
Employee bonuses in total almost EUR

900,000



Donation to the Blue Ribbon Foundation

The Capital Region cleaning team collected donations of clothes and shoes for the Blue Ribbon Foundation. The team also raised funds to buy hygiene supplies. At the end of the fundraiser, the SOL team delivered the donations to the Blue Ribbon Foundation day centre. The Blue Ribbon Foundation carries out valuable work to eliminate homelessness and support the most vulnerable in society.



Blood donated in Oulu

SOL employees in the Oulu region saved 48 lives by donating blood in a joint campaign. A total of 16 SOL employees participated in the blood drive at SPR Oulu Blood Service. One donation saves the lives of 3 people.



Focus on work capacity management and occupational safety

We organised a work capacity management and occupational safety RoadShow across Finland. During the events, both supervisors and employees were informed about important facts related to their daily work.

Backpack for all schoolchildren

Schoolchildren in Ylivieska and Kokkola received backpacks when employees from SOL's Vaasa office participated in OP's and HOPE ry's backpack collection. SOL employees collected a total of 20 backpacks. The backpack collection supports children in poor families at the beginning of the school year. The goal is for as many children as possible to have a backpack at the start of the school year.

We aim to lead the way in responsibility work

As a family-owned company, we want to be part of building a future aligned with our values, where everyone has equal opportunities to thrive and progress at the workplace. 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.



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

Basic pillars of SOL's responsibility work

As owners of SOL, which has been a family-owned company since day one, we expect the company to act in accordance with its values and in a responsible manner. We operate in the service industry, so our people are our most important asset. So, social responsibility is, therefore, a top priority for us. A positive, encouraging and diverse company culture where employees feel good plays a key role. We also want to help to integrate and unite families, so we help the families of employees coming from abroad to Finland.

In addition to social responsibility, it is important to us to take care of the environment. Our core principle is to identify and

minimise the environmental impact of our in-house operations and work to mitigate climate change. We want to develop our operations so that we will also be able to offer our customers services and solutions that help them to achieve their own environmental and climate goals.

The starting point for all of our activities is responsible management with a lean organisation and values of a family-owned company as the most important resource. We want to conduct fair and ethical growing business with clear and open communication, both internally and externally, playing a key role.

Responsibility work in 2023

During the past year, we continued our significant work to provide a safe, equal and encouraging working environment for our employees. We want to cherish and develop an equal work community where it is possible to grow, train and work in accordance with one's values, regardless of gender, age, nationality, background or creed. We are genuinely interested in the job satisfaction of our employees, which we measure with the Ilopuntari joy barometer. Through the survey, employees can also contribute to the development of their own work. During the past year, employees rated job satisfaction on average as 4.3 on a scale of 1 to 5, which is a very good level. So, our work for employee satisfaction and well-being has clearly paid off. 40% of employees (4,190 people) and 53% of white collar employees (193 people) responded to the survey.

During the year, we also continued our work to help Ukrainians together with the authorities, Ukraine associations and reception centres. We have employed around 500 Ukrainians in Finland and have helped them with things such as travel and housing arrangements, furnishing apartments and buying food and clothes. The work will continue as long as help is needed. One of the most significant actions during the past year was the final exit from the Russian market. This decision resulted in significant financial losses for us, but the ethics of our operations were much more important.

We want to cherish and develop an equal work community, where it is possible to grow, train and work in accordance with one's values, regardless of gender, age, nationality, background or creed.

SOL wants to provide services in a manner that aims to conserve natural resources and reduce environmental impacts. In line with the Finland Chamber of Commerce's Climate Commitment, we are also committed to achieving carbon neutrality by 2035. It has been great to see how our responsible choices in our sourcing and solutions reduce our environmental impact and how our incentive systems have encouraged our employees to travel by bike, by foot or by public transport. These choices are also reflected in the results of the 2023 carbon footprint calculation, when we have reduced our emissions by up to 20% when compared to the previous year.



Our high number of employees, who serve our customers in thousands of locations, provides its own challenges as well as opportunities.



Looking to the future

Over the years, our operations have grown and expanded measured by several indicators, as well as geographically. Growth and development and our success tell us that SOL has been successful in serving our customers in a sunny and responsible way. Over the years, the development from a national company into an international multiservice group, while preserving the values and culture of the family-owned business, is an indication of our successful choices and actions along the way. Our high number of employees, who serve our customers in thousands of locations, provides its own challenges as well as opportunities.

In the future, business development will be challenged by stricter and increasing requirements for responsibility and sustainability work. EU Corporate Sustainability Reporting Directive (CSRD) will apply to our organisation from the beginning of 2025. This means that we will involve our stakeholders more extensively in the development of

sustainability work and report on it at a more detailed level. Responsibility has been part of our business for a long time, but it will now accelerate further following the new requirements.

We want to look to the future and anticipate changes in society and, as a result, in business. We want to constantly develop our operations and make our services more sustainable and responsible, taking into consideration the needs of our customers and stakeholders. We want to do more than what is required of us. We will, therefore, be ambitious in developing our sustainability work to increasingly meet the needs of our customers. We will not forget the EU's reporting requirements, but we will also work ambitiously to help our customers to achieve their own sustainability goals. This is what we call our strategic impact work.



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 providing job opportunities to different people will continue to be our mission.



SOL in brief

SOL is a Finnish, international family-owned company with a wide range of activities in the service sector. We provide diverse cleaning, facility, general property maintenance, security and IT services in Finland, Sweden, the Baltic countries and Denmark. Our laundry services ease the everyday life of businesses and consumers, and our personnel services flexibly provide service professionals for the industrial, construction and logistics sectors. Our customer service centre provides alarm and remote surveillance services as a single-top service.

We employ more than 14,600 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. We invest in service management and fair personnel policy by offering work opportunities to diverse individuals. Our management philosophy is based on a positive, sunny, image of humankind. We want every one of us to have the will and capability of developing as a person and in our work and to be good at what we do. Professional development, goal-setting and remuneration at SOL are based on these principles.

Responsibility is reflected in our values

Through our operations, we create value for all of our stakeholders: customers, employees, subcontractors, partners and owners.

We comply with the laws, regulations and guidelines of local authorities in all our operating countries. We diligently take care of our taxes and payments, which are further used for maintaining social services and public infrastructure. We act responsibly so that our operations produce value for all our stakeholders.

Our most important resource in our value creation is our skilled and motivated personnel. As a low-threshold job, one of our key tasks is to hire young people and immigrants. By involving young people and integrating immigrants, we prevent exclusion and create opportunities to gain work experience, education and career progression. SOL's thoroughly developed cultural management processes and company values enable the development of employees.

For our customers, we create reliable, sustainable and secure services. SOL operates in corporate and consumer markets, and the end-user is always an individual who requires reliability and safety. Development relies on safety, usability, functionality, durability and quality – all of which are factors needed for excellent customer satisfaction.

SUNNY AND SATISFIED CUSTOMERS are the objective of our operations. Good service makes customers and employees feel good. This means high quality. Job satisfaction is linked to one's whole life.

THE JOY OF WORKING arises when the employee feels that they are an important part of the workplace community. They can experience the joy of success through training, encouragement, feedback and opportunities for professional development.

RELIABILITY means that promises are kept. It means that the customer can trust us, that our employees can trust their supervisors, and that we trust our service providers.

EVERYDAY CREATIVITY means that each of us is creative and proactive. We encourage creativity through individual feedback discussions, development groups and initiatives.

ENTERPRISING SPIRIT is important. We are successful when each of us serves the customer in the best possible way, just like running their own business.



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

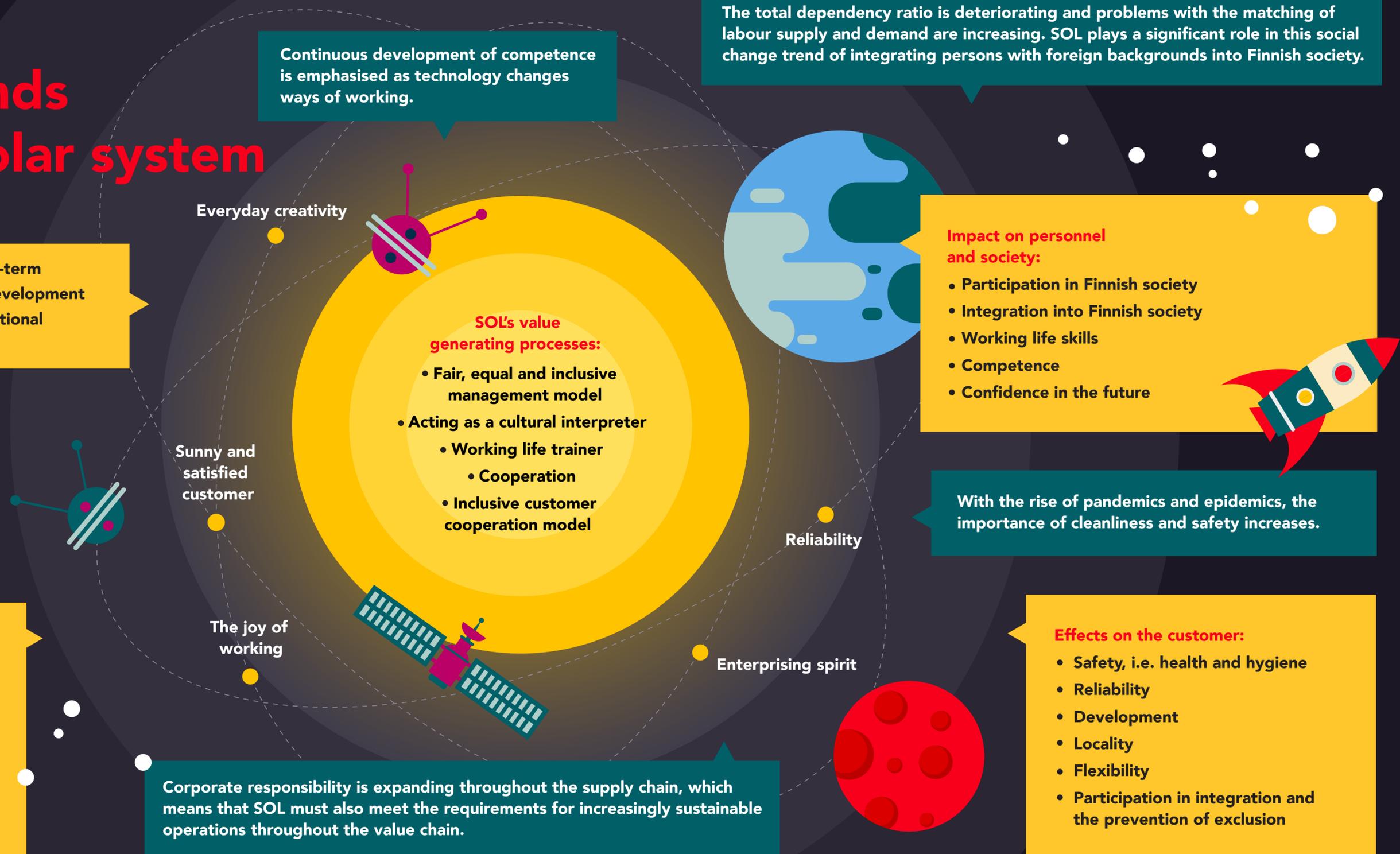
Impact on personnel and society:

- 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.

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 more sustainable and closer services. Our collaboration is based on trust and quick decision-making.

During 2023, we conducted extensive stakeholder surveys and interviews with key customers. Based on these surveys, we gained a good understanding of the expectations and wishes of our stakeholders in relation to responsibility work. We have gathered these wishes and thoughts on this page.



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

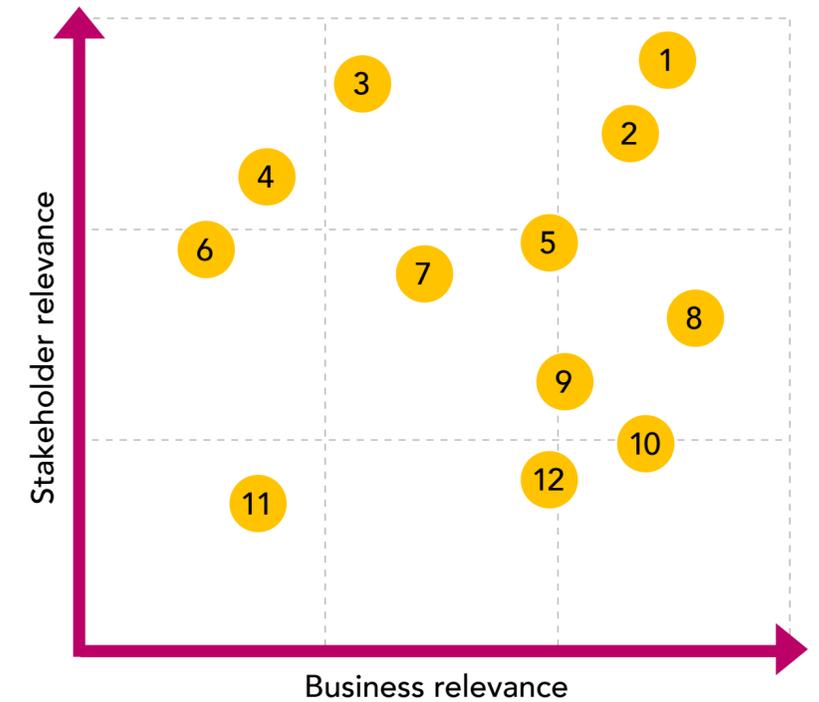
The authorities' perception of SOL's responsibility is high. Taking measures to ensure safe working conditions and environments and to promote circularity are considered to be important.

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.

We have identified our key responsibility themes

Based on the expectations of our stakeholders, we have identified 12 key responsibility aspects that form the basis of our responsibility work. The materiality analysis is based on the GRI guidance on the definition of relevant aspects. During 2024, we will expand the materiality analysis with the principle of dual materiality in accordance with the Corporate Sustainability Reporting Directive (CSRD).

- 1 Fair and ethically growing business
- 2 Stability and competitive advantage through anticipation
- 3 Monitoring and reducing climate emissions
- 4 Open and clear communication
- 5 High customer satisfaction
- 6 Strengthening stakeholder responsibility
- 7 Reduction of environmental impact
- 8 Employee training and equal opportunities
- 9 Positive and supportive company culture
- 10 Diverse and healthy employees
- 11 Resource-efficient use of materials
- 12 Health and safety at work



Environmental responsibility

The basic principle of our environmental responsibility is to identify and minimise our own environmental impact. We want to be part of the work to mitigate climate change. Monitoring and reducing our own climate emissions and promoting resource wisdom will, therefore, be an important part of our sustainability work in the future. We also want to support our stakeholders in becoming more sustainable and responsible.

Social responsibility

Competent and motivated people are our most important resource. A positive and encouraging company culture and a diverse and healthy workforce are key. We want to ensure that our employees have healthy and safe working conditions and equal opportunities for training. High customer satisfaction is one of our priorities and we strive to achieve it by working closely together.

Responsible management

Our business is based on responsible management, with a lean organisation and values of a family-owned business as the most important resource. Fair and ethically growing business is the starting point for our operations. We ensure the stability and competitive advantage of our business through anticipation. Open and clear communication both internally and externally is key to responsible management.

Responsibility management

Voluntary responsibility

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. 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 strategy

Our business is guided by our ethical principles and various policies and guidelines. However, the most important thing is what kind of a company culture we maintain and how we, for example, onboard our new employees. Responsible operations and reporting have been an integral part of our operations for years, but in a changing world we see a need for strengthening our responsibility strategy. We started this work with a new partner in late 2023 and we will publish the SOL Group’s responsibility programme during 2024. The programme will include a responsibility roadmap with concrete goals for monitoring the progress of our responsibility work.

We have begun to update our sustainability strategy and have identified the preliminary materiality aspects that we have included as part of this report. In addition to the sustainability programme and goals, we will review the impact of our business activities and will move (gradually) towards responsibility reporting.

Service-oriented coaching leadership

The ultimate decision-making authority of the SOL Group is the Board of Directors of the parent company, consisting of the Chair and two Board members. The term of office of the members of the Board of Directors is unlimited. SOLEMO’s Board of Directors has been operating in the current assembly since 2022. The Board met 5 times during 2023.

Operating systems control operations

Our Group’s Operating System has not been verified, but it is based on the ISO 9000:2015 quality management standard, the ISO 14001 environmental management standard, the ISO 45001 safety management standard and the ISO 31000 risk management standard. Each company has its own operating system that complies with the Group’s core system. Our customers audit our operating system, and we develop our operations through these audits. In 2023, SOL Palvelut’s operating system was rated excellent in a customer’s HSEQ1 assessment.

Risk management

Up-to-date risk management is an integral part of responsible business conduct. The risk management analysis was last performed in 2021 by an external party and it will be updated in 2024.

1 Health, Safety, Environment, Quality

▼ 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 consists of the Managing Directors of the Finnish companies, Timo Sairanen, Director, HR and Legal Issues, and personnel representatives of senior salaried employees (service director), other salaried employees (service manager) and employees.

SOL Palvelut Oy’s Managing Director is Jussi Holopainen, SOL Pesulapalvelut Oy’s Elina Jalonen (from 2024, Maria Rantala), SOL Henkilöstöpalvelut Oy’s and SOL Logistiikkapalvelut Oy’s Juhana Olkkola, SOL Kiinteistöpalvelut Oy’s Juha Savolainen and SOLEMO Oy’s Peppi Kaira The Managing Director of Consultor is Markus Andersson.

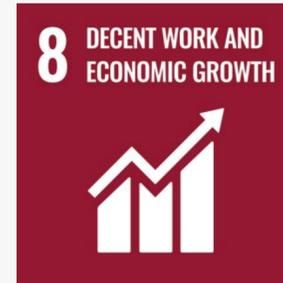
▼ Operational level

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. At the end of 2023, a new responsibility partner was also involved in the development work.

Principles and policies that guide our responsibility work

- Commitment to the Finland Chamber of Commerce emission targets
- SOL’s safety and security policy
- Action plan for occupational health and safety
- SOL Code of Conduct for Employees (Principles of good business 2023)
- SOL Code of Conduct for Partners
- Equality and Non-discrimination Plan 2023

Through our activities, we meet the UN Sustainable Development Goals



Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

8.6 Substantially reduce the proportion of youth not in employment, education or training.

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.



Goal 5: Achieve gender equality and empower all women and girls.

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.



Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



Goal 13: Take urgent action to combat climate change and its impacts



Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all. Commitment to procuring renewable energy.



i We monitor our responsibility work through concrete goals and indicators. We will revise our sustainability program and goals to their final form during 2024.

Theme and perspective

Responsibility goals

Status in 2023

<div data-bbox="153 465 283 590"> </div> <div data-bbox="153 602 283 727"> </div> <p>Environmental responsibility</p> <ul style="list-style-type: none"> Monitoring and reducing climate emissions Reduction of environmental impact Resource-efficient use of materials 	<ul style="list-style-type: none"> We monitor our energy consumption and carbon footprint. Energy consumption and carbon footprint will reduce each year. Each year, SOL Palvelut conducts a large number of environmental and sustainability reviews and at least 350 audits. 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%. 	<ul style="list-style-type: none"> Our energy consumption in 2023 was 2,605 MWh, which is almost 28% less than the previous year. Our total carbon footprint was around 5,432 tCO₂e, which is 20% less than in 2022. We will fine-tune our emissions calculations during 2024, which is expected to increase our emissions in the future. We conducted 1,272 environmental and responsibility reviews and 276 customer site audits in 2023. During 2023, SOL Palvelut paid particular attention to reducing plastic disposable gloves and SOL Pesulapalvelut to reducing protective plastic and metal hangers. The results were very good and we will be reporting the reductions in more detail in the coming years.
<div data-bbox="153 840 283 966"> </div> <div data-bbox="153 977 283 1103"> </div> <p>Social responsibility</p> <ul style="list-style-type: none"> Employee training and equal opportunities Positive and supportive company culture Health and safety at work Diverse and healthy employees Strengthening stakeholder responsibility High customer satisfaction 	<ul style="list-style-type: none"> We monitor competence development extensively and our training index is 70. The overall score in the Ilopuntari employee joy barometer is above 4 on a scale of 1 to 5. Our sickness absence rate is below 2.5 and the injury rate is declining compared to the previous year. We employ Finnish and foreign employees of various ages. We offer Smartum exercise and massage benefits for permanent employees. Emissions from employees' commuting and work travel are reduced by 5% annually. We carry out all budgeted quality assurance visits annually according to the customer action plans. The NPS figure for customers' willingness to recommend us is at least 75 for SOL Palvelut. 	<ul style="list-style-type: none"> In 2023, we started a new way of tracking training, so the training index will be collected in 2024. We monitor competence development by area, customer, employee and training event. Overall satisfaction in the Ilopuntari survey was very good in 2023 with a score of 4.3. In terms of the sickness absence rate, we fell short of the target, but the TRIF accident frequency decreased by 11% and LTIF by 17% when compared to 2022. We continued to invest in our employees' working ability and spent around EUR 200 per employee on dis-ease prevention and treatment. 38% of our staff were under 30 years of age and 20% were over 50. 49% of SOL Palvelut employees had a foreign background. The Smartum benefit was offered again, three times a year. Based on the commuting survey, emissions from commuting decreased by nearly 16% and work travel by car by around 11%. In 2023, we conducted 24,060 quality assurance visits, which was approximately 23% above budget. The NPS for SOL Palvelut was as high as 83% in 2023.
<div data-bbox="153 1427 283 1553"> </div> <p>Governance</p> <ul style="list-style-type: none"> Fair and ethically growing business Stability and competitive advantage through anticipation Open and clear communication 	<ul style="list-style-type: none"> Our turnover and operating result are growing strongly when compared to the previous year. Our equity ratio is at least 35% and the quick ratio is 1.5. Every year we publish a responsibility report and at least one employee magazine in two languages. We are increasing the use of feedback surveys to improve our operations. 	<ul style="list-style-type: none"> Our turnover increased by 3.7% to almost EUR 306 million in 2023. Our operating result decreased from last year after we divested our remaining business in Russia. In 2023, our equity ratio declined from the previous year, but remained very good at 47.4%. With regard to the quick ratio, we were slightly below target with a ratio of 1.2. In 2023, we published our first GRI-level responsibility report and one Solisti staff magazine. Both publications were published in Finnish and English. We increased the number of Webropol feedback surveys in connection with training.

We are committed to climate action

We want to provide services in a manner that aims to conserve natural resources and reduce environmental impacts. We understand the environmental impact of our service operations and continuously work to reduce this impact. In the future, our environmental responsibility will particularly focus on climate change mitigation, circularity and resource efficiency. We also want to help our stakeholders – especially our customers – to develop their own sustainability work.



We regularly carry out environmental audits at our customer sites to ensure the environmental sustainability of our in-house operations and the environmental competence of our personnel.

We monitor our own environmental impact at customer sites through audits

We regularly carry out environmental audits at our customer sites in order to ensure the environmental sustainability of our in-house operations and the environmental competence of our employees. Moreover, the audits explore our possibilities to help our customers to make more environmentally friendly choices.

We use the environmental audits to monitor whether our operations meet SOL's environmental goals and measure our performance at the district, business sector and customer levels. A total of 1,222 audits were carried out in 2023.

We ensure our employees' environmental competence through onboarding

During the past year, we further strengthened the environmental competence of our employees through various guidelines and training courses. The environmental competence of the personnel is part of the 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.

The environmental and sustainability e-learning course is currently being revised and will be updated during 2024.

We use environmentally friendly materials and substances in our operations

In Finland, we are well on track to reach our target for the use of Nordic Swan Ecolabelled detergents, which already accounted for 92% of all detergents in 2022, while our target for 2025 is 95%.

We pay attention to the environmental impact of our procurement and work towards a circular economy. 90% of our working clothes are made from recycled materials, and we prefer tools made from recycled materials, such as mops. There are also plans to build a recycling market on the company's intranet, through which end-of-life equipment can be recycled more effectively between the various districts going forward.

In 2023, we invested in reducing plastic and began to replace single-use gloves with reusable gloves. By refining our procurement practices and instructing our employees in the new way of working, we prevented plastic waste while reducing procurement costs. In addition to disposable gloves, we also pay attention to the use of plastic bags and chemicals, among other things. We will focus on order volumes and follow-up during the current year.

With SOL's environmental plan, we also aim to guide our customer companies to reduce their use of plastic. As part of the environmental plan, we are also revising the environmental and sustainability e-learning course, which will be updated during 2024.

Promoting the circular economy, resource efficiency and climate change mitigation are the guiding principles for SOL's environmental responsibility.



We reduce the use of chemicals and water

The Group's laundry services company, SOL Pesulapalvelut, invests in eco-friendliness in both machinery and detergents. SOL Pesulapalvelut has renewed its machinery, replacing old machines with more environmentally friendly technology. The current machines use the most environmentally friendly solvents on the market and biodegradable substances.

New, computer-controlled water washing machines use detergents that are as environmentally friendly as possible. They use precisely controlled amounts of water to minimise the use of natural resources without compromising the washing result. The use of machines is optimised in every store where water and electricity consumption is closely monitored.

Several stores use a recovery system for the cooling water used in dry cleaning. The cooling water is run into a separate water tank and reused in a water washing machine. The water is considerably warmer than room temperature, and it can be used in final rinsing. The system also saves electricity when clothes put in a tumble dryer are first rinsed with warm water.

We aim for carbon neutrality

SOL's Finnish companies are involved in Finland Chamber of Commerce's climate commitment programme, according to which we have made company-specific plans to achieve carbon neutrality by 2035. The carbon footprint accounting of the Finland Chamber of Commerce follows the accounting guidelines of the Greenhouse Gas Protocol. Our calculation includes all direct and indirect emissions from our operations (scope 1 and 2). For other indirect emissions (scope 3), we have included emissions from commuting and business travel.

