



Working for the future

Sustainability report 2025
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 a specialist working for a cleaner and better functioning society.

We provide our customers with business-critical services that require special expertise and specialised equipment.

We are the number one provider of industrial process cleaning services in Finland. Our strategy also centres on sewer and property services and damage services. In addition, we offer comprehensive services for infrastructure and property construction, as well as material flow management and transport services that support our operations.

At the end of 2025, DELETE employed 482 people across 15 locations in Finland. DELETE is part of the REMONDIS Group, one of the world's leading recycling, service and water companies.



DELETE on the map

■ Raahе

In Raahе, DELETE's unit operates at the SSAB mill site.

■ Kokkola

DELETE has operated in Kokkola for a long time, serving mainly companies in the Kokkola Industrial Park (KIP) area.

■ Jyväskylä

From Jyväskylä, we offer strong expertise in the pulp and paper industry as well as sewer and property services across the region.

■ Lempäälä and Pirkkala

In this region, our operations are strongly focused on sewer and property services, industrial services, and damage restoration.

■ Rauma

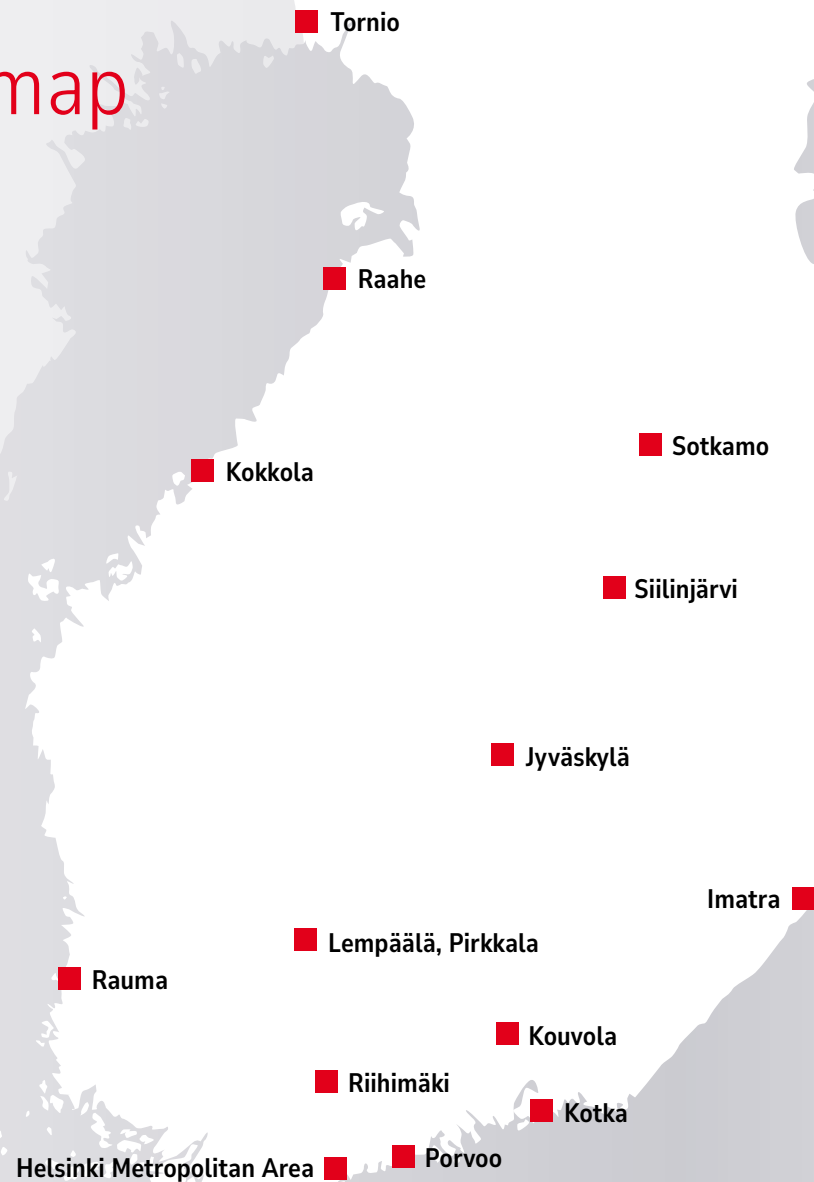
DELETE has also operated in Rauma for a long time, serving mainly local industrial customers. From Rauma, we also provide hydrodemolition services across Finland.

■ Riihimäki

Our Riihimäki unit is a versatile provider of industrial services, serving sawmills, ship-yards and energy plants, among others.

■ Helsinki Metropolitan Area

Operating from Vantaa, we have a strong focus on serving the municipal sector in sewer-related works, and we also provide sewer, property, and damage response services in the area.



■ Tornio

Our northernmost unit provides flexible service across the region and throughout Lapland. In late 2025, the unit relocated from Keminmaa to Tornio and grew into one of our largest units.

■ Sotkamo

We are located within the Terrafame mine site. In addition to our main customer, we provide flexible service to industrial customers across the region.

■ Siilinjärvi

This unit provides industrial services and also delivers a comprehensive range of property and construction services across the North Savo region.

■ Imatra

Our Imatra unit has strong industrial expertise. Its customer base consists mainly of pulp and board mills as well as other major local industrial operators.

■ Kouvola and Kotka

In Kymenlaakso, we operate in two locations: Kotka and Kouvola. In addition to industrial cleaning expertise, we also provide transport services to customers across the Kymenlaakso region.

■ Porvoo

Our Porvoo unit has strong expertise and long-standing experience in services for the refinery and chemical industries. We also supply mechanical installations and hydro-demolition services from Porvoo.

> Our services



DELETE provides business-critical cleaning services for industry, construction and properties that require special expertise and specialised 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 and actions

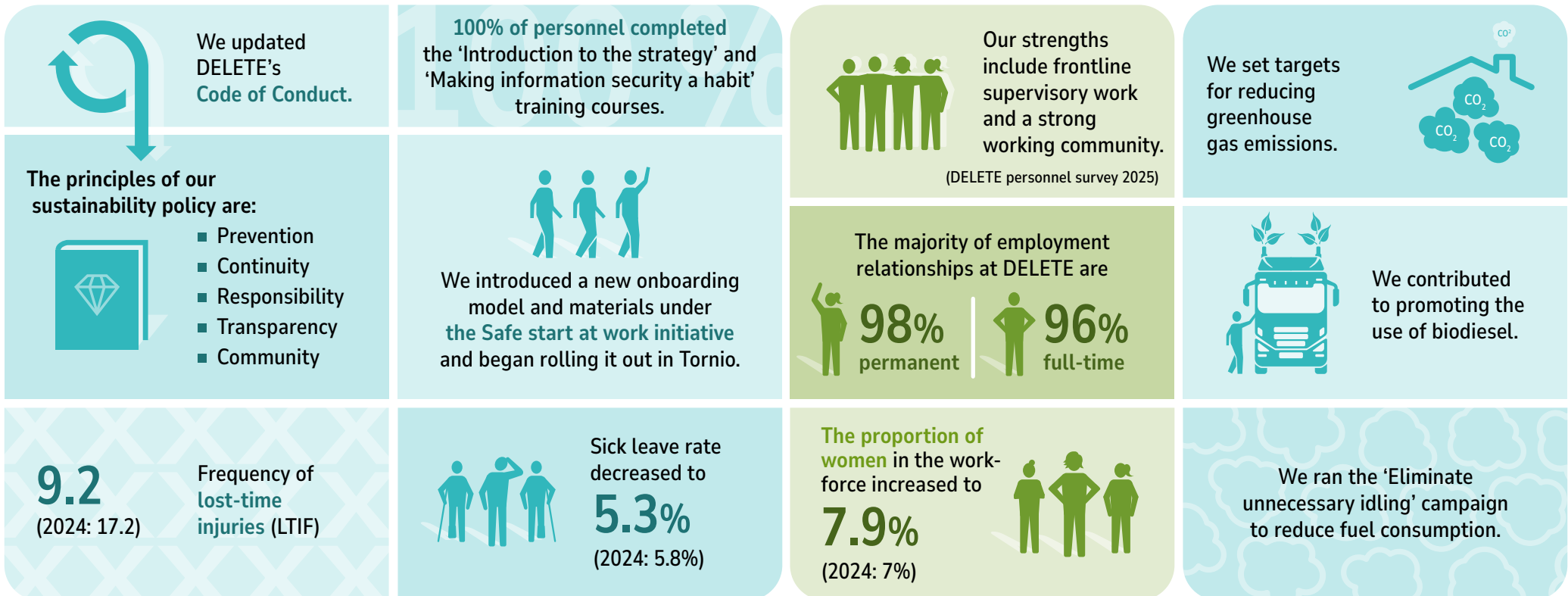
During 2025, we continued our work to reduce emissions and improve occupational safety.

We strengthened the effectiveness of our sustainability principles by further developing DELETE's Code of Conduct and the DELETE Handbook, which guides the planning, implementation and continuous development of our operations. The DELETE Handbook covers the key policies underpinning our sustainability work as well as our sustainability programme.

We strengthened our consistent operating practices that emphasise sustainability, as well as our safety culture

A strong working community is one of our strengths

We made climate action more concrete



> CEO's review

A challenging year teaches to develop

The past year was a year of challenges for DELETE, but also one of progress and learning. Our customer retention remained at a good level and we also succeeded in winning new customers. Uncertainty in the operating environment reduced profitability and was reflected in our personnel, but customer satisfaction remained at an excellent level and developed positively. Our short- and long-term sustainability targets also remained on a good track.

Our operating environment was weaker than expected, and the uncertainty had an adverse effect on our profitability, particularly in the first quarter and continuing through April. During the year, we had to make difficult decisions within our organisation in order to restore profitability to the level we expect. Towards the end of the year, we succeeded in turning the direction more positive.

During 2025, we implemented our renewed strategy into practical action and also made certain changes and refinements to it towards the end of the year. For example, we are placing even greater emphasis on consistent profitability in each of our units, and we harmonised the way we describe our services. In addition, we crystallised our values

into a single statement that brings together our values base and ambition: "We do things right."

In addition to profitability, our strategic targets and metrics include occupational safety and the willingness of our customers (NPS) and personnel (eNPS) to recommend us. Profitability and the employee recommendation score declined, but customer satisfaction and safety developed positively, in line with previous years; in safety in particular, we saw a significant improvement compared to 2024. The uncertainty experienced within the company during the year, including the change negotiations, was certainly reflected in the employee Net Promoter Score (eNPS). Over the longer term, we are well positioned to respond to



rising demand and to roll up our sleeves as the market recovers. Signs of recovery were already visible in the second half of the year, and our order book for 2026 supports this view.

The successes of 2025 strengthen confidence in the future

2025 included significant successes and positive developments, despite a challenging operating environment and the changes that followed from it. In October, we secured an important new long-term customer relationship when we began as a partner to Outokumpu's steel mill and mine operations in Kemi-Tornio. The agreement provides a strong foundation for developing the cooperation over the long term. We were successful in several tenders, and our customers continue to place their trust in DELETE. During the year, we also exercised a number of key account contract options and agreed several contract extensions that are important for the company.

In occupational safety, the rolling 12-month injury frequency has shown a positive trend. There is still some way to go before we reach our target of zero

accidents, but our safety culture has taken a major step forward, and we will continue this positive development together with DELETE employees and our partners.

As the heading suggests, this difficult year has had a silver lining, as it has forced us to analyse in



“Profitability is the single most important issue for us now and in the future, and it is something each of us can influence through our own work.” – Markku Salminen, CEO

practical terms the challenges in management and production, for which we have also found solutions. We have also built mutual trust with our new owner, enabling us to look ahead with confidence. Profitability is the single most important issue for us now and in the future, and it is something each of us can influence through our own work.

Strength from our strengths

Our strengths lie in our steady and professional approach to day-to-day execution. Our site

management is visible, and the way we manage customer relationships is based on genuine care: we act as a reliable and committed partner to our customers. Our size is an advantage for us: we are a sufficiently large operator, while at the same time remaining agile and highly scalable as an organisation. We operate in 15 locations and our

services cover the whole of Finland. We have access to modern equipment, which we share efficiently between our units. Our skilled personnel are at the core of our operations, and we actively invest in their training.

Through our owner, REMONDIS Maintenance & Services Group, we have gained additional support and broader capabilities for our own service offering and for international customer relationships. We are particularly proud of the fact that we

serve a broad range of customers of different sizes, and we serve all of them with the same pride and commitment regardless of their size. The change in ownership that took place in the previous year has brought positive momentum and greater backing for offering new service opportunities.

We have also invested heavily in our equipment. We have a good dialogue with our owner and a shared willingness to develop the business. REMONDIS is a demanding yet supportive owner that gives us independence and a strong role in developing our own operations as part of a large group.

Development is about collaboration

Our development priority for the coming period is safe and efficient operations throughout the organisation. This requires every DELETE employee to take responsibility and commit to our shared goals. It is the responsibility of management and supervisors to create an encouraging culture in which people work together and in close cooperation with our customers and other stakeholders. Our ambitious but achievable profitability

and quality targets, and the improvement of those targets, require a higher level of competence throughout the organisation and the commitment of every DELETE employee to this work.

Amid all the urgency and change, we must not lose sight of sustainable development and sustainability. We have embedded environmentally conscious operating practices into our business and achieved continuous improvement. However, this work is never finished. It requires constant attention, and we will continue it together with our stakeholders. Our commitment to the UN Sustainable Development Goals remains strong.

With regard to personnel, we continue to promote systematically a workplace free from harassment and discrimination, together with our most important priority: the safe performance of work.

Looking to next year

Our key objective for 2026 is to establish ourselves firmly in the market as a profitable operator. Growth will follow as we remain efficient and continue active sales work. We will continue to

invest in training our personnel and in maintaining the positive spirit that defines DELETE.

In our customer relationships, we seek partnerships that deliver benefits in the form of greater efficiency and better-performing operations, both for us and for our customers. Through our new owner, we will also expand our international activities in order to realise synergies both in customer relationships and in operational development.

I am extremely proud of the competence and commitment shown by DELETE employees during a challenging year. Our team works efficiently, safely and with a strong customer focus. Together, we will continue to ensure excellent service for our customers, take care of one another and maintain a positive working atmosphere. The meaningfulness of our work is evident, and it motivates us to continue doing our work the right way.



Markku Salminen, CEO

Strategy

Profitability was incorporated into our strategy in 2025

Our strategy builds on DELETE's recognised strengths, which provide a solid foundation for strengthening profitability in our business. We also seek growth, but we always ensure that growth is profitable. Our strategy is grounded in global megatrends and DELETE's values. Our personnel and customers are firmly at the core of our operations, and our strategy emphasises the importance of occupational and environmental safety.

DELETE's new strategy was launched in 2024, when, following the change in ownership, we became part of the REMONDIS Group and our corporate structure was simplified. DELETE's strategy is a clear and concrete operating guideline for the entire organisation, but it is also a living document that evolves over time. In 2025, we continued to implement this strong strategy with determination. During the year, we updated the strategy by adding a profitability target aimed at

Strategy core areas

<p>Goals</p>	<p>Our goal is to be the most desired partner and a forerunner in the industry.</p>	<ul style="list-style-type: none"> ■ 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. ■ Our operations are profitable in every unit, and we improve our operational efficiency every day. ■ We succeed when we exceed our customers' expectations.
<p>Our customers and markets</p>	<p>Industrial production, municipal infrastructure, and properties require continuous maintenance.</p>	<ul style="list-style-type: none"> ■ 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.

ensuring profitability in each DELETE unit over the short and medium term.

DELETE succeeds by exceeding its customers' expectations and aims to be their preferred partner

and a forerunner in the industry. We work every day to stay ahead of our competitors and thereby reinforce our position. We also communicate our strategy to our customers and stakeholders, as its impact extends broadly.

In a service business, the role of personnel is crucial to successful strategy execution. We review our strategy regularly in employee and supervisor meetings and training sessions. Embedding the strategy throughout the organisation gives us the best possible basis for achieving our shared objectives. DELETE seeks to ensure high work satisfaction, the best working methods and a high level of competence, while continuing to invest in improved efficiency, responsible operations and a strong service mindset. We also invest systematically in our equipment and tools to enable our employees to succeed in their fieldwork.

Occupational safety is at the core of our strategy, customer experience holds the highest priority, and skilled and satisfied personnel form the cornerstone of our operations. We want the impact of our work to be visible widely across society and industry by doing our work the right way.

When successful, the company creates value for its personnel, customers, owner and society alike. We often have a visible role, which also places demands on our operations.



Monitoring the implementation of the strategy




DELETE's Management Team monitors the progress of strategy implementation against the metrics we have defined. In addition to profitability, the strategic metrics include revenue, occupational safety (TRIF, LTIF) and the willingness of our customers and personnel to recommend us (NPS, eNPS). Success in these areas also supports our expansion into new customer relationships.

In 2025, strategy communication continued regularly to ensure that the strategy was embedded

throughout the organisation, from management to employees. We want our strategy to be a visible part of our daily work and of how we communicate in every direction. However, strategy work is never fully complete. We continuously develop and refine it together so that our direction remains clear and each of us can advance it through our own work.

DELETE's values — sustainability, competence, efficiency, development and cooperation — guide our operations. Our strategy is owned by every DELETE employee; it is not merely a tool for management.

VALUES

-  Sustainability
-  Competence
-  Efficiency
-  Development
-  Cooperation

MEGATRENDS

-  Urbanisation
-  Energy efficiency
-  Sustainability
-  Sustainable development

WE SUCCEED BY EXCEEDING CUSTOMER EXPECTATIONS

THE MOST DESIRED PARTNER AND INDUSTRY FORERUNNER

WE ARE STRONG TODAY AND GETTING STRONGER EVERY DAY

We ensure the best working methods and a high level of competence.

We improve our efficiency every day.

Occupational and environmental safety always comes first.

We always act responsibly.

We have a long development horizon.

Our service speed and attitude are 100 %.

THIS LEADS TO GOOD THINGS IN ALL DIRECTIONS

The demands for efficient infrastructure are constantly increasing with urbanisation.

SOCIETY

A sustainably growing industry is a vital part of our society.

We succeed together with our international owner in the industry.

OWNER

We operate on the principle of profitable growth and invest.

We play an important role in optimising industrial downtime and ensuring its efficient production.

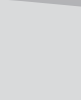
CUSTOMERS

We help growing cities keep their vital functions running and their living environments comfortable.

We develop our competence, working methods and equipment in a responsible way.

PERSONNEL

We are the most desired employer in our industry.



Sustainability management at DELETE

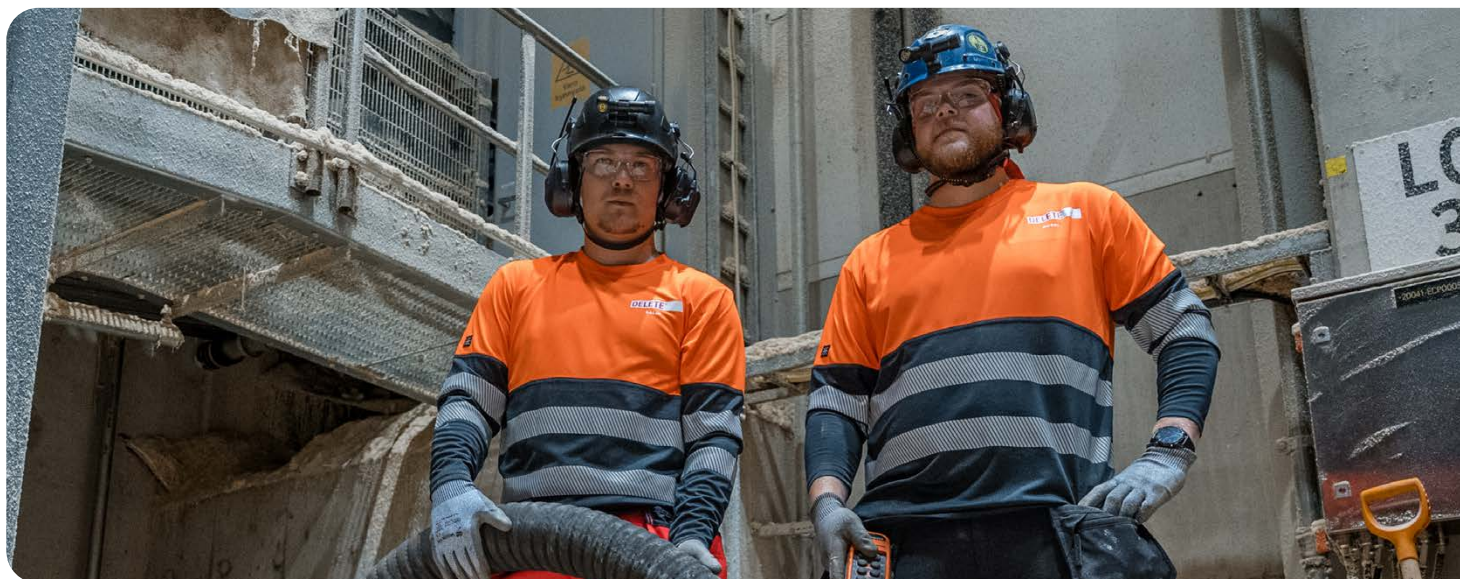
At DELETE, sustainability is part of the company's strategy and one of the values guiding our operations. Our sustainability work is supported by a management and governance system certified in accordance with quality, environmental, and occupational health and safety standards.

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 part of everyday life for every DELETE employee. The Management Team reviews the progress of sustainability-related metrics on a quarterly basis. Our Code of Conduct is extended not only to DELETE's own personnel but also to service and goods suppliers.

Occupational and environmental safety at the core of sustainable operations

Occupationally and environmentally safe operations are the foundation of our service delivery, and in line with the principles of continuous improvement, we aim to develop our operations responsibly.

We want every DELETE employee to return home healthy at the end of the working day. Safety is a basic requirement for us, and we are committed to the goal of zero accidents. We also



pay close attention to the safety management of subcontractors and temporary workers. This objective is supported by proactive safety work and active communication.

According to the HSEQ® cluster assessment carried out in June 2024, DELETE's safety work is at an excellent level (676/750 points). The assessment

particularly highlighted the expertise of the HSE team, the comprehensive onboarding process, the DELETE Academy linked to training activities, and the company's annual sustainability reporting.

DELETE operates in accordance with the principles of sustainable development by using natural resources responsibly and continuously improving

Sustainability programme

During 2025, we further developed our sustainability programme by setting targets and metrics for our sustainability work.

the level of environmental safety. We are committed to reducing greenhouse gas emissions through a ten-year plan aimed at lowering the carbon footprint of our operations.

In line with our environmental policy, our objective is to prevent environmental pollution and protect human health. The key means include preventing environmental damage, improving energy and material efficiency, reducing emissions (including greenhouse gas emissions), managing chemical risks, and ensuring environmental awareness. We actively train our personnel on environmental matters.

With regard to our own personnel, we monitor work satisfaction and seek to ensure physically and psychologically safe working conditions while maintaining work ability. We invest in good leadership, regard fair treatment of everyone as a top priority, 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, to which every DELETE employee is expected to commit. DELETE's subcontractors and suppliers also commit to these principles. We encourage the reporting of conduct that is contrary to these



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

Targets and metrics

Greenhouse gas emissions reduction targets:

- Scope 1 & 2: 42%
 - Scope 3: 25%
- from the 2024 level by 2034

- Frequency of lost-time injuries < 6.5 per million hours worked
- Sick leave rate < 5%
- Employee satisfaction eNPS ≥ 8
- Customer satisfaction NPS $\geq +65$ (on a scale of -100 to +100)

- Completion of the Responsible at DELETE training by all employees (DELETE Academy)
- Concentration of procurement on approved or contracted suppliers, with a target level of 83% of suppliers

principles, and reports can be made confidentially through our whistleblowing channel, where the reporting party is protected against possible retaliation.

We provide our partners with an up-to-date and comprehensive information package about our company, including all information required under the Finnish Act on the Contractor's Obligations and Liability, through the Reliable Partner® service.

The management systems guiding our operations are certified

Our daily sustainability work is supported by a management and governance system certified in accordance with the requirements of ISO 9001:2015 (quality), ISO 14001:2015 (environment), and ISO 45001:2018 (occupational health and safety).

In addition, DELETE holds RALