



Working for the future

Sustainability report 2024
DELETE Finland Oy

DELETE®
WORKING FOR THE FUTURE

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DELETE in brief

DELETE is Finland’s leading provider of environmental services. We are working for a cleaner and better functioning society.

We offer for our customers business-critical services that require special expertise and special equipment.

We are number one in industrial cleaning in Finland. Sewer services for properties, as well as damage services, are also at the core of our strategy. In addition, we offer comprehensive services for infrastructure and property construction and provide material flow management and transport services that support our operations.

At the end of 2024, DELETE employed 503 people across 16 locations in Finland. Since December 2023, DELETE Finland is a member of the REMONDIS Group, one of the world’s leading recycling, service and water companies.



DELETE on the map

■ Raahе

The newest unit of DELETE, where we operate at the SSAB steel mill.

■ Kokkola

We mainly serve companies in the Kokkola Industrial Park (KIP) area.

■ Pirkanmaa

We operate in Lempäälä and Pirkkala. Strong focus in the region on services for properties, from opening sewers to damage restoration.

■ Riihimäki

Diversified provider of industrial services for sawmills, shipyard and energy plants, for example.

■ Rauma

From Rauma, we deliver industrial cleaning for pulp & paper and chemical industries, and hydrodemolition services across Finland.

■ Helsinki Metropolitan Area

Our headquarters are located in the Vantaa unit, and it is also our largest unit. From Vantaa, we mainly serve the municipality and property customers with wide range of services.

■ Kemi

■ Raahе

■ Kokkola

■ Sotkamo

■ Siilinjärvi

■ Äänekoski

■ Jyväskylä

■ Etelä-Karjala

■ Pirkanmaa

■ Riihimäki

■ Kymenlaakso

■ Pääkaupunkiseutu

■ Porvoo

■ Kemi

Our northernmost unit, serving customers across different industries in Lapland.

■ Sotkamo

We are located at Terrafame mine. Flexible service for industrial customers across the region.

■ Siilinjärvi

A unit providing industrial services. Also offers services for properties and construction services throughout the North Savo region.

■ Äänekoski

We offer strong wood processing industry expertise, our main customer being the bio product mill.

■ Jyväskylä

A unit focusing on sewer work and services for properties, including industrial cleaning services if necessary.

■ Etelä-Karjala

Our customer base consists of pulp & paper and board mills together with construction and steel industry.

■ Kymenlaakso

From Kotka and Kouvola, we offer not only cleaning expertise, but also waste management and logistics.

■ Porvoo

Strong expertise and experience in refinery and chemical industry services. We also supply mechanical installations and hydro-demolition services from Porvoo.

> Our services



DELETE offers its customers business-critical industrial, construction and property cleaning services that require special expertise and special equipment.

Industrial services

- High-pressure cleaning, high-power vacuuming and combi units work
- Maintenance shutdown services
- Mechanical installations
- Catalyst handling services
- Special methods such as pressure wave cleaning and dry ice and blasting work
- Waste management and logistics
- Heat exchanger works

Damage and repair services

- Post damage control
- Water damage services
- Fire damage restoration
- Damage inspections

High-power vacuuming and blowing

- Vacuuming of insulation materials
- Vacuuming of soil and blowing of gravel
- Vacuuming and blowing of roof pebbles

Services for properties

- Facade and roof cleaning
- Graffiti removal
- De-icing of drains
- Dry ice blasting

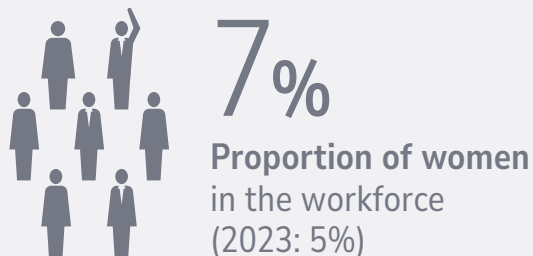
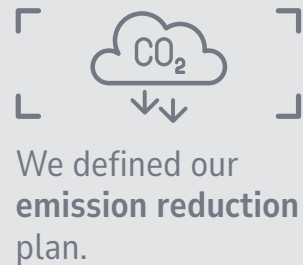
Sewer services

- Flushing and inspection of sewers
- Wastewater pump station maintenance
- High power vacuuming and blowing
- Emptying, flushing and imaging wells
- By-pass pumping services

Construction services

- New sewer system flushing and inspection
- Facade cleaning
- Hydro-demolition and water jetting
- By-pass pumping services
- Steaming services

> Sustainability key figures



> CEO's review

A year with the new owner

The year 2024 was DELETE's first full year as part of the REMONDIS Group. With the new owner, we have broader shoulders than before, and our customers' trust in our operations has been further strengthened. Our customer satisfaction has increased, and our customer retention is at a very good level.

We have a long-term industrial owner with a solid understanding of our business and a genuine interest in developing our operations further. Cross-border collaboration within the Group is running smoothly, and we've been able to expand our service offering in response to our customers' needs.

Many good things in DELETE have remained unchanged with the new ownership. The customer and our personnel are still at the heart of our operations, occupational safety and the environment always come first for us, and continuous improvement is what drives us forward.

In 2024 we updated our strategy. We still aim to exceed our customers' expectations and lead the way in our industry – in both industrial and sewer and property services – and we want to be an

attractive employer. For us, being a forerunner also means conducting our business sustainably, which is reflected both in our mission and as one of the core values guiding our operations.

Our mission is to create a cleaner environment in a sustainable way. We aim to be the most attractive employer and the safest operator in our sector when it comes to occupational and environmental safety.

For us, being a good employer is built on collaboration, mutual respect, and appreciation for one to another. In recent years, we've focused on harmonising our practices and strengthening dialogue across the organisation. This is reflected in both the low turnover of our employees and the strengthened employee net promoter score (eNPS), which we are determined to continue improving going forward.



In our industry, safe working practices are the baseline expectation for both our customers and employees – and strongly embedded in our company’s DNA. A decline in safety performance that began at the end of 2023 continued into 2024, but by strengthening proactive measures



“Our goal is to grow stronger every day — believing that good things will follow for everyone involved. We look far into the future and act sustainably.”

– Markku Salminen, CEO

and our safety organisation, we managed to turn the development back on the right track. We are committed to work for zero occupational accidents.

In our environmental work, the focus has been on the continuous training of our personnel and the development of equipment and services. In 2024, we defined an emission reduction plan with the aim of ensuring that our operations are sustainable and take the environment for the future generations into account.

Our renewed strategy, launched in autumn 2024, sets our course for the future. Demand for our services remains steady and relatively resilient to economic cycles, although seasonal fluctuations – especially within our industrial customers – have become more pronounced. Our aim is to grow

moderately and profitably together with our customers. We are also investing heavily in securing our competitiveness now and in the years to come.