Our carbon footprint decreased when compared to the previous year

Calculated according to Finland Chamber of Commerce's climate commitment, the total carbon footprint of SOL's Finnish companies was 5,431.88 tCO₂e in 2023. In relation to turnover, this corresponds to 17.75 gCO₂e per euro of turnover. Our total carbon footprint decreased by around 20% compared to the previous year. We will fine-tune our emissions calculations in 2024.

Energy efficiency

As of 2021, we have switched to 100% renewable electricity in Finnish companies' premises and properties, so the emissions from purchased electricity are 0 tCO₂e. District heating generates emissions only for our parent company SOLEMO, totalling around 151 tCO₂e. In total, our Finnish companies have more than 100 properties and premises. We focus on energy efficiency in our own properties as well as in our customers' properties by optimising heating and lighting.

Mobility

Our total carbon footprint decreased by around 20% when compared to the previous year, and the most significant reduction in emissions occurred in business travel, where emissions fell by up to 60%. As in previous years, commuting accounted for the largest share of emissions. The most decisive factor in the reduction of the carbon footprint has been SOL employees' growing interest in environmental issues, which has increased activity in reporting environmentally friendly mobility.

At the beginning of 2021, we switched to only acquiring cars that meet the Euro 6 emission standards. The effects of the decision are already visible in the figures for 2023 in terms of reduced fuel consumption per kilometre driven. In the procurement period 2021–2023, the emission limit for new vehicles is 161 g/CO₂/km (WLTP).

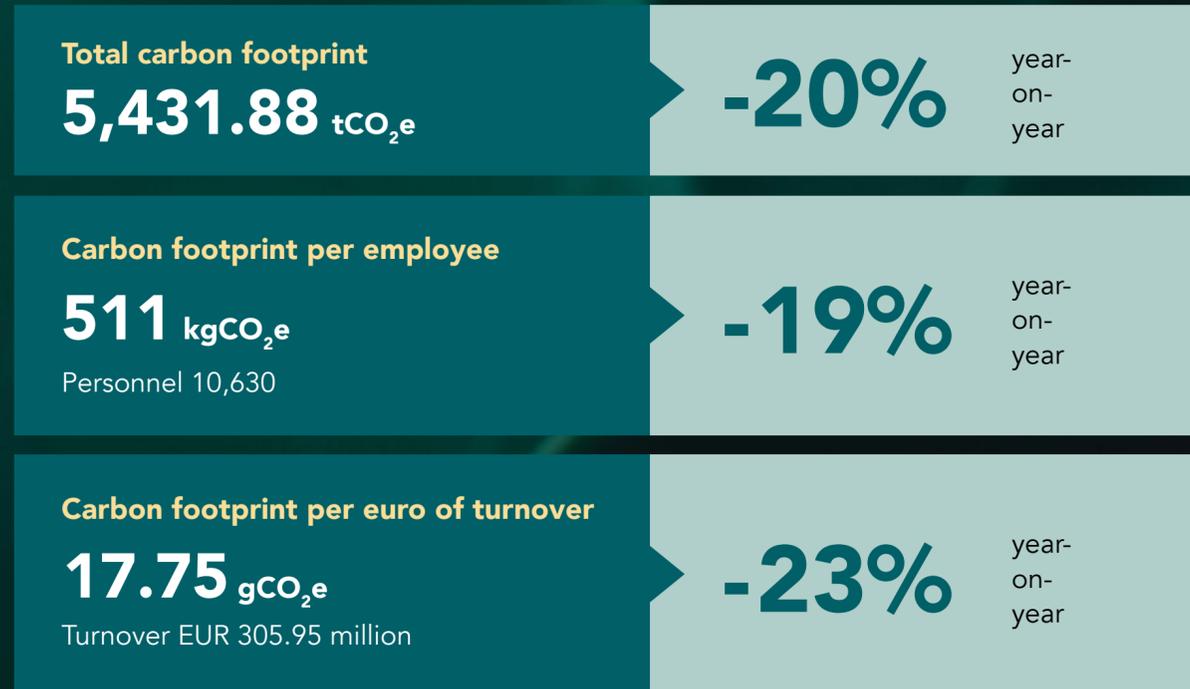
Our Group-level target is a 5 per cent reduction in emissions from commuting and business travel by car. We support the target through supervisor incentives and monthly follow-ups. We have also built our own incentive programme to encourage our employees to use public transport in their commuting. These metrics and personal rewarding ensure the commitment of each employee and help us achieve the 5 per cent target. Providing salaried employees with the opportunity to work from home also promotes our environmental policy.

Every vehicle has a target consumption, which we monitor for business trips, and we also organise courses in economical driving. The annual reduction target is 5%, which we measure by monitoring the average fuel consumption.

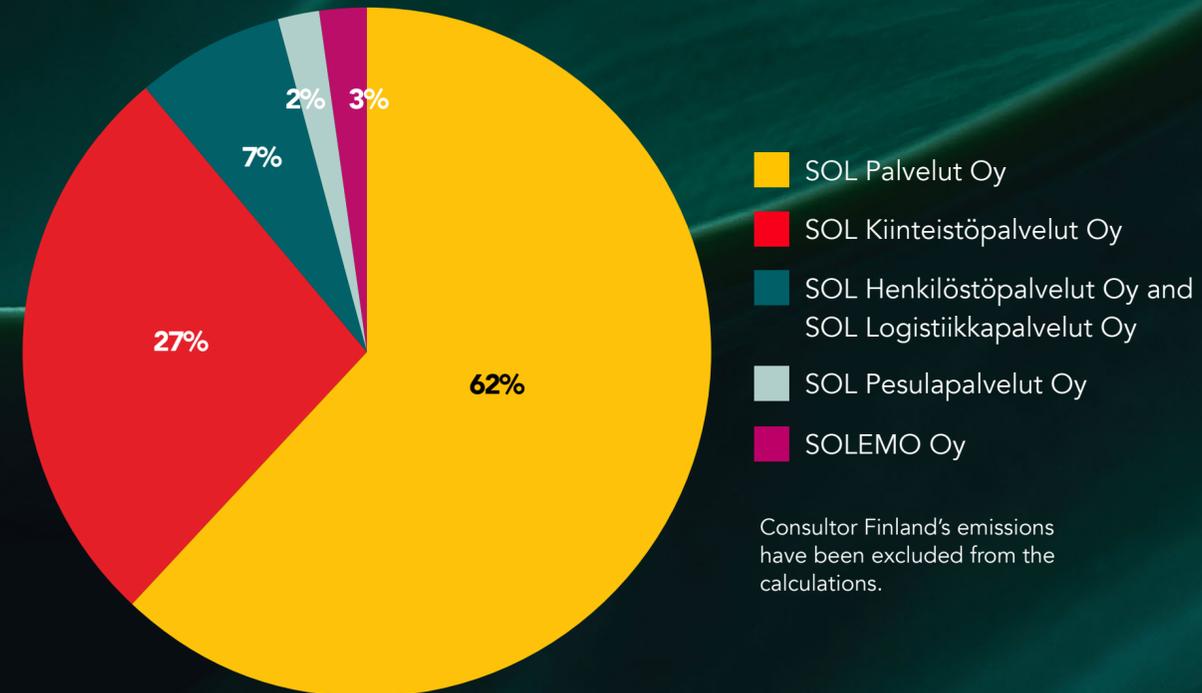
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Finnish companies' carbon footprint



Distribution of emissions by service



Energy consumption year-on-year

-27.6%

90%

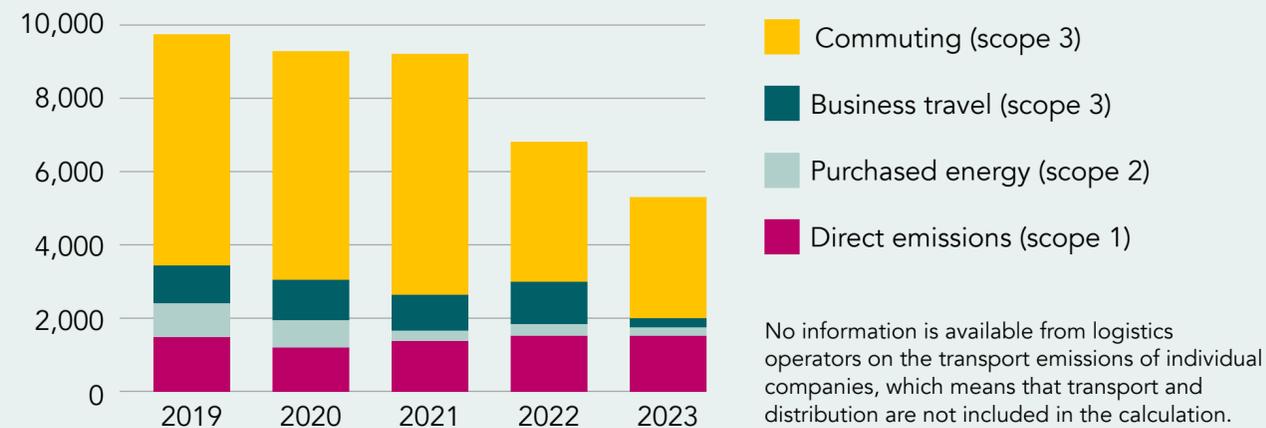
of working clothes made from recycled materials

92%

of detergents used are Nordic Swan Ecolabelled

100%

renewable electricity in SOL's facilities and properties



Scope 1 covers the Group's direct emissions, which includes emissions from travel with company-owned vehicles. Compared to the previous year, emissions increased by one percentage point for Scope 1.

Scope 2 consists of the Group's energy consumption, and the calculation includes the locations' use of electricity, district heating and steam. SOL Group uses renewable zero-emission electricity, and energy consumption has been reduced by a total of 31% when compared to the previous year.

Scope 3 includes employees' business travel and commuting by car or public transport. With regard to travel, we have seen a significant reduction in emissions when compared to the previous year, and emission reductions have also been achieved in commuting.



Employee perspective

SOL Pesulapalvelut service technicians' active measures promote responsibility work

Kimmo Suutari and Toomas Sjöman know that big savings can come from small things. Thanks to the two, SOL Pesulapalvelut has managed to save both the environment and money. At the same time, these service technicians have demonstrated that every employee can contribute to the company's responsibility efforts by presenting their own ideas and taking action.

"Washing uses both electricity and water. When you can save in them, you can achieve sustainable actions. A good example is that during 2023, we were able to replace the lighting in all of our laundry stores with LED lamps. With nearly 50 stores and plenty of lighting, this change has resulted in savings of around EUR 20,000 per year. At the same time, of course, it reduced energy consumption," they explain.

In-house innovation saves water and energy

Kimmo Suutar's most revolutionary innovation is a water recycling system that saves both water and energy. The laundries do dry cleaning. The machine must then be cooled down using clean water. When they cool down, the machines release heat to the clean water and the water heats up to 40–60 degrees. When this water is recovered, it can be reused for washing with water. This means that the machines do not need to draw or heat water.

"This recycling system was also relatively easy and inexpensive to implement in laundries. We performed the first trials already in 2018 and over the years we have moved to this system laundry by laundry. This has given us huge savings from a small stream," Kimmo says.

Better and better machines and detergents

SOL Pesulapalvelut service technicians highlight the elimination of solvent-based detergents previously used in dry cleaning as an important responsibility action this year.

"Now the most dangerous detergent is gone and we are replacing it with hydrocarbon-based detergents. New hydrocarbon-based detergents can be treated as combustible waste and we no longer need to handle hazardous waste," the men explain.

The change also improves occupational safety and eliminates the need for personal protective equipment, for example, when handling detergents.

According to Kimmo and Toomas, the renewal of the machinery also has impacts on the responsibility of laundries.

"Now, all of our machines have automatic dosing of detergents, for example. By eliminating the need for manual dosing, the detergent is always used correctly and this has also resulted in savings. Today's machines also draw water according to the weight of the laundry, so they're automatically water smart," they add.

In SOL Pesulapalvelut stores, employees are always trained in how to act responsibly when washing, finishing laundry and recycling.

Service technicians also repair machines and, for example, recycle machines when they are replaced.

"We want to be smart and responsible. It's in the interests of the all of us," the two think.

Well-being and equality at work

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



SOL is a multicultural and inclusive workplace where many young people and foreigners start their careers.

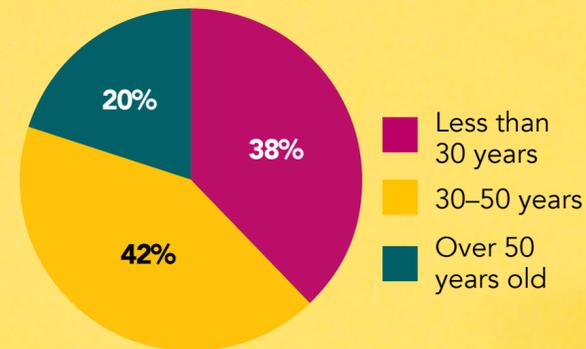
We focus on job satisfaction and well-being

We offer jobs that provide rhythm to everyday life and overall well-being. Healthy people are also SOL's most important asset, so well-being at work affects not only the individual but also the quality of the company's services and competitiveness, among other things. Our work culture is based on a positive human image, where everyone is encouraged to develop themselves and do their best every day.

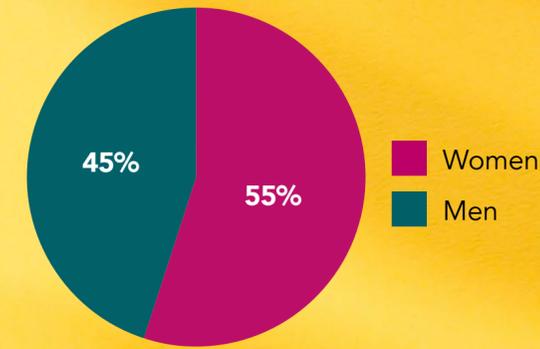
We are genuinely interested in the job satisfaction of our employees, which we measure with the Ilopuntari joy barometer. The joy barometer is the SOL employee satisfaction survey, which enables employees to influence the development of their own work. In 2023, as in previous years, the Ilopuntari joy barometer was conducted twice at SOL Palvelut and once at the other Group companies. The utilisation of the Ilopuntari Joy Barometer results has been developed over several years with Professor Marko Keski as part of the Quality of Working Life (QWL) project.

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.

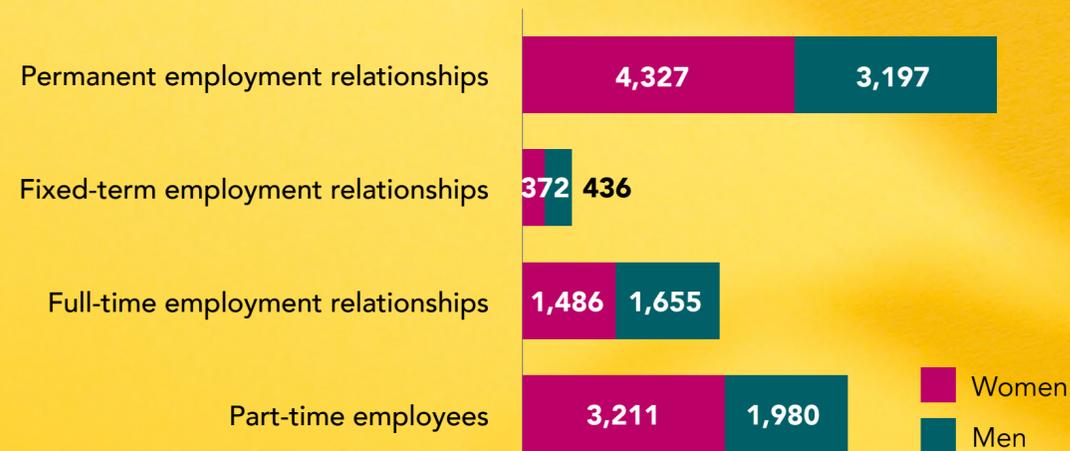
Personnel age structure



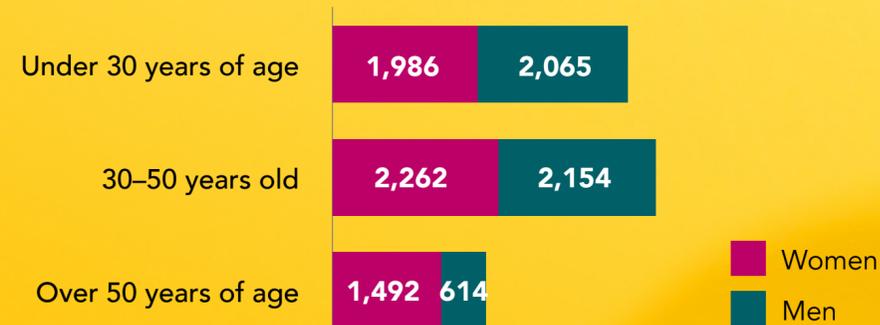
Employee distribution by gender



Gender distribution of different types of employment relationships



Diversity of employees



High employee satisfaction

Based on the employee satisfaction survey in spring 2023, the overall satisfaction among SOL employees was very good, 4.3 on a scale of 1-5. Customer service (4.8) and salary (4.9) were rated as the most successful areas by salaried employees. The highest scores were given to the same areas as well as safety (all with an average of 4.4) in the employee ratings. The most room for development was seen in SOL as a whole, but the scores were also good: an average of 3.8 among employees and 4.1 among salaried employees.

Overall satisfaction

90%

Me and my customers & Salary

4.6

SOL as a whole

3.9

We strive to prevent and support

SOL Group's sickness absence rate in 2023 was 3.74%, slightly higher than the previous year (2022: 3.57%). The most important causes of sickness absences were musculoskeletal diseases and mental health issues. Our employees have access to more comprehensive occupational health services than required by law, such as occupational physiotherapists and psychologists. Full-time employees have access to more extensive occupational health services, in addition to which part-time employees are subject to a case-by-case review. In addition to our comprehensive occupational health services, our employment benefits include a Smartum exercise and massage benefit.

In 2023, we spent approximately EUR 200 per employee in SOL's Finnish companies on disease prevention and treatment. The SOL Life Caring Model guides supervisors to intervene with work ability challenges in their early stages. The most important aims include preventing and shortening sickness absences, reducing the number of accidents and minimising disability pensions.

The goals of SOL's age programme are to support the work ability of different age groups, maintain good work fitness and reduce sickness absences, as well as to promote positive co-operation between different age groups. The aim is to provide job opportunities and raise the average retirement age.



Anticipation and working capacity management are key

We also use QWL analysis to identify HR risks related to disabilities, fatigue, sickness absences and employee turnover, for example. Premature disability The main common denominator of pensions is still musculoskeletal diseases, and we are focusing resources on this in cooperation with the occupational health service. In the occupational health action plan, we have also named the recommendation on substitute work as one of the separate objectives, so that we can, if possible, prevent the lengthening of sickness absences.

We have invested in the development of work ability management together with the occupational health service and the occupational pension company so that no employee is excluded from the support measures. SOL Palvelut service managers are mentored annually and instructed in routine day-to-day working capacity management and in supporting the service managers in their respective areas. The work ability management tool Sirius, in turn, guides supervisors in situations related to supporting work ability.





Leadership philosophy that promotes equality

SOL is a multicultural and inclusive workplace. We cherish and develop equality and non-discrimination in everything we do. We do not discriminate 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.

Actions related to promoting equality and non-discrimination among our employees are summarised in SOL's Equality and Non-Discrimination Plan. The plan covers topics such as recruitment, salary and careers. Actions guide the promotion of an equal and non-discriminating working life. SOL also has development groups promoting the topic: the youth working group, the multicultural development group and the Yellow Panthers who have reached retirement age.

Freedom of association

In Finland, the provisions of the current collective bargaining agreement between Kiinteistöyönantajat ry and Palvelualojen

About 200 Yellow Panthers who have reached retirement age work at SOL. According to Timo Sairanen, Head of HR and Legal Affairs at SOL, the Yellow Panthers are a great resource for SOL.

Ammattiliitto PAM ry for employees in the property service sector applies to SOL's employees in cleaning, property and facility maintenance services. Salaried employees are subject to the collective agreement for salaried employees in the real estate industry (KITA ry and Ammattiliitto PRO ry). The collective agreement for employees in the property maintenance sector primarily applies to SOL's security service employees. The collective agreement for the textile care industry applies to the laundry personnel, and the collective agreement for the chemical sector to the laundries' salaried employees. SOL Henkilöstöpalvelut Oy and SOL Logistiikkapalvelut Oy apply several different collective agreements to their employees. 99.7% of SOL Group employees are covered by collective agreements.

Four meetings that address financial issues, personnel plans and reports, and the following year's action plan and priorities, are held every year in Finland, between the Chief Shop Stewards and the management. The personnel have full freedom to unionise in all the operating countries.

Since the countries of the foreign subsidiaries do not have collective agreement processes similar to Finland, local labour legislation and SOL's internal practices are applied to their work.

SOL Palvelut Oy is a member of the employer union Kiinteistöyönantajat ry, SOL Henkilöstöpalvelut Oy is a member of Palvelualojen työnantajat PALTA ry, and SOL Logistiikkapalvelut Oy is a member of Medialiitto ry.

Safe and healthy working environment

We work at various customer sites where we need to ensure the occupational safety of our employees. In the statutory workplace survey, an occupational health service expert investigates possible health hazards and hazards related to the work and working environment. As part of the workplace survey, we carry out a three-step fixed-form risk assessment at each work site, the implementation of which is the responsibility of the trained supervisor. The assessment is updated when the working environment or working practices change significantly. The risk assessment document and the site survey are visible at all sites.

Accident rate (TRIF)

-48%

when compared to 2022.

Lost-time injuries (LTIF)

-39%

when compared to 2022.



Active role of employees

We encourage our employees to actively observe their working environment and any unsafe factors. Employees are required to report deviations and near misses, and they can submit their observations anonymously via our website if they wish. We encourage every employee to make at least two safety observations per year, which can also be positive observations that contribute to safety. We continuously improve our operations based on the feedback we receive.

Together with the occupational health services, we have identified specific hazardous incidents that can occur in industrial environments, for example, due to toxic substances or moving machinery. Employees always have the right to refuse work that 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 report via the whistleblowing channel. We encourage our employees to make observations, and have not received any reports of abuse.

We encourage every employee to make at least two unsafe observations per year, which can also be positive observations that contribute to safety.

We lead, monitor and train

Occupational health and safety is part of the SOL management system, which is built according to the ISO 45001 safety management standard. In autumn 2023, the effectiveness of the SOL Palvelut's operating system was assessed as part of a customer's supplier assessment. We received an excellent score of 506/750 in the HSEQ1 assessment by Kiwa Inspecta and special praise for the safety training of supervisors and the performance of our training organisation.

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 and it meets 11 times a year.

Our goal is zero occupational accidents. The most important thing in achieving this is that all employees know their own duties, follow the instructions given and identify hazards. We monitor compliance with our occupational health and safety policies and follow up on accident rates in all of our companies. 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. In 2023, 420 accidents occurred in the SOL Group, four of which were serious. The accident frequency rate (TRIF) was 34.7 and the most common types of accidents



We received an excellent score of 506/750 in the HSEQ1 assessment by Kiwa Inspection and special praise for the safety training of supervisors and the performance of our training organisation.

were slipping and falling and minor injuries caused by the handling of objects.

At the customer sites and premises of SOL Henkilöstöpalvelut and Logistiikkapalvelut, occupational safety is the customer's responsibility. However, together with our customers, we are also developing safety at customer sites. We have succeeded in creating excellent co-operation with several of our customers in the development of occupational safety.

Comprehensive onboarding as a basis for competence

At SOL Palvelut, each service manager and service expert starts their work with a multi-stage onboarding process, which includes online onboarding as well as site-specific onboarding of work methods and guidance on customer perspectives. The supervisor is supported by tutors who, in addition to their own work, act as work supervisors at our customer sites during onboarding. Trained tutors are highly qualified to guide and accommodate different learning styles.

At SOL Palvelut, each service manager also attends the SOL IN training in their region. Service managers are also encouraged to visit other areas and develop their work through best practices.

There are dedicated training paths for employees and salaried employees. The development of competence is supported on a personal level by competence assessment. Supervisors have the ability to provide coaching leadership and, thus, support the development of salaried employees. Within the Group,

we offer opportunities and encourage job rotation and career advancement. Instead of performance reviews, we talk about 'From goals to results' performance discussions, where the individual's own views and their desire and intent to develop and move forward are considered and the necessary next steps are agreed upon.

Systematic learning

The 70-20-10 model forms the basis for the competence of SOL employees, according to which 70% of learning takes place at work, 20% is learned from others and 10% is learned in training. In 2024, we will focus on reviewing and developing learning from others and the impact of feedback on development.

In SOL's five-person training team, subject matter knowledge is supported by the teacher's qualifications of two team members. Our goal is for other trainers to acquire the qualification alongside their work. In addition to the training team, our internal experts and external expert partners and educational institutions also serve as trainers. Each area has a designated training manager who promotes training issues in their own service district. The training managers support their colleagues in their competence development plans and in the practical arrangements of the training courses.

In 2023, we updated several of our online courses and added new language versions.



Annually updated training plan

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 personnel as part of the action plan.

Going forward, we will look more actively at the implementation of the training plan, two to three times a year. In 2023, we introduced a new way of tracking training performance. Performance will now be automatically updated in our systems and reflected in the targets for supervisors. With this change, we want to bring transparency and clarity to the tracking of training.

Investments in training and education

In 2023, we held almost 640 internal training events and more than 70 active online trainings. On average, training hours were 24.1 hours per year for salaried employees and 2.7 hours per year for employees. The number of training events and participants has increased from the previous year.

There are 200–300 apprenticeships leading to a qualification at SOL each year. In 2023, SOL employees completed several Vocational Qualifications and Specialist Vocational Qualifications in Cleaning and Property Services and Further Vocational Qualifications in First-Level Management, among others. In addition, 26 salaried employees started a 12-month programme leading to the Specialised Vocational Qualification degree in Leadership and Business Management.

High 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.

We serve to free up our customers' resources and allow them to focus on their core business.

Timely high-quality service

SOL offers high-quality services in a timely manner, as stipulated in our agreements. We meet our contractual obligations, and our customers can monitor our operations in almost real time through the electronic services provided by Vastuugroup. The services are developed in accordance with the customer's expectations and preferences. Productivity and efficiency are important goals in developing SOL's processes. We have electronic personnel recruitment and human resource systems in all of our services in Finland.

Every SOL employee is a customer service representative

At SOL, employees have a key role in everything we do. We motivate our employees by rewarding them for good performance, with customer satisfaction being one of the indicators monitored. Rewards for successful work performance have been given, for instance, to the service district, vendor, service instructor, service supervisor and service director of the year. The annual Quality Award competition has separate categories for service supervisors, service districts and sales personnel. Awards are also given for the environmental and well-being at work categories. The Quality Award is based on a competition by the Finnish Quality Association, which has been adapted to suit SOL's needs.

SOL is an active trainer and employees receive extensive onboarding when they start work. Training is organised based on the customer segment and size. For example, there is a separate online training for Nordic Swan Ecolabelled hotel cleaning.



Employee's perspective

Yuki found her place in the SOL work community

Yuki Tsugaya works as an employee of SOL Logistiikkapalvelu at Posti's logistics centre. She has found her own place in this job. A workplace where people take care of each other and where you can utilise your skills and competence."

As a SOL employee at Posti, she feels that she is part of the group. "The work community has all kinds of people: immigrants, young people, old people, full-time mothers, single people... We are all accepted as we are."

In addition to the work itself, Yuki also praises her own work community. The work community has an excellent team spirit, and the employees help and encourage each other. New employees are also warmly welcomed, and there are no cliques in the work community.

"Small things are important in creating a good atmosphere. Just saying good morning to people when they come to work creates a nice atmosphere in the workplace."

Yuki believes that supervisor Jesse Rantanen's actions have a significant impact on job satisfaction.

"A good supervisor is calm and interested in the employees and their well-being. It is important that the supervisor asks how we are doing and takes our opinions into account. This way, it feels like you can influence your own work, which is important."

A wide range of work tasks are carried out in the logistics centre, and Yuki appreciates that the supervisor understands what kind of work is suitable for each employee.

"I have also had the opportunity to try out shift management, which was interesting and fun. When I started working here, I only did it for the pay. The work has turned out to be completely different than I thought. I'm pleased to get to do physical work where I can constantly learn new things. I have applied for vocational training in first-level management, which I could complete through apprenticeship training. The training begins in the spring, and I will receive a vocational qualification once I graduate."

When I started working here, I only did it for the pay. The work has turned out to be completely different than I thought. I'm pleased to get to do physical work where I can constantly learn new things.

A responsible family-owned company

With over 30 years of history, SOL is a stable and responsible family-owned company. SOL's total tax footprint, taking into account the various service areas, was EUR 126.5 million in 2023. In 2023, the company paid a total of approximately EUR 264 million in wages and social security contributions.



8 DECENT WORK AND ECONOMIC GROWTH



SOL's tax footprint in 2023

EUR 126.5 million

The corresponding amount for 2022 was EUR 80.3 million

Wages and items reported as wages in 2023

EUR 221.6 million

In 2022, the corresponding amount was EUR 234.7 million

Social security contributions in 2023

EUR 42.7 million

In 2022, the corresponding amount was EUR 40.6 million

Turnover, MEUR



Operating profit, MEUR



Tax footprint in 2023, MEUR



Stable financial management

SOL conducts fair business and strives for ethical growth. Our tax footprint, i.e. VAT, withholding taxes and income taxes paid by the companies in Finland, was EUR 126.5 million in 2023. (tax footprint in 2022 was EUR 80.3 million) Our equity ratio in 2023 was 47.4%, which is slightly lower than the previous year (2022: 52.3%). 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. 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.

Our liquidity is measured with the quick ratio, which in 2023 was 1.2. All of SOL's services are produced locally, and the operations have been organised accordingly. The businesses' management, as well as the financial and HR administration of SOL City, SOL headquarters in Finland, support our local operations. Some of the financial administration operates in Seinäjoki, Kouvola and Hämeenlinna.

SOL Palvelut distributed additional bonuses of approximately EUR 850,000 to its employees in 2023.

Competitive advantage through anticipation

SOL's prospects in the property services and temporary staffing markets have been forecast up until the year 2030. SOL will be a strong contender in these future markets. Our Group-level growth target for turnover is one billion euros by 2030. Of this total, operations in Finland will represent EUR 755 million and the foreign subsidiaries EUR 246 million.

Similarly, the number of personnel in Finland is expected to grow to some 20,000 people and to also increase significantly in the foreign subsidiaries. We anticipate that as many as 60 per cent of our employees will be of non-Finnish origin by 2030. Employees are increasingly expected to have multi-expertise where different work tasks are combined. In addition to property maintenance, key jobs will be in the sectors of logistics, industry and commerce.

We rewarded our employees

In 2023, SOL Group spent nearly EUR 900,000 to reward employees. A significant portion of the bonus was distributed in SOL Palvelut and a smaller portion in Consultor. The decision to allocate the additional bonus was made by the Boards of Directors of the companies. At Group level, SOL has fixed and variable remuneration policies, which are updated as necessary by a decision of the Board of Directors. There are different remuneration models at management level, depending on business performance. There are also remuneration policies relating to customer satisfaction and emission reduction down from the Service Director.

We conduct ethical business

We always act fairly and ethically. After Russia’s invasion of Ukraine, we decided to stop doing business with Russia. Some of the operations were divested already in 2022 and the rest during 2023. Divesting the Russian operations was an ethical decision, as the Russian companies were profitable. We also considered who we were ready to sell our business to.

Responsibilities towards the authorities and procurement procedures

We take care of the payment obligations of our employees’ levies as the employer and compile reports and statistics on them as agreed on. We pay our statutory obligations in accordance with the existing regulations.

In our procurement, we consider the environmental impact of the products and operate in a cost-efficient manner. We use established partners in our acquisitions. With supplier audits, we ensure the environmentally friendly operations of our partners.

Strongly against corruption

SOL employees are expected to promote SOL’s interests and act in a responsible manner. SOL employees must avoid all situations that might result in a conflict of interests. SOL does not grant direct or indirect support to political parties, organisations or individual politicians.

The corruption and bribery ban permeates all SOL 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.

Before offering a gift or benefit to a partner, employees must ensure that they are aware of the rules and ethical guidelines observed by the recipient to prevent bribery.

SOL employees may not accept personal benefits or gifts from stakeholders or suppliers which run contrary to applicable laws or local business practices. Gifts or benefits must only be accepted if they are offered in the context of regular business activities and they are ordinary, reasonable and low in monetary value. Gifts or benefits exceeding a value of EUR 100 offered to a SOL employee must be authorised by a Service Director, Business Director or Managing Director.

With regard to the public sector, we follow the hospitality instructions of the Ministry of Finance. As a general rule, SOL will cover the costs of any travel related to events and travels organised by external parties. In the event of confusion regarding the appropriateness/legality of giving or receiving a gift, it must be declined.

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.

We support adaptation to the Finnish working culture

At SOL, we have been working hard for equality, multiculturalism and non-discrimination for years. In practical matters, SOL is assisted by a so-called international tutor, who promotes the adaptation of SOL employees with foreign backgrounds to the Finnish working culture. In addition, the tasks include developing different solutions for better communication. The role is relatively new and Adil Khan is responsible for it. Khan started at SOL as a service manager for cleaning and is now the head of a team of around 70 people and the first international tutor at SOL.

“I want to help employees with a foreign background so that they feel comfortable working at SOL. Foreign employees often have questions or problems occupying their minds related to employment issues, such as working hours, contracts, duties and rights. My task is to help them with these issues. When it comes to conveying messages, my role is central, as I work in cooperation with both employees and management.”

Of SOL Palvelut employees:

49%

people with foreign backgrounds

35%

under 30 years old

SOL international tutor Adil Khan's tasks include assisting SOL employees with foreign backgrounds in adjusting to the Finnish work culture and supporting them.





We want to give every SOL employee the opportunity to develop professionally.

Strong impact on society

We are the first workplace for many young people and foreigners, so it is important that we give them a positive picture of working life and work. We also want to give every SOL employee the opportunity for professional development, which is important for further employment and career development. Personnel training at SOL is integrated to correspond to the basics of qualifications and, therefore, promotes the completion of practical examinations and co-operation with educational establishments.

In 2023, we offered Finnish and English language training funded by the Service Centre for Continuous Learning and Employment in collaboration with Taitotalo. We also organise business sector- and theme-specific training and expertise days every year. In addition to actively training SOL employees, we are also involved in promoting training-related matters at society level through various committees. For example, we are a member of the Finnish National Agency for Education's committee on entrepreneurship and management evaluating degree curricula and Real Estate Employers promoting the sector.

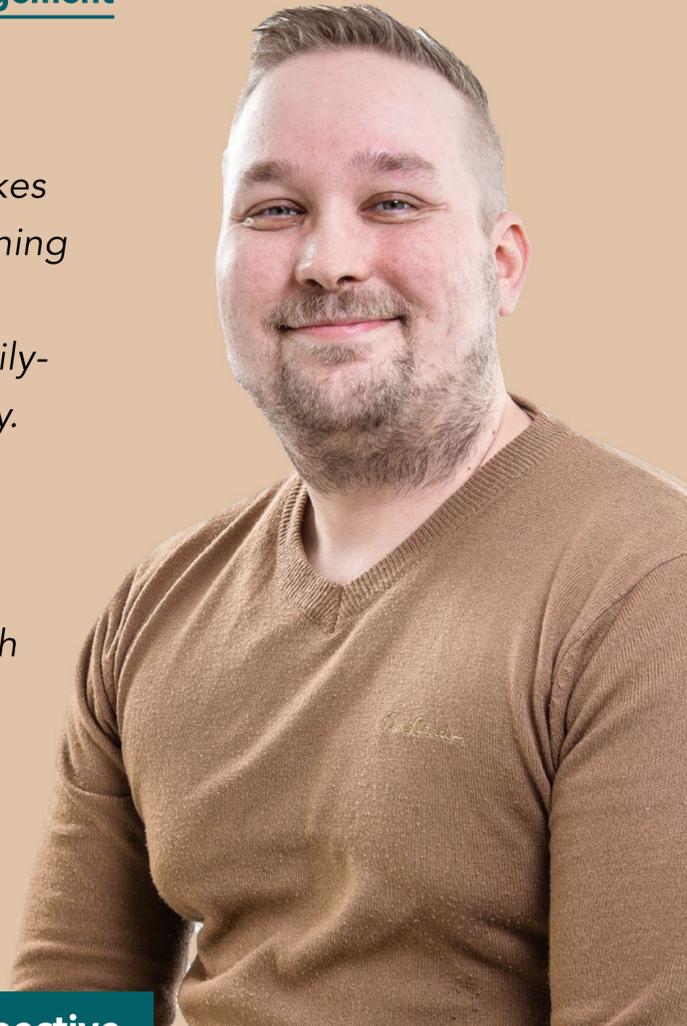
We integrate and unite families

SOL supports immigrants in their integration and helps them, for example, with official affairs. The permit procedures might feel unsurmountable, particularly to employees from outside the EU with no Finnish language skills. SOL leaves no-one alone in the struggle with practical matters, but helps its employees with work permits, registration, tax and KELA cards, bank accounts and the finding of an apartment. The employees are also encouraged to study the language as soon as possible, and SOL provides interpretation to assist the communication between the employer and the employee at the beginning. We are also deeply involved in the onboarding. We also work to reunite families, helping the families of foreign employees to come to Finland.

Work to help Ukrainians continues

SOL employs a significant number of Ukrainians, with some 500 Ukrainian employees. In the wake of Russia's war of aggression, SOL has actively cooperated in recruitment with the authorities, Ukraine associations and reception centres. SOL's team has helped Ukrainians fleeing the war in many ways. Assistance has been provided, for example, with travel and housing arrangements, electricity contracts, internet connections, furnishing apartments, food and clothing purchases, job search and schools. The work will continue as long as help is needed.

SOL Palvelut takes care of the cleaning services of an 80-year-old family-owned company. Timo Ukkola at Kotivara is responsible for cooperation with SOL.



Customer's perspective

Trust is built by doing together

Collaboration and a willingness to solve challenges are the cornerstones of a good customer relationship, says Timo Ukkola, Head of HR and Logistics at Kotivara. He is responsible for the cooperation with SOL Palvelut. SOL Palvelut takes care of the cleaning services of the 80-year-old family-owned company.

"In the food industry, cleaning plays a very important role in production. Cleaning of plant conditions and various machines and equipment requires special expertise. The washing must be done correctly, with the right detergents and in the right order," says Timo Ukkola.

SOL Palvelut has been cleaning Kotivara's production plant in Oulu for more than 10 years. Kotivara manufactures high-quality cold-smoked products at its plant, including various Mettwurst sausages, reindeer and the famous Oulu sausage Kärkkäri.

Timo Ukkola describes the development of SOL's and Kotivara's cooperation as a learning process in which trust has been created by doing things together and through open dialogue.

"Our starting point is that we think about things and solve them together. We are professionals in our own field and SOL's employees are professionals in their field. We rely on their expertise and ideas when developing our cleaning service.

He reminds us that even though things are going well right now, the food industry is constantly looking for innovations and various limit values are also being tightened.

"I see that good cooperation also requires that we understand the common goals. SOL needs to understand what our goals are and why, for example, we want to make changes. We, on the other hand, need to understand whether our wishes are realistic or what they require."

Responsibility work drives decisions

Timo Ukkola explains that the collaboration has also considered the use of water or detergents, for example. Even a detergent manufacturer has been involved in the development.

"Responsibility is constantly emphasised in our operations. Of course, we also expect the same development from the cleaning service. We've made great progress," he says.

A good example of this is that the Kotivara team was awarded the SOL environmental award in 2023. Pirjo Kleemola developed a method for measuring the amount of water used by the cleaning service for Kotivara. Water consumption has now been monitored for several years and the data collected has also been used to guide decisions regarding cleaning.

"Of course, we can immediately see if we use more water than we are supposed to. When we monitor water consumption and share the results with employees, they can see how they can save water in their own work. With the help of the data, we can also see how, for example, the use of different nozzles affects water consumption. The same data is also available to Kotivara," says Pirjo.

The Kotivara team was awarded the SOL environmental award in 2023. Pirjo Kleemola developed a method for measuring the amount of water used by the cleaning service for Kotivara.



SOL Palvelut Oy

Turnover
EUR 180.36 million

Personnel
6,806

Customer satisfaction
98.3%

Total carbon footprint
3,373.77 tCO₂e



The joy of working

SOL Palvelut is committed to the Group's environmental goal of being a carbon-neutral company by 2035. As a result, all of the properties we manage use 100% renewable electricity and, we only use Euro 6 emission-class vehicles for transportation. We encourage our employees to travel by bicycle, by foot or by public transport wherever possible.

SOL Palvelut's 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, 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 SOL Palvelut, 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 means that SOL Palvelut also uses a lot of apprenticeship training, especially for young people.

A stable and profitable business is also always a prerequisite. In 2023, the turnover of SOL Palvelut grew by 11.2% year-on-year.

Employee satisfaction

4.3 on a scale of 1–5.
A total of 2,342 respondents

Social responsibility is also reflected in SOL Palvelut's operations in that for decades, we have invested in recruiting foreign employees and, thus, also in the integration of their families, and this work will continue in 2024.

The war in Ukraine has also affected our operations in that we want to help our Ukrainian employees to get their families and relatives safely out of war zone to Finland by offering help with travel and housing arrangements and integration in Finland, among other things, helping them to find jobs and schools.

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 2023 for SOL Palvelut was 4.3.



Future outlook

SOL Palvelut Services will continue to invest in training in 2024, as competent and professional staff are one of the company's key assets.

SOL Kiinteistö- palvelut Oy



Turnover
EUR 27.7 million

Personnel
589

Total carbon footprint
1,454.49 tCO₂e

Reliable and high-quality service provider

SOL Kiinteistöpalvelut Oy is known in the market as a reliable and high-quality service company. Our ability to deliver high-quality service solutions is reflected in the development of our turnover. Our turnover continues organic growth of more than 15%. Our services include property and outdoor area management, HPACA services for building services, various service solutions for remote management, security and alarm centre services. In 2023, we grew organically by 16% and completed one acquisition.

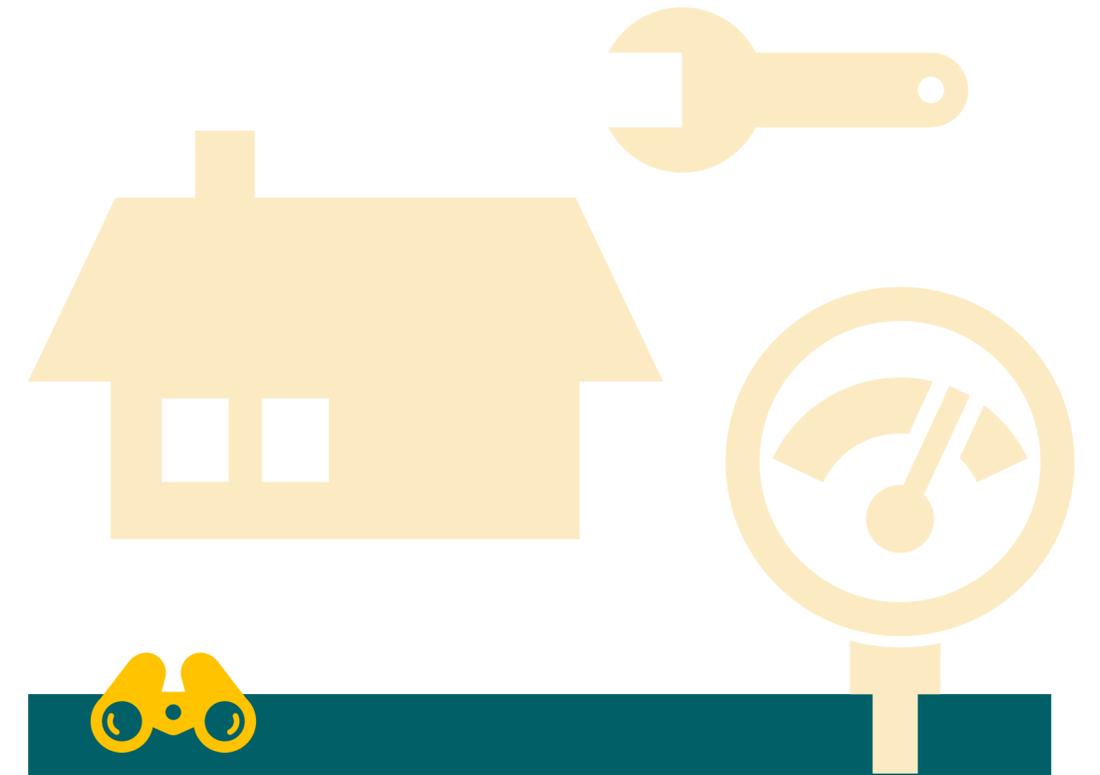
In addition to customer satisfaction, our ability to recruit and retain skilled, motivated and committed employees is a key factor in business and growth operational development. In 2023, we recruited more than 100 professionals and our personnel turnover rate was less than 10%.

We continued to develop our training offering for our employees. We started the development work in 2020 together with various educational institutions. There are several different training options in this 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 responsibility goals is that each of our employees has their own personal study plan for the development of professional competence.

Responsibility and sustainability are important aspects of our operations and their development. We participate in the SOL Group's responsibility and sustainability initiatives.

An increasing number of our customer-specific service solutions take the customer's responsibility goals into account, and our operations are built to support the achievement of those goals. This customer-specific operating model is constantly expanding and developing.



Future outlook

Very good customer satisfaction is reflected in the development of turnover, which continues to grow at an annual rate of more than 15%. Turnover is growing in all of the company's business areas: security, property management and technical building services.

Customer and employee satisfaction are at the heart of our operations and are maintained at a high level.

Responsible and sustainable operating models are becoming increasingly important in the market. SOL Kiinteistöpalvelut Oy invests in its ability to respond to this change in the market.

SOL Henkilöstö- palvelut Oy and SOL Logistiikkapalvelut Oy

Turnover*
EUR 71.1 million

Personnel
3,332

Customer satisfaction
58 (NPS)

Total carbon footprint
365.44 tCO₂e

*SOL Henkilöstöpalvelut Oy's and
SOL Logistiikkapalvelut Oy's figures
in total.



Strong year of changes

SOL Henkilöstöpalvelut Oy 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.

SOL Henkilöstöpalvelut and Logistiikkapalvelut as a partner

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.

The success of our customer companies promotes economic growth. We will also societally increase the matching of labour supply and demand on market terms in line with the rules of working life. We also 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. In 2023, we received 57,168 job applications and sent 45,910 items of personalised candidate feedback. We employed an average of 2,648 experts and approximately 65 salaried employees.

SOL Henkilöstöpalvelut and Logistiikkapalvelut are committed to the Group's environmental goal of being a carbon-neutral company by 2035. We have switched to 100% renewable electricity in all our offices, and we only use cars that meet the criteria of the Euro 6 emissions class in our fleet. When it comes to mobility, we take advantage of the opportunities offered by telecommuting and encourage our employees to travel by bike, on foot or by public transport.

The turnover of SOL Henkilöstöpalvelut was EUR 48.1 (35.2) million, growing by 36.7% when compared to the same period last year. The organic growth was based in particular on the recruitment of highly skilled labour from outside the EU and providing temporary staffing to meet the needs of industry. A significant part of the growth is also due to the reporting of turnover of Nordic Personnel Services Oy, merged on 1 September 2022, for the entire calendar year. Turnover for SOL Logistiikkapalvelut Oy was EUR 23.0 (27.5) million, a decrease of 16.3% year-on-year. The decrease in turnover was due to the exceptionally high turnover in the comparison period, which was boosted by the strong growth of e-commerce due to the COVID-19 pandemic and the strategic and operational changes in the operations of a large customer company. The company reacted to the decrease in turnover with profit improvement measures, which were especially related to closing loss-making and low-margin customer relationships.

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.

The organic growth was based in particular on the recruitment of highly skilled labour from outside the EU and providing temporary staffing to meet the needs of industry.



Future outlook

The year 2023 was affected by a significantly weaker economic and cyclical situation, particularly in construction and industry, which reduced demand for services and required significant changes in management, customer acquisition and cost structure.

There is no prospect of a significant upturn in the economic and cyclical situation at the start of the third year of the war in Ukraine, with the financial markets predicting a decrease in interest rates from June at the earliest.

Due to the implemented changes, the future outlook is moderately positive, although the predictability and visibility of the operating environment is exceptionally limited.



SOL Pesulapalvelut Oy

Turnover	EUR 8.7 million
Personnel	160
Customer satisfaction	99.8%
Total carbon footprint	94.59 tCO₂e

Sustainable operations

Cleanliness, hygiene, safety and representation for our customers' benefit with knowledgeable and professional textile care in a cost-effective and reliable way.

The environmental work of SOL Pesulapalvelut has been successful, which means that the starting carbon footprint is small. In order to achieve carbon neutrality, long-term plans are being prepared.

We are involved in the Circular Economy in Consumer Trade project, funded by the Ministry of the Environment and the Ministry of Economic Affairs and Employment, which explores new operating and earning models for companies in the trade sector in the circular economy.

SOL Pesulapalvelut is committed to the Group's environmental goal of being a carbon-neutral company by 2035. We have entered into the Chamber of Commerce's environmental commitment. In all the properties we manage, we have switched to 100% renewable electricity, and we only acquire cars that meet the Euro 6 emission standard. We encourage our personnel to commute by bike, by foot or by public transport.

As Pesulapalvelut's last year's environmental effort, bed linen and towels that had not been picked up last year were delivered to Helsinki Humane Society HESY.

In dry cleaning, we use the latest technology and the most environmentally friendly, biodegradable substances. 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.

The use of plastic has decreased considerably each year, and we have moved more and more into durable clothing bags and sacks. Metal hangers are returnable and reusable. 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. The recycling of business textiles has been launched, and it has been actively marketed to companies.

As Pesulapalvelut's last year's environmental effort, bed linen and towels that had not been picked up last year were delivered to Helsinki Humane Society HESY, which is in great need of them. The products were such that they were best suited to their use and to support their activities.



Future outlook

We look to the future with confidence. The circular economy has become more important in the purchasing decisions of consumers in the textile and clothing industry. Nowadays, consumers are looking more closely at their consumption patterns and investing in the longevity and responsibility of clothing and textiles. The return from remote work to offices increases customers' need for laundry services.

We continue to look for functional and suitable business premises and potential acquisitions. We will still focus on the competence of our personnel, customer satisfaction and environmental matters. The high quality of our personnel's professional competence and customer satisfaction continue to be our success factors also in the future. Local and fast services and employment in Finland are the cornerstones of our operations. We are proud to work under the Avainlippu (Key Flag) symbol granted by the Association for Finnish Work.



Consultor Finland Oy

Turnover
EUR 10.30 million

Personnel
29

Customer satisfaction
9.2/10

IT expert services for satisfied customers

In 2023, Consultor Finland Oy continued to grow its business in the private sector in addition to its strong public-sector business. Considering the market situation, we had a successful year and our profitability remained at the previous level. The company's turnover was approximately EUR 10.30 million and operating profit was EUR 1.35 million.

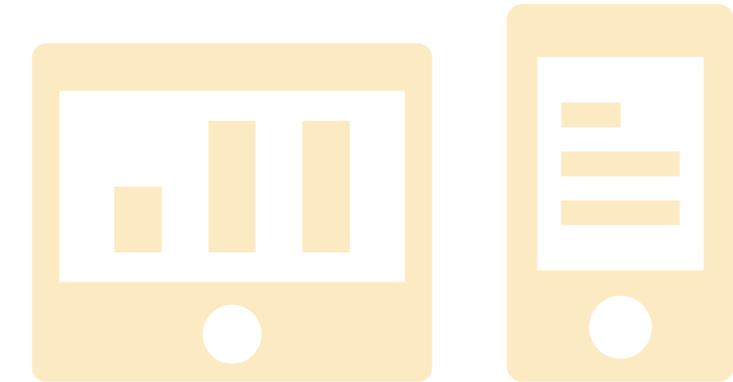
2023 was the first full year after the acquisition of T-Base Oy in 2022. With T-Base Oy, we have strengthened our expertise in Microsoft technologies, with a particular emphasis on database, data, reporting and application development expertise. T-Base Oy's share of our turnover for 2023 was approximately 6%.

Our experts worked in the areas of managing our customers' IT projects, demanding system development, information security and business intelligence. Our significant customers included public sector players such as KEHA-keskus, Kela, Keva, Statistics Finland and the Tax Administration, and in the private sector, ABB, GRK and Kesko, among others. The share of deliveries to the private sector has continued to grow, but the public sector remains a very important customer sector for the company. In order to increase the share of the private sector, we continued our brand work and wording of our strategic intent in 2023 and updated our website accordingly during the autumn.

Success requires responsibility

We exist to help our customers to succeed. For this task, we offer our customers reliable and committed top experts in information management, project management, system development and information security. Although digitalisation itself is not a shortcut to success, it is increasingly a competitive factor for our customers – as is responsibility, and we are strongly involved in promoting this development.

For Consultor, responsibility is not only the reliable performance of the tasks entrusted to us by our customers, but also the creation of a good working environment for our employees and subcontractors. We want to foster stability and predictability while also highlighting the different types of challenges faced by the company. Although our tasks with our customers are often very demanding, we also believe in human leadership, which means that we face our top experts as human beings. Our goal is a satisfied customer: last year's average customer satisfaction survey score was 9.2 (on a scale of 1–10).

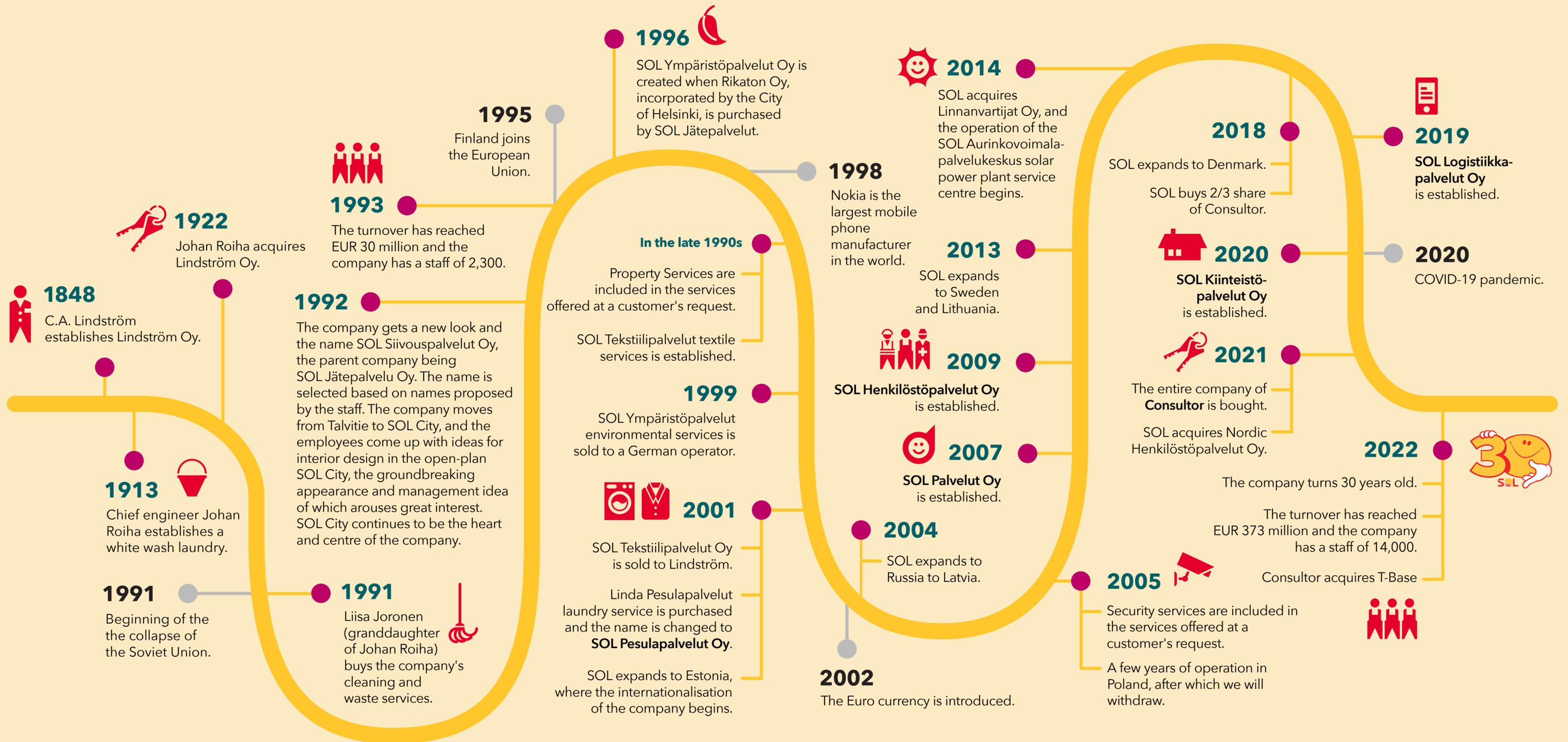


Future outlook

In the longer term, our outlook is very positive, although, in the short term, economic uncertainty may have a temporary impact on the company's business growth rate.

One focus area of our strategy has been to grow the business in the private sector, which has more than doubled in three years. We are also continuing strongly in the public sector and expect growth in the future.

We continued to measure customer experience, started in 2022, improving our performance compared to the previous year. We have an ambitious goal of being Finland's most recommended IT expert partner, providing our customers with the best knowledge and service in the industry. Our view is that achieving this goal requires a corporate responsibility culture that extends from operating environments to operating methods.



GRI Reporting Principles

This SOL Group Responsibility Report describes the financial, social and environmental impacts of the company's operations for the financial period from 1 January to 31 December 2023. The material responsibility themes and aspects covered in the report are based on a materiality assessment in accordance with the GRI standards. The report includes a materiality assessment, the goals for responsibility work and the responsibility actions taken in 2023.

SOL has been reporting on its responsibility since 2010. However, this is the company's first responsibility report according to the GRI standard. This responsibility report has not been externally verified. The report has been prepared in collaboration with Sustera Energy Consulting Oy (formerly EcoReal Oy), which is part of the Sustera Group. For more information about the SOL Group's responsibility work and report, please contact asiakaspalvelu@sol.fi.

The figures reported below are those of the SOL Group, unless otherwise stated in the text. The Group's internal turnover has been eliminated in the Group's turnover figures. The segments include the parent company SOLEMO Oy and its Finnish subsidiaries and operations:

- Business areas of SOL Palvelut Oy: cleaning and facility services
- SOL Kiinteistöpalvelut Oy's property, building services and security services
- SOL Pesulapalvelut Oy's laundry services
- SOL Henkilöstöpalvelut Oy's and SOL Logistiikkapalvelut's temporary staffing, recruitment and outsourcing services
- Consultor Finland Oy's IT consulting is included in the financial and personnel figures

Financial indicators

The financial indicators presented in the report only cover SOL Group's operations. The figures are based on accounts and financial statements and are also audited. The company's auditor is KPMG Oy Ab, Authorised Public Accountants, with Toni Aaltonen as the lead auditor.

Social indicators

- The number of employees refers to the number of employees valid at the end of the financial period on 31 December 2023.
- 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 companies operating in Finland, with the exception of Consultor, whose data is not available from the same systems as the rest of the Group. The consumption figures correspond to the measured values and have been provided by SOL Group.

- Carbon dioxide emissions have been calculated in accordance with Finland Chamber of Commerce's climate commitment, which uses the GHG Protocol guidelines. Emissions are divided into direct and indirect emissions (scope 1–3). With regard to district heating, absolute consumption figures have been used in the emission calculation. 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 number of litres of fuel purchased. According to the 2023 fuel classification, the emission factor of biogas is 0 g/MJ. Emission factors Statistics Finland/OpenCO2.net

Scope 2: For electricity and district heating, the consumption figures are based on measured figures. District heating consumption data is absolute and includes the energy used to heat the water. Emission factors Statistics Finland/OpenCO2.net

- Green purchased electricity with specific emissions of 0 kgCO₂/kWh has been taken into account for emissions from purchased electricity. There are properties using district heating in several locations, so the calculation has used the specific emission factor of the average Finnish district heating production.

- Location-based calculations of electricity and district heating emissions are based on country-specific average specific emission factors for electricity and district heating production (energy method).

Scope 3: Other indirect emissions are limited to transport, business travel and commuting in accordance with the Finland Chamber of Commerce's climate commitment. Shipments are carried with other orders and no detailed information on SOL's share is available. Consequently, emissions from transport have not been included in the calculation.

- Business travel The number of business trips by train, bus and aeroplane made by employees during working hours has been estimated on the basis of the number of SOL Palvelut Oy office employees (300) and their travel. Air travel emissions include radiative forcing. Business trips by car are calculated on the basis of travel allowances paid in accordance with the average Finnish passenger car (NEDC). As before, the ratio of one's own vehicle to company car was estimated at 80–20. Emission factors VTT / Traficom / Defra / VR-Yhtymä Oy / OpenCO2.net
- Commuting: Emissions from commuting have been calculated based on the number of people and the commuting survey conducted in 2023. 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. Emission factors VTT/Traficom/OpenCO2.net

Personnel and governance

Personnel, Finland	2023	2022
Number of employees in Finland (31 December 2023)	10,630	10,787
of which men	4,873	4,816
of whom women	5,757	5,971
Number of permanent employment relationships	7,524	7,312
of which men	3,197	2,967
of whom women	4,327	4,345
Number of fixed-term employment relationships	808	1,052
of which men	436	547
of whom women	372	505
Number of full-time employment relationships	3,141	3,112
of which men	1,655	1,580
of whom women	1,486	1,532
Number of part-time employees	5,191	5,252
of which men	1,980	1,935
of whom women	3,211	3,317
Number of employment relationships of on-call employees	2,299	2,423
of which men	565	541
of whom women	1,734	1,882

Diversity of employees	2023	2022
Men	6,599	6,417
Men aged under 30	2,065	2,122
Men aged 30–50	2,154	2,068
Men aged over 50	614	586
Women	8,042	8,329
Women aged under 30	1,986	2,138
Women aged 30–50	2,262	2,311
Women aged over 50	1,492	1,505
Men (foreign countries and subsidiaries' subsidiaries)	1,766	1,641
Women (foreign countries and subsidiaries' subsidiaries)	2,302	2,375

Personnel, other countries	2023	2022
Number of employees abroad (as of 31 December 2023)	4,011	3,959
of which men	1,726	1,601
of whom women	2,285	2,358

Number of employees per company in 2023	average	Situation as on 31 Dec 2023
SOLEMO Oy	26	24
SOL Palvelut Oy	6,791	6,590
SOL Kiinteistöpalvelut Oy	457	543
SOL Pesulapalvelut Oy	144	141
SOL Henkilöstöpalvelut Oy	1,438	1,304
SOL Logistiikkapalvelut Oy	2,102	1,971
Consultor Finland Oy	20	29
Total	10,978	10,602

Hiring of new employees and personnel turnover*	2023	2022
Employment relationships started (number/person)	6,725	9,037
Employment relationships ended (number/person)	6,679	7,809
Total turnover (%)	48.77%	N/A
Turnover excluding fixed-term employees (%)	34.03%	N/A

* Does not include information for Consultor Finland Oy.

Average training hours per year per person	2023	2022	2021
Employees (h/year/person)	2.72	1.18	0.98
Salaried employees (h/year/person)	24.06	17.24	22.59

Occupational accidents (in-house personnel)	2023	2022	2021
Occupational accidents	420	448	491
fatal accidents, number	0	0	0
other serious occupational accidents (recovery longer than 6 months)	4	4	6
number of recordable occupational accidents	420	475	491
Number of working hours	10,629,634	10,075,545	9,405,529
Injury rate (TRIF)	39.5	44.5	52.2
Injury rate (LTIF)	20.9	25.3	13.8

Employees covered by the occupational health and safety management system	2023	2022	2021
Number of people covered by the occupational health and safety system	10,630	10,787	9,423
% of the personnel	100%	100%	100%
Customer sites that are covered by the organisation's internal audit system	1,222	767	545

Compliance with laws and regulations	2023	2022
Cases for which fines have been imposed	0	0
Cases where non-monetary sanctions have been imposed	0	0

Members of the Board of Directors, senior management and committees	Role	Year of birth	Male	Female
Kaira Peppi	Managing Director	1969		x
Joronen Juhapekka	Chair of the Board	1971	x	
Kaira Oona	Not in employment relationship	1997		x

Finance

Turnover, MEUR*	2023	2022	2021
SOLEMO Oy	7.77	7.42	6.85
SOL Palvelut Oy	180.36	168.22	151.33
SOL Kiinteistöpalvelut Oy	27.68	22.95	19.89
SOL Pesulapalvelut Oy	8.73	8.33	7.20
SOL Henkilöstöpalvelut Oy	48.07	51.10	30.25
SOL Logistiikkapalvelut Oy	23.03	27.52	32.84
Consultor Finland Oy	10.30	9.48	7.10
Total	305.95	295.02	255.47

*The figures also include the turnover of possible subsidiaries.

Operating profit, MEUR	2023	2022	2021
SOLEMO Oy	0.47	0.27	0.13
SOL Palvelut Oy	10.53	12.21	11.67
SOL Kiinteistöpalvelut Oy	-2.17	-1.54	0.23
SOL Pesulapalvelut Oy	-0.02	-0.38	-0.89
SOL Henkilöstöpalvelut Oy	-1.12	1.17	-0.93
SOL Logistiikkapalvelut Oy	0.24	-0.30	0.53
Consultor Finland Oy	1.35	1.42	0.96
Total	9.29	12.86	11.71

Incoming cash flows, MEUR	2023	2022	2021
Customers			
Sales	305.95	295.02	255.47
Rental income	0.54	0.57	0.48
Expenses for use	0.73	0.64	0.74
Capital gains from fixed assets	0.90	1.74	0.53
Public sector			
Grants received	0.00	0.02	0.29
Owners and funders			
Borrowings	-	-	-
Other income			
Other financial income	2.89	1.52	0.29

Outgoing cash flows, MEUR	2023	2022	2021
Suppliers			
Service purchases	62.37	56.93	49.44
of which investments	9.62	6.38	4.13
Personnel			
Wages paid	221.64	226.52	194.25
Owners and funders			
Repayments	-	-	-
Dividends	4.63	5.10	4.54
Interest expenses	2.17	0.19	0.33
Public sector			
Taxes	126.50	121.12	104.33

Tax footprint: Summary, EUR thousand	2023	2022	2021
Direct tax for the financial period	70,122.6	66,800.0	56,742.3
Indirect tax for the financial period	2.9	2.9	3.2
Tax payable for the financial period	56,372.3	54,335.6	47,874.5
Grants received	0.0	-21.7	-294.8
Total tax footprint	126,497.7	121,116.8	104,325.1
Direct taxes payable for the financial period			
Income taxes	2,777.9	3,153.1	2,746.5
Employer contributions	42,759.7	40,676.0	34,850.7
Withholding tax on salaries	24,565.6	22,952.4	19,136.7
Property taxes	19,419.4	18.5	8.5
Total direct tax payable	70,122.6	66,800.0	56,742.3
Indirect tax payable for the financial period			
Non-deductible VAT	2.9	2.9	3.2
Total indirect tax payable	2.9	2.9	3.2
Tax payable for the financial period			
Vehicle taxes	130.9	96.5	96.5
Settled VAT	56,241.3	54,239.1	47,778.0
Total tax payable for the financial period	56,372.3	54,335.6	47,874.5
Grants and subsidies received during the financial period			
Subsidies and compensation	0	21.73	294.85
Total grants and subsidies received	0	21.73	294.85

Informed of the organisation's anti-corruption measures	2023	2022
Members of administrative organ, number (%)	21 (100%)	22 (100%)
Personnel, number (%)	10,630 (100%)	10,787 (100%)
Partners, number (%)	N/A	N/A

Participation in anti-corruption training

Members of administrative organ, number (%)	18 (86%)	19 (86%)
Personnel, number (% share), indicative*	180 (2%)	193 (2%)

*Not monitored at exact level. Approximately 50% of salaried employees have completed anti-corruption training

Distribution of financial added value	Cash flows, MEUR	2023	2022	2021
Customers Rent and usage fees, sales		311.01	299.51	258.53
Generation of direct financial added value		311.01	299.51	258.53
Suppliers Purchased services, other project costs		62.37	56.93	49.44
Employees; Employee wages and social security expenses		221.64	226.52	194.25
Capital providers: Interest and financing expenses		6.80	5.29	4.87
Public sector: Deferred income taxes		0.1	0.1	0.1
Entities: Investments in social purposes		0.05	0.16	0
Distribution of financial added value		290.99	289.01	248.65
Maintaining financial added value		20.02	10.49	9.87

Environmental indicators

Carbon footprint per company in 2023	SOL Henkilöstöpalvelut and SOL Logistiikkapalvelut	SOL Kiinteistöpalvelut	SOL Palvelut	SOL Pesulapalvelut	SOLEMO	SOL Group total
SCOPE 1, tCO₂e						
Emissions, Diesel	16.54	754.88	211.84	5.61	9.93	998.80
Emissions, Petrol	13.87	61.93	397.21	3.13	1.49	477.63
Emissions, Light fuel oil	0.00	63.15	6.01	0.00	0.00	69.16
Emissions, Biogas	0.00	0.00	0.00	0.00	0.00	0.00
Total	30.41	879.95	615.07	8.74	11.42	1,545.59
SCOPE 2*, tCO₂e						
Electricity, location-based emissions	0.55	2.68	11.73	72.28	48.81	136.06
Procurement-based emissions from electricity	0.00	0.00	0.00	0.00	0.00	0.00
Location-based emissions from district heating	0.00	0.00	0.00	0.00	132.17	132.17
Procurement-based emissions from district heating	0.00	0.00	0.00	0.00	132.17	132.17
Steam emission	0.00	0.00	0.00	37.92	0.00	37.92
Total, location-based	0.55	2.68	11.73	110.21	180.99	306.16
Total, procurement-based	0.00	0.00	0.00	37.92	132.17	170.09
SCOPE 3, tCO₂e						
Emissions, commuting	279.44	502.10	2,445.37	29.97	0.00	3,256.88
Emissions, business travel	55.60	72.44	313.33	17.95	0.00	459.32
Total	335.04	574.54	2,758.70	47.92	0.00	3,716.20
Total emissions	365.44	1,454.49	3,373.77	94.59	143.59	5,431.88

* Aggregated figures use procurement-based emissions

SOL Group carbon dioxide emissions, tCO ₂ e	2023	2022	2021	Change 2022–2023
SCOPE 1: Direct emissions				
Fuels for own vehicles	1,545.59	1,525.39	1,370.48	1%
SCOPE 2: Indirect emissions				
Electricity and district heating, procurement-based	170.09	276.23	317.50	-38%
SCOPE 3: Other indirect emissions				
Business travel	459.32	1 156.69	960.34	-60%
Commuting	3,256.88	3,866.93	6,594.30	-16%
Total	5,431.88	6,825.25	9,242.61	-20%
Emission intensity in relation to turnover	17.75	23.13	36.18	-23%

Energy consumption, MWh	2023	2022	2021
Purchased electricity	0	308.58	293.08
Purchased green electricity	1,647.66	1,509.67	1,955.28
Purchased district heating	957.83	957.83	1,620.14
Total	2,605	3,600	3,869
Energy intensity in relation to turnover MWh/MEUR	8.52	12.20	15.14

GRI 2: GENERAL DISCLOSURES	Location	Comment
The organisation and its reporting practices		
2-1 Organisational details	p. 8, 35–45, 47	
2-2 Entities included in the organisation's sustainability reporting	p. 2, 47	SOL Group's parent company SOLEMO Oy and its Finnish subsidiaries.
2-3 Reporting period, frequency and contact point	p. 47	
2-4 Restatements of information	p. 2, 47	
2-5 External assurance	p. 47	This report has not been externally assured.
Activities and workers		
2-6 Activities, value chain and other business relationships	p. 35–45	
2-7 Employees	p. 22, 49	
2-8 Workers who are not employees		SOL does not employ persons outside the organisation.
Governance		
2-9 Governance structure and composition	p. 13, 49	
2-10 Nomination and selection of the highest governance body	p. 13	
2-11 Chair of the highest governance body	p. 13, 49	
2-12 Role of the highest governance body in overseeing the management of impacts	p. 13	
2-13 Delegation of responsibility for managing impacts	p. 13	
2-14 Role of the highest governance body in sustainability reporting	p. 13	
2-15 Conflicts of interest		We avoid conflicts of interest.
2-16 Communication of critical concerns	p. 25	
2-17 Collective knowledge of the highest governance body	p. 13	
2-18 Evaluation of the performance of the highest governance body	p. 13	
2-19 Remuneration policies	p. 18, 27, 30	
2-20 Process to determine remuneration	p. 18, 27, 30	
2-21 Annual total compensation ratio		There is no data available for 2023, we will report this in the coming years.
Strategy, policies and practices		
2-22 Statement on sustainable development strategy	p. 5–7	
2-23 Policy commitments	p. 13	We are committed to the Finland Chamber of Commerce climate commitment.
2-24 Embedding policy commitments	p. 18	
2-25 Processes to remediate negative impacts	p. 5–7, 13, 15	
2-26 Mechanisms for seeking advice and raising concerns	p. 25	
2-27 Compliance with laws and regulations	p. 9, 13, 49	
2-28 Membership associations	p. 24	
Stakeholder engagement		
2-29 Approach to stakeholder engagement	p. 11	
2-30 Collective bargaining agreements	p. 24	99.7% of SOL Group employees are covered by collective agreements.

GRI 3: MATERIAL TOPICS	Location	Comment
3-2 List of material topics	p. 12	
3-3 Management of material topics	p. 12, 15	
3-1 Explanation of the material topics and boundaries	p. 47–48	
200 – Economic impacts		
201-1 Direct economic value generated and distributed		
Own topic - Tax footprint	p. 50	
Own topic - Turnover, equity ratio and Quick ratio	p. 29–30, 50	
Oma näkökohta – Liikevaihto, omavaraisuusaste ja Quick ratio	p. 15, 30, 50	
Anti-corruption		
205-2 Communication and training about anti-corruption policies and procedures	p. 31, 50	In 2024, we started to develop an anti-corruption e-learning course.
205-3 Confirmed incidents of corruption and actions taken		There were no incidents of bribery or corruption in 2023.
300 – Environmental impacts		
Energy consumption		
302-1 Energy consumption within the organisation	p. 15, 18, 51	
302-3 Energy intensity	p. 51	
Greenhouse gas emissions		
305-1 Direct (Scope 1) GHG emissions	p. 19, 51	
305-2 Energy indirect (Scope 2) GHG emissions	p. 19, 51	
305-3 Other indirect (Scope 3) GHG emissions	p. 19, 51	We will fine-tune the scope 3 emissions accounting during 2024.
305-4 GHG emissions intensity	p. 19, 51	
305-5 Reduction of GHG emissions	p. 19, 51	
400 – Social impacts		
Employment		
401-1 New employees hired and employee turnover	p. 49	There is no gender or age-based follow-up on recruitment and employee turnover.
Occupational health and safety		
403-1 Occupational health and safety management system	p. 23, 25	
403-2 Hazard identification, risk assessment and incident investigation	p. 23, 25	
403-3 Occupational health services	p. 23, 49	
403-4 Worker participation, consultation and communication on occupational health and safety	p. 23, 25	
403-5 Worker training on occupational health and safety	p. 25	In 2023, a total of 62 occupational health and safety training courses were held.
403-6 Promotion of worker health	p. 23, 25	
403-8 Workers covered by an occupational health and safety management system	p. 49	
403-9 Work-related injuries	p. 15, 25, 49	
Training		
404-1 Average hours of training per year per employee	p. 27, 49	
404-2 Programmes for upgrading employees skills and transition assistance programmes	p. 26–27	In 2023, we held 637 internal training events and 72 active online trainings. In 2023, there were no joint training courses that would have covered the entire Group's personnel. There are 200–300 apprenticeships in progress each year aimed towards qualifications in the field.
404-3 Percentage of employees receiving regular performance and career development reviews	p. 22	12%, salaried employees and service instructors (1,256 employees)
Diversity and Equal Opportunity		
405-1 Diversity of governance bodies and employees	p. 22, 49	

SOL is a multicultural working community

■ Different nationalities of SOL personnel