We are known as an experienced and agile expert in our field, who is able to serve customers efficiently during the seasonal fluctuations characteristic of our industry. Our customers appreciate our consistent work for occupational safety and the fact that we are also able to help them improve the efficiency of their own processes. We are able to develop

their operations, thanks to our broad view of the industrial, sewer, and property services landscape. This is reflected in our high customer net promoter score (NPS), which we continue to nurture constantly and every day.

Consolidation in our market is progressing, and customers are increasingly seeking reliable partners who are able to offer comprehensive service packages and operate sustainably. This opens up new opportunities for DELETE and reinforces our strategic direction and confidence in the future.

I am truly proud of DELETE’s employees – a competent and committed team that works efficiently, safely, and with the customers in mind. Let’s keep looking after our customers and each other and continue the open, low-threshold between each other!



Markku Salminen
CEO

Strategy

As a result of the change in ownership, DELETE updated its strategy in autumn 2024.

Our renewed strategy places even stronger focus on our customers and emphasises the importance of occupational and environmental safety. Grounded in global megatrends and our redefined values, the strategy builds on DELETE's recognised strengths, providing a solid foundation for profitable growth.

DELETE succeeds by exceeding customer expectations and wants to be the most desirable partner for customers and a forerunner in the industry. Our competitive analysis identifies DELETE's competitive advantages and areas for development, which we work on every day.

In a service business, the role of personnel is crucial to successful strategy execution. DELETE strives to ensure the best working methods and a high level of expertise. We continue to invest in improving efficiency, sustainable operations, and a customer-focused service mindset.

When successful, the company generates value for its employees, customers, owners, and society as a whole.

Strategy core areas

Goals

Our goal is to be the most desired partner and a forerunner in the industry.

- Work and environmental safety are the foundation of our service production.
- We always operate responsibly, and our goal is to be the most desired employer in our field.
- We grow profitably together with our customers and expand selectively into new customers and services.
- We are the market leader in customer satisfaction, which ensures a high customer retention rate and forms the basis for our strong customer relationships.
- We improve our operational efficiency every day.
- We succeed when we exceed our customers' expectations.

Our customers and markets

Industrial production, municipal infrastructure, and properties require continuous maintenance.

- Our customers value the fast response time, planning, experience, and overall efficiency of our service production.
- The demand for our services is continuous due to the ongoing service needs of industrial production, construction, sewer, and property infrastructure.
- The efficiency of resourcing determines our performance, as the service demand is volatile to Finland's weather conditions and the scheduling of industrial production shutdowns.

Monitoring the implementation of the strategy

DELETE's Management Team monitors the progress of strategy implementation twice a year using a comprehensive set of KPIs. In addition to

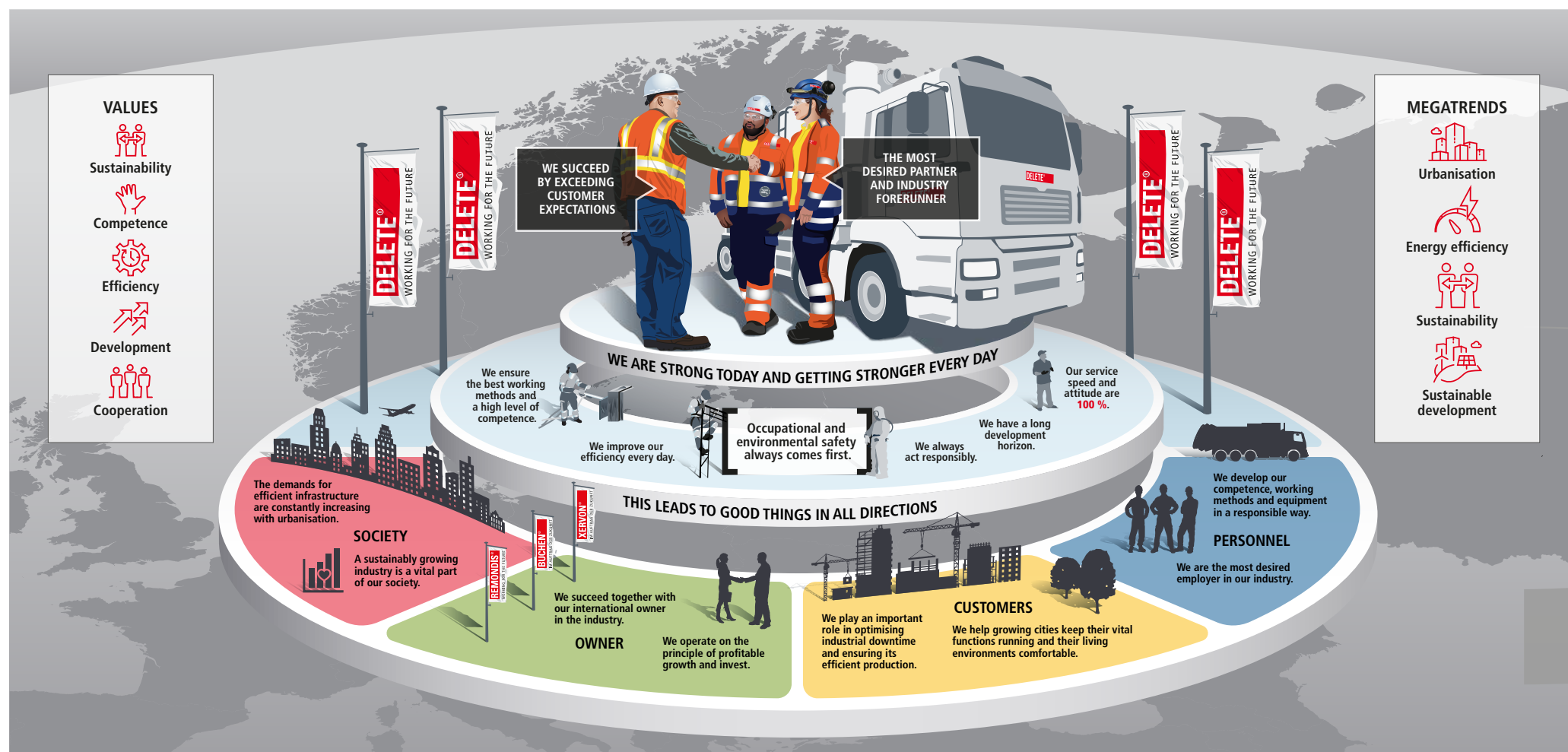
profitable growth, the strategic indicators include for example occupational safety (TRIF, LTIF) and the net promoter scores of our customers and employees (NPS, eNPS).

Our strategy in brief

At DELETE, the strategy is a clear and concrete guideline for the entire organisation. We dedicate time for this regularly in both employee and supervisor meetings and training sessions. In November

2024, we organised a DELETE Day, during which the strategy was presented and discussed with many of our white-collar employees. This work is continuous, and in 2025, the strategy communication will continue

regularly to ensure that the strategy is fully adopted by management, supervisors, and all our employees. We also make a point of sharing our strategic goals with customers and other stakeholders.



> Case: Competitiveness study

Customer encounters at the core of competitiveness

DELETE has significantly improved its competitiveness in recent years, using a competitiveness study as one of its key tools.

The first study was conducted in 2022. It was followed up in 2024 when DELETE updated its strategy under new ownership and carried out the 2024 competitiveness study as part of the strategy process, in cooperation with Ratkaisutoimisto Seed.

The goal was to identify DELETE's competitive advantages and uncover opportunities for improvement.



What makes the study unique is its 360-degree view: both customers and DELETE's personnel were interviewed. This dual perspective offers insights into the company's successes and its most important areas for development. More than just a tool for internal development, the competitiveness study is a customer-oriented process that enables DELETE to offer better services and increase customer satisfaction. Going forward, the study will be conducted every two years to monitor long-term trends.

Speed, expertise, and competence praised

In 2024, DELETE's customer satisfaction, measured by the Net Promoter Score (NPS), reached +71 (2023: +62), showing a clear improvement.



An NPS of +71 is exceptionally high in the service industry. According to the competitiveness study, **DELETE's main competitive advantages in 2024 were: speed, professionalism, and expertise.**

The biggest area for improvement was field communication, which was also highlighted in the



“Our competitiveness improves as our customer satisfaction improves.”

– Juha Kettunen, Business Development Director

2022 study and thus selected as the primary focus area for development in 2024.

“We noticed that the common factor in the few negative feedback we received was deficiencies in communication. That’s why we made field communication our top priority. By improving the flow of information, we can provide smoother service, faster response times, and a better overall customer experience. Our competitiveness improves as our customer satisfaction improves,”

says Juha Kettunen, Business Development Director at DELETE.

One concrete improvement was the more systematic handling of customer feedback. DELETE has already been collecting feedback from all service activities for several years. This

feedback is stored in a system accessible to key personnel. Now, DELETE wanted to make this feedback visible to every unit, ensuring that no valuable insight is overlooked and development efforts are accurately targeted at the customer interface.

In 2024, DELETE also decided to implement a new practice: a personal confirmation to the customer upon job completion, along with a check for potential follow-up work. These seemingly



small enhancements have a large impact on the customer experience when implemented across the entire organisation.

“Most of the feedback we receive is positive, and we want to ensure that all feedback reaches openly the people involved and their colleagues. We want to be transparent and are committed to displaying all the feedback we receive, for example on the info screens in break rooms,” Kettunen summarises.

Sustainability management

At DELETE, sustainability is an integral part of the company's strategy and one of the values guiding our operations.

Sustainability work is supported by a management and governance system that is certified in accordance with quality, environmental and occupational health and safety standards.

As part of its business strategy, DELETE is committed to acting responsibly and sustainably towards both people and the environment. For us, sustainability is not just a word; it is reflected in everyday actions. The Management Team monitors the progress of sustainability-related indicators on a quarterly basis.

Occupational and environmental safety at the core of sustainable operations

We want everyone at DELETE to be able to go home healthy after the working day. Safety is a basic requirement for us, and we are committed to the goal of zero accidents. This goal is promoted by proactive safety work and communication.

Safe working conditions and environmental responsibility form the cornerstone of our service operations. Guided by the principles of continuous



Environmental responsibility

- Enhancing environmental responsibility competence within the organisation
- Environmental safety and minimisation of damage
- Reducing carbon footprint through effective emission reduction measures
- Sustainable fleet investments



Social responsibility

- Good leadership
- Continuous improvement of safety
- Promoting work satisfaction and maintaining work ability
- Equality and zero tolerance for discrimination and harassment



Good governance

- Ethical business conduct and ensuring compliance
- Fair competition and anti-bribery and anti-corruption practices
- Responsibility across the supply chain

improvement, we are committed to developing our practices in a responsible manner. We actively train our personnel in environmental issues and strive to minimise environmental damage. In addition, we are committed to reducing our carbon footprint through effective emission reduction measures.

Regarding our own personnel, we monitor employee satisfaction and are committed to supporting our people's work ability. We emphasise strong leadership and do not accept discrimination or harassment in any form.

We ensure the ethical conduct and compliance of our operations through DELETE's Code of Conduct, which all our employees are expected to adhere to. These principles also apply, where appropriate, to our subcontractors and suppliers. Any violations of these principles can be reported anonymously through our whistleblowing channel.

Risk management focus on prevention

The most significant sustainability-related risks in our daily operations are related to occupational accidents and environmental damage. Risks are managed through a continuous process of assessment, planning, action plans, control, and

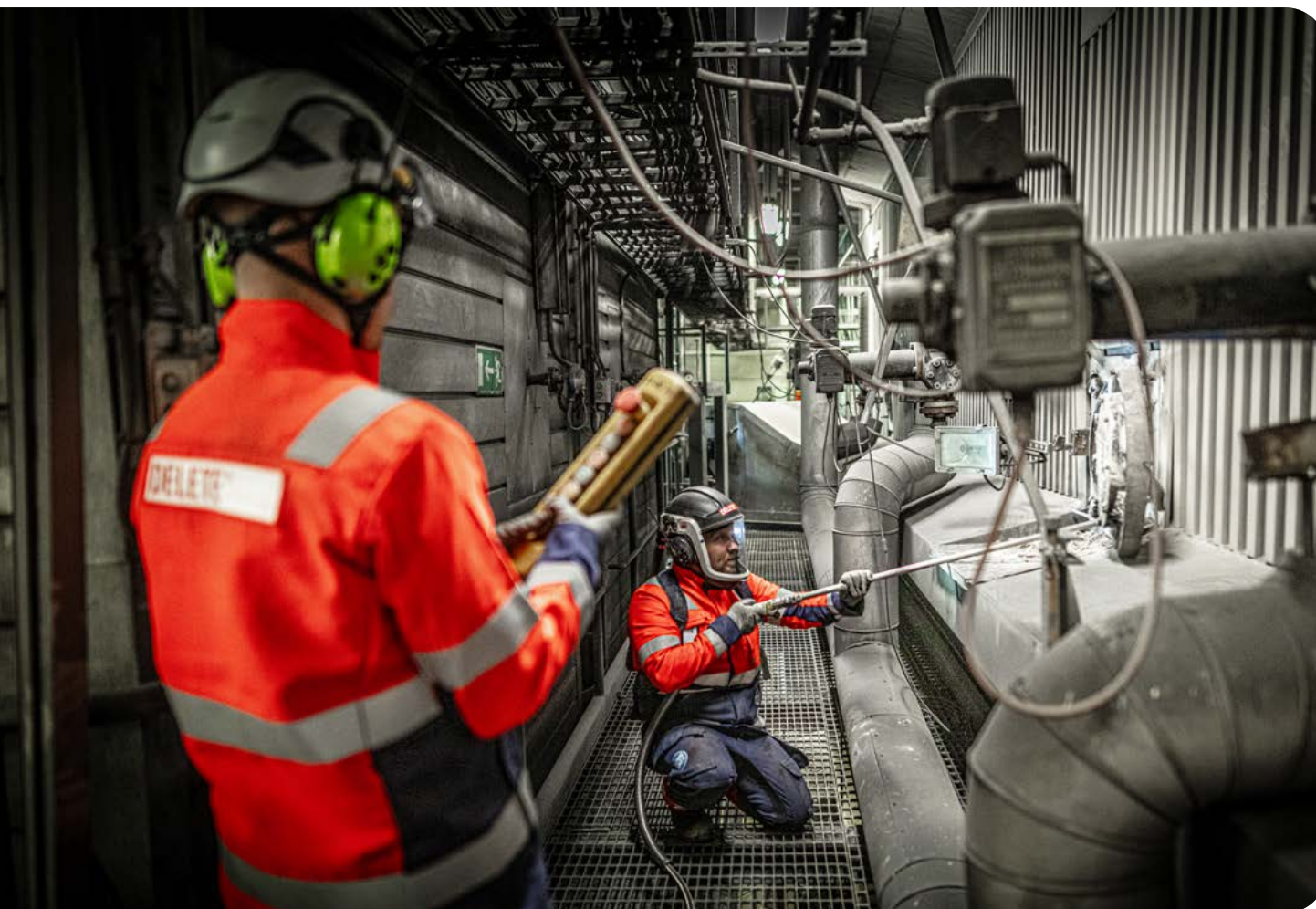


DELETE received excellent scores in the HSEQ cluster evaluation

The HSEQ assessment conducted by Kiwa Sertifiointi Oy in June demonstrated that DELETE's safety work is at an excellent level (score: 676/750). The assessment highlighted DELETE's key strengths, including the HSE team, the HSEQ metrics system, and comprehensive employee induction. DELETE received particularly high scores for its safety practices. Significantly higher than average scores were also received in areas such as daily management, planning and organisation

of operations, qualifications and competence, employee motivation, and occupational health care.

The HSEQ® Cluster is a client-driven supplier assessment system formed by industrial operators. It helps the participating companies improve their operations and prevent risks. The assessment allows clients to consistently compare suppliers and make informed choices based on the report and scoring.



monitoring concerning personnel, assets, and business operations. The goal is to prevent or minimise the impact of risks.

As part of strategic planning, DELETE's Management Team conducts an annual risk assessment, the

results of which are reviewed by the company's Board of Directors. This assessment also includes sustainability-related risks in terms of both business operations and governance. The Management Team monitors the progress of strategic risk mitigation measures on a quarterly basis.

Daily risk management and the mitigation of their impacts are carried out at the operational level within the business units, with the support of the Management Team and support functions.

Sustainability programme in progress

DELETE will carry out a double materiality assessment in accordance with the European Corporate Sustainability Reporting Directive (CSRD) during 2025. Based on this assessment, we will develop a sustainability programme that will set clear goals and indicators to guide our sustainability work going forward.

Our operations are certified

Our daily sustainability efforts are supported by a management and governance system that is designed and certified in accordance with the requirements of ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety Management) standards. In Finland, DELETE holds RALA qualifications and is part of the Reliable Partner programme. In 2024, we also participated in an HSEQ cluster audit conducted by KIWA Sertifiointi Oy and renewed our EcoVadis sustainability assessment.

External sustainability commitments



Global Compact

DELETE is committed to the United Nations Global Compact and its ten principles (www.unglobalcompact.org) in the areas of human rights, labour rights, environmental protection, and anti-corruption.



EcoVadis

In 2024, DELETE participated in the respected EcoVadis sustainability assessment, achieving a score of 70 out of 100. This score qualified for a silver recognition, placing DELETE among the top 15% of businesses in its industry worldwide.

EcoVadis assesses companies' sustainability from the perspectives of environmental performance, labour and human rights practices, ethics, and sustainable procurement. Companies use these assessments to compare and evaluate suppliers in their supply chains. The EcoVadis assessment methodology is based on internationally recognised sustainability standards, including the Global Reporting Initiative (GRI) guidelines, the United Nations Global Compact, and the ISO 26000 standard.

UN Sustainable Development Goals

DELETE has identified five UN Sustainable Development Goals that our business promotes. We divide the goals into three focus areas:



1. Responsibility for the environment: DELETE

operates sustainably, uses

natural resources responsibly, continuously improves its environmental safety performance, and strives to reduce the carbon footprint of its operations.



2. Responsibility for people: DELETE

is committed to the goal of zero accidents and also pays special attention to the safety management

of its subcontractors. We support and respect internationally recognised human rights and diversity in our work community.



3. Sustainable industry

and cities: Our service offering supports sustainable

infrastructure and industry



Environmental responsibility

At DELETE, environmental responsibility means proactive and goal-oriented work to prevent environmental degradation. We have set emission reduction targets for our operations and are continuously developing our services to reduce our environmental footprint.

Towards more sustainable environmental impact management

DELETE actively works to reduce its environmental impacts and develops its service production in a climate-resilient direction. Our environmental work is based on preventive measures, systematic monitoring of emissions, and continuous improvement as part of responsible business conduct.

Principles guiding environmental responsibility

DELETE's environmental work is based on the ISO 14001 standard, legislation, stakeholder expectations, and the company's strategic objectives. We are committed to climate change mitigation, reducing environmental impacts, and promoting sustainable development across all our services. Our goal is to prevent environmental damage and reduce our carbon footprint.

Environmental performance is regularly monitored through management reviews, audits, and environmental indicators. We communicate openly about our progress and collaborate with stakeholders to strengthen environmental responsibility.

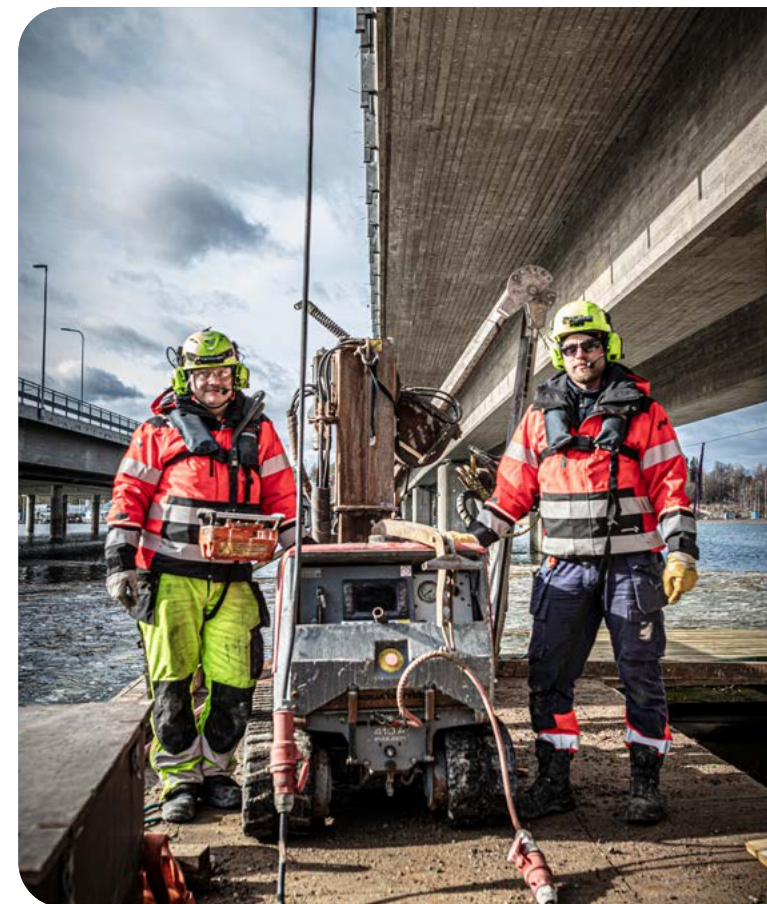
Climate targets and emissions reduction measures

DELETE aims to reduce its scope 1 and 2 emissions by 42% and scope 3 emissions by 25% by 2034, compared to 2024 levels. The Scope 1 and 2 emission reduction targets are in line with the objectives of the Paris Climate Agreement.



“We want to help build more sustainable service production – but this also requires participation from our customers. The fact is that the cost of low-emission services produced with biodiesel is higher than of those based on fossil fuels.”

– Helena Louhelainen, HSEQ Director



A significant share of our emissions originates from our fleet, and our emissions reduction measures focus on improving fuel efficiency and increasing the use of renewable energy sources such as bio-diesel and renewable electricity. In 2024, we made extensive investments in new heavy-duty vehicles.

We provide training for our personnel on economical driving and the use of equipment, and we optimise routes. The use of biodiesel is being systematically increased, and the savings achieved through improved fuel efficiency are reinvested into the procurement of renewable fuels. Value chain emissions are reduced by enhancing procurement practices and prioritising low-emission products and services.

Greenhouse gas emissions

In 2024, our total emissions amounted to 15,141 tCO₂e. Most of our scope 1 emissions come from fuel consumption by our own fleet. Scope 1 emissions accounted for 43% of our total emissions. Another significant share consists of scope 3 emissions across the value chain, which represent 55% of total emissions. The largest scope 3 categories include purchased goods and services, capital goods, and indirect emissions related to fuel and energy production chains.

Greenhouse gas emissions and emission intensity, 2024

Emission category	Greenhouse gas emissions		Greenhouse gas emission intensity	
	Emissions (tCO ₂ e)	Share of total emissions (%)	tCO ₂ e / employee	tCO ₂ e / € million revenue
Scope 1	6 446	43%	12.8	88.4
Scope 2	299	2%	0.6	4.1
Scope 3	8 396	55%	16.7	115.2
Total emissions	15 141	100%	30.1	207.7
Biogenic emissions, scope 1	555	25%	1.1	7.6
Biogenic emissions, scope 2	1 632	75%	3.2	22.4
Total biogenic emissions	2 187	100%	4.3	30.0

Accounting principles

Greenhouse gas emissions have been calculated in accordance with the GHG Protocol. Scope 1 covers emissions from fuels used for company vehicles and for heating facilities. Calculations are based on litres and kilowatt hours consumed. Scope 2 calculations are based on the number of kilowatt hours of electricity and district heating consumed.

Scope 3 includes the following emission categories: purchased goods and services, capital goods, indirect emissions related to fuel and energy production chains, transportation and distribution, waste generated in operations, business travel, employee commuting, use of sold products, and downstream leased assets.



Responsible chemical management

Chemical management is a key part of DELETE's occupational and environmental safety efforts. We use a digital chemical register to manage chemical information centrally and ensure that safety data sheets are up to date and easily accessible. The system also supports chemical risk assessment and safe usage practices across all operations.

We assess and manage environmental, health, and safety risks related to chemicals. Our personnel receive regular training in the safe handling of chemicals, starting from chemical safety training during onboarding. The training is repeated regularly as part of ongoing competence development.

Prevention and management of environmental damage

At DELETE, environmental work emphasises prevention, with active efforts to identify and avoid situations that could lead to environmental damage. The aim is to ensure that no harm is caused to the environment and that operations remain safe in all circumstances. Our fleet is properly equipped to manage potential environmental incidents.

Our personnel report environmental safety observations via a digital system. Reported cases and their nature are reviewed monthly in safety briefings. The aim of handling observations is to identify root causes, prevent recurrence, and share learnings across the organisation. We instruct our personnel to ensure safety and to inspect equipment before starting a task.

As part of our strategic development, we monitor the coverage of environmental safety training and the number of reported observations biannually. Our goal is for all DELETE employees to complete environmental safety card training, which provides the skills to identify and prevent environmental risks at work.

Environmental safety-related strategic risks are integrated into DELETE's risk management. These include vehicle inspection procedures and competence requirements for handling hazardous waste, which are covered by our chemical safety training. These risks are managed systematically: we regularly assess risk levels, review actions taken, and continue to develop our operations based on the results.



Social responsibility

DELETE's high customer satisfaction is built on our employees' service mindset and strong professional expertise. As an employer, DELETE's mission is to provide everyone with a safe workplace where people thrive and have opportunities to develop their skills and competence.

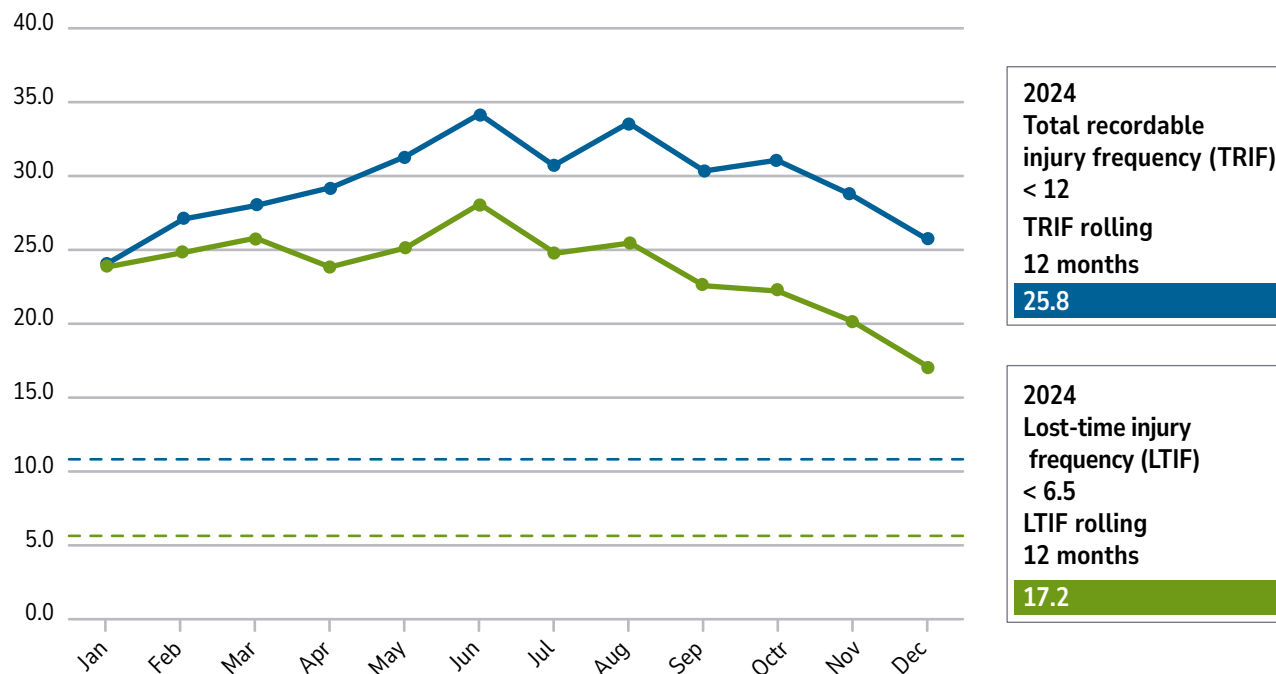
Safety culture is built on daily actions

At DELETE, safety is about concrete everyday actions: risk assessments, safety observations, and regular safety sessions. These everyday actions form the foundation of the company's safety culture, which is supported by certified management systems.

It is important to us that every DELETE employee understands the importance of the safety culture and contributes to it. Safety at DELETE is a shared responsibility. It is overseen by company management and supervisors within the scope of their managerial authority.

In safety work, business functions are supported by the HSE team, which for example assists businesses with proactive risk management and coordinates the development of safety practices within the company. The team members regularly visit the business units in their respective regions and ensure high-quality safety work also during major maintenance shutdowns at customers' industrial sites. The experienced team understands the risks of daily work and provides guidance on safe working methods.





Preventative actions are at the core of DELETE's safety work

DELETE's safety work is based on continuous proactive measures. Every DELETE employee is expected to make safety observations in their work environment, and the teams regularly hold safety briefings to discuss current safety issues.

This proactive safety work is supported by an easy-to-use mobile-based reporting and monitoring system where safety observations, safety walks, risk assessments, and workplace accidents are recorded. A comprehensive

investigation and root cause analysis is conducted for all work-related accidents and severe hazardous situations.

Safety work is managed through an occupational health and safety system based on the ISO 45001 standard. Company management and supervisors monitor the results of safety work and communicate them regularly to the personnel. Progress on safety indicators is also reviewed quarterly by the occupational health and safety committee, whose role is to promote the implementation of health and safety measures across the company.

Safety improved towards the end of the year

As a long-term goal in its safety work, DELETE is committed to the target of zero accidents. In 2024, the objective was to achieve a lost-time injury frequency (LTIF) of below 6 and a total recordable injury frequency (TRIF) of below 12.5. These targets have been defined in accordance with established practice, calculated per one million working hours.

In addition, the implementation of proactive safety measures was monitored. The goal was for each DELETE employee to make at least 5 safety observations, and for each supervisor to hold at least 20 safety briefings and conduct at least 12 safety walks.

Although the accident frequency targets were not achieved in 2024, the trend turned positive towards the end of the year. In 2024, the lost-time injury frequency was 17.2, and the total recordable injury frequency was 25.8.

In the beginning of the year 2025, safety development has continued positively, and we remain firmly committed to our safety goals going forward.

Aiming for satisfied and thriving employees

In addition to occupational safety, DELETE's social responsibility focuses on employee satisfaction, work ability management, leadership development, and supervisory work. We also place emphasis on diversity as well as preventing discrimination and harassment.

Employee satisfaction is monitored annually through a personnel survey. The aim of the survey is to identify development areas at the unit level, which then inform company-wide priorities. In 2024, the survey was revised to better support the implementation of the company strategy and the definition and monitoring of concrete actions.

According to the survey conducted in late summer, 88 percent of DELETE employees were very or fairly satisfied with their workplace, and 86 percent rated the work atmosphere as very or fairly good. The employee Net Promoter Score (eNPS) improved significantly from the previous year, reaching -1 (2023: -14). In 2025, the goal is to further increase the score.

The survey results were reviewed in autumn 2024 within each unit, together with supervisors and



"Our employee Net Promoter Score has improved following the acquisition. The new owner brings continuity and is committed to developing the company in the long term. This is important for our employees as well."

– Kati Manninen, HR Director

employees. The survey highlighted strengths such as supervisor work, attitudes towards safety, and the high-quality safety gear. Based on these discussions, unit-specific development plans were compiled. Key themes included improving development discussions, increasing feedback, and developing induction practices. At the company level, a decision was made to invest in onboarding, for example by training willing employees to become workplace instructors.

Proactive work to support work ability

We invest in preventive and proactive measures to support employee well-being, health and work ability. In 2024, we continued the programme to promote well-being at work in cooperation with our occupational health care provider. The programme aims, for example, to identify unit-specific solutions for managing sickness absences and supporting the supervisors' coping with workload.

At DELETE, sickness absences are monitored on a monthly basis. In addition, long absences are regularly reviewed together with occupational health care and the pension insurance company. In 2024, development work was launched to specifically support people over the age of 55. Overall, sick leave rate at DELETE decreased to 5.8 per cent during the year (2023: 6.4%).

We offer our employees comprehensive occupational health care, work ability insurance and support for physical activity. DELETE provides benefits such as the Epassi system and the opportunity to lease a company-sponsored bicycle.

We support career paths and provide training for our people

In addition to professional qualification training, we emphasise occupational safety and high-quality supervisory work in our employee

training. We encourage our employees to grow into supervisory roles — an area in which we have succeeded. We support our supervisors in pursuing further training, including completing a vocational qualification in leadership through apprenticeship alongside their regular work. In our monthly supervisor briefings, we cover current topics and changes that supervisors need to be aware of.

Zero tolerance for harassment and discrimination

At DELETE, we have zero tolerance for harassment and discrimination. We have a separate anti-harassment and anti-discrimination policy and a workplace development plan, which includes an equality and non-discrimination plan.

In October 2024, a training session on non-discrimination and equality was organised for supervisors. The training covered a wide range of themes related to the topic through practical examples.

In 2024, there were no reported cases of harassment or discrimination at DELETE. At DELETE, reports of harassment or discrimination can be submitted through multiple channels.

DELETE's personnel in numbers

At the end of 2024, DELETE had a total of 503 (2023: 467) employees, of whom 35 (2023: 26) were female and 468 (2023: 441) were male. Women represented 7 per cent of the workforce (2023: 5 per cent). At the end of the year, the DELETE Management Team consisted of seven members, two of whom were women.

At DELETE, the majority of employment relationships are permanent (96.2%) and full-time (93.2%). Fixed-term contracts mainly apply to project workers, temporary support staff, or substitutes. Nearly all part-time employees work part-time at their own request, for example while on partial family leave or after entering semi-retirement. There are very few “on-demand” contracts, and they are mainly made at the employee's own initiative.

DELETE respects the freedom of association and the right to collective bargaining. All our blue- and white-collar workers are covered by collective agreements. Better terms of employment also apply to senior white-collar staff, even though they are not formally included in the collective agreements.



“Stay on your feet” campaign

Falls and slips are one of the most common types of occupational accidents at DELETE, especially in winter conditions. The “Stay on your feet” campaign, launched in November 2024, aimed specifically to prevent accidents caused by slippery conditions. The campaign had an ambitious goal: zero slip-related accidents.

This time, the campaign was organised as a competition between units, with the best-performing teams having the opportunity to win a significant monetary prize to support their unit's wellbeing initiatives. Points were awarded for proactive actions, concrete safety improvements, and observations related to changing one's own actions. The campaign was successful, and no slip-related workplace accidents occurred at DELETE during its duration.

> Case – Working at DELETE

Women breaking barriers in a male-dominated industry

Although industry and industrial cleaning services have traditionally been male-dominated, DELETE is making progress in equality and diversity at a practical level. The company now has more female professionals among its personnel.

Employees at the Vantaa unit — **Reeta Aalto**, **Tia Hyvärinen**, and **Milla Ilves** — describe DELETE's working atmosphere as supportive and fair.

“This job is physically demanding, but it all comes down to attitude. Everyone here works equally and DELETE offers chances to learn and grow. With the right attitude and skills, you'll do well here,” says Reeta Aalto, who drives a combination unit.

Supporting equality and diversity

Tia Hyvärinen works with sewer inspections and facade cleanings at the Vantaa unit. For her,



good teamwork and support are the most important: “At DELETE, you always get help when you need it, and your skills are valued. The team is welcoming and people encourage each other.”

HR Director Kati Manninen says equality is a strategically important value at DELETE and is

promoted with clear goals. The company has an equality plan and fair recruitment practices in place. The company also offers various support and training programmes that help new employees adapt and succeed in their roles.

“We constantly improve our practices to meet the needs of different employees, and we train



“With a good attitude, you’ll do well here. DELETE offers versatility and opportunities for growth.”

– Tia Hyvärinen, Industrial cleaner



managers to consider equality. Personnel surveys, feedback, and our zero-tolerance policy for discrimination help us build a respectful and inclusive workplace. We want everyone to feel welcome and appreciated,” Manninen explains. She adds that developing the organisational culture and reacting quickly to any issues that arise are key to promoting equality.

Milla Ilves, who has been in the industry for several years, highlights the power of humour and professionalism in daily work: “When you keep things relaxed and use humour, you’ll go far and enjoy the work.

The women at DELETE show by example that attitude and skills are what truly matter.



Governance

DELETE's operations are guided by the principles of good business practice and ethical and transparent cooperation with suppliers. A sustainable supply chain is a key part of our sustainability work and provides concrete ways to influence the sustainability of the entire value chain.

Principles of good business practice guide responsible conduct

DELETE's responsible business conduct is founded on the principles of good business practice, which guide all our operations.

The principles emphasise compliance with legislation and ethical values, fair competition, and respect for the environment and occupational safety. Our aim is to develop our business in a long-term and responsible manner.

Principles of good business practice and responsible supplier cooperation

The principles of good business practice apply to all employees and have been approved by DELETE's Board of Directors. The principles cover business ethics, conflicts of interest, bribery and hospitality, recruitment and employment practices, environmental and occupational safety matters, supplier cooperation, and non-compliance with the guidelines. We comply with all legislation relevant to our operations, including competition, labour, and environmental laws, and are committed to preventing the grey economy.





DELETE is committed to fair competition and we do not tolerate corruption, bribery, or extortion in any form. The principle of fair competition guides our operations in relation to competitors, customers, and industry associations. Separate competition law guidelines, approved by the Board of Directors, support the practical implementation of these principles.

Environmental responsibility and occupational safety are part of our daily work. We operate in accordance with the principles of sustainable development, use natural resources responsibly, and promote continuous improvement in our operations. Our occupational safety work is based on preventive models and constitutes a key element of the company's quality management.

We strive to engage only those subcontractors and suppliers who are committed to operating in line with the principles of good business practice. Our contracted suppliers sign our Supplier Code of Conduct as part of their cooperation agreement.

Reporting misconduct

We encourage our personnel to report any suspected violations of the principles of good business practice or other misconduct whenever

there is reason to do so. All reports are handled promptly, confidentially, and impartially. Suspected breaches are investigated, and appropriate actions are taken when necessary.

We provide a whistleblowing channel through which employees, partners, and other stakeholders can report suspected misconduct anonymously. The reporting channel is available on our website, and related guidelines are accessible to personnel via the intranet.

Data protection

DELETE's data protection policies and privacy statements comply with the EU General Data Protection Regulation (GDPR). All processing of personal data is carried out in accordance with the regulation and the relevant supplementary provisions. Topics related to data protection and information security are integrated into the continuous development of our personnel's competencies.

The "Information security in practice" training is part of the established training practices of DELETE Academy. It is completed at the start of employment during induction and is repeated at regular intervals to maintain awareness of data protection and information security across the organisation.

Sustainable supply chain

A sustainable supply chain is a key element of DELETE's sustainability efforts. Procurement plays a significant role in shaping our sustainability performance, particularly in terms of value chain emissions and occupational safety. Procurement processes and related controls offer an important means of managing our sustainability impacts.

Supplier management and supplier ethical guideline

Sustainability aspects are an integral part of DELETE's supplier management practices. Before entering into cooperation, we assess the supplier's financial standing, background of responsible individuals with regard to any potential sanctions or regulatory penalties, as well as statutory compliance and reputation-related information. If the preliminary assessment identifies any risks, a more in-depth evaluation is carried out as needed.



Suppliers are categorised as contracted suppliers, approved suppliers, or non-assessed suppliers. Contracted suppliers enter into a cooperation agreement that includes our ethical guideline for service and goods suppliers. Approved suppliers receive the guideline prior to the start of cooperation, together with invoicing instructions. We are

are taken into account at every stage of the procurement process.

Monitoring and audits

We monitor our suppliers' sustainability practices on a regular basis and conduct annual audits. Where risks are identified, targeted assessments



“A sustainable supply chain is a key element of DELETE’s sustainability efforts. Procurement processes and related controls offer an important means of managing our sustainability impacts.”

– Elias Viitakoski, Head of Procurement

committed to the UN Global Compact initiative and expect our suppliers to adhere to the same principles.

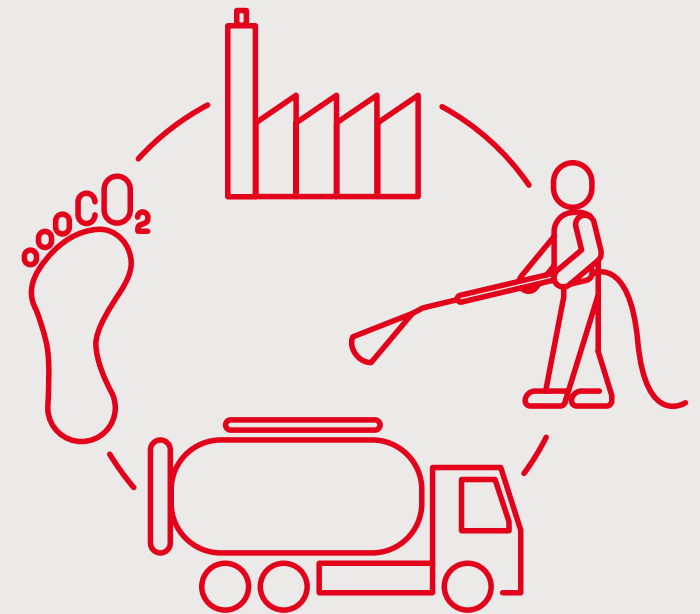
Occupational and environmental safety

Occupational and environmental safety are essential elements of our procurement process. We continuously improve our procedures to manage safety and environmental risks. Safety considerations and emission reduction targets

are carried out. Audit criteria include, for example, high procurement volumes or operations involving occupational safety or environmental risks. If a supplier does not meet the audit requirements, we offer support to improve their sustainability practices.

Metrics and targets for 2024

Our goal is to concentrate our procurement to responsible suppliers. In 2024, a total of 85% of



purchases were made from either contracted or approved suppliers (target: 83%). The share of contracted suppliers was 49% (target: 50%). We will continue efforts to increase the share of contracted suppliers, particularly among high-volume suppliers and in units with the greatest development potential. For 2025, we have set a target to focus procurement on suppliers that can demonstrate absolute emissions reductions.

> Case – Neste Kilpilahti

Group collaboration enabled a smooth shutdown season

In late 2023, DELETE joined the REMONDIS Group. In spring 2024 they received support from other group companies during the industrial maintenance shutdowns. Thanks to extra resources from Estonia and Sweden, there was no need to hire external labour.

Neste's nine-week major TURN AROUND maintenance shutdown at the Kilpilahti oil refinery brought thousands of professionals to the site to ensure operational reliability. DELETE was respon-

sible for cleaning the process equipment – such as pipes, industrial boilers and heat exchangers – using high-pressure washing tools. The work also included mechanical installations and valve maintenance.

“We play a critical role in the schedule. Many others, such as repair crews and inspectors, cannot start until we have finished cleaning and made the equipment clean and safe,” says **Ville Jalava**, Chief Operating Officer at DELETE.

Skilled workforce through group collaboration

About 20 cleaning professionals from BUCHEN Baltikum, part of the REMONDIS Group in Estonia, came to support the work at Kilpilahti.

“In the previous TURN AROUND maintenance shutdown, we had to use a lot of subcontractors. This time, the Group enabled extra resources because the planning was done carefully,” says Jalava.

BUCHEN Baltikum's employees were a valuable resource for DELETE. “In a large Group, their

expertise is needed across Europe. Thanks to early planning and coordination, we secured them for our project,” Jalava explains.

Although BUCHEN Baltikum is part of the same Group, its workers are audited like all other partners and subcontractors. This ensures quality and compliance with safety requirements for our clients.

“Through audits, we make sure that equipment and practices are aligned, and that the workers know the instructions we follow,” Jalava adds.

Additional support from Sweden

At the same time as the Neste Kilpilahti shutdown, DELETE had other maintenance shutdown projects ongoing. At the Pietarsaari pulp mill's summer shutdown, support came from Sweden, where BUCHEN is also active.

“In addition to DELETE Sweden, we also used swedish BUCHEN professionals. Group collaboration strengthens our capacity in neighbouring countries,” Jalava says appreciatively.



Management team

Ville Jalava
Operations Director

- Business operations
- Project management
- Human resources and fleet
- Material flows
- Occupational safety

Juha Kettunen
Business Development Director

- Strategic business development initiatives
- Emerging businesses
- Mergers and acquisitions
- International projects

Helena Louhelainen
HSEQ Director

- Occupational health and safety
- Environmental safety
- Sustainability
- Audits and certifications

Markku Salminen
CEO

- Shareholder relations
- Management team
- Stakeholders
- Employees, customers, and occupational safety

Dan-Olof Palm
Sales and Marketing Director

- Sales and customer relationships
- Marketing communications
- External communications
- Customer experience
- Brand

Oskari Jauhiainen
Chief Financial Officer

- Financial administration
- ICT
- Investments
- Legal

Kati Manninen
HR Director

- Personnel
- Training
- Internal communications
- Culture
- Well-being and health at work



DELETE Finland is a member of the REMONDIS Group, one of the world's leading recycling, service and water companies. The Group has branches and associated businesses in more than 30 countries in Europe, Asia and Australia. It employs more than 40,000 people who work for millions of citizens and many thousands of companies. The highest levels of quality. Working for the future.

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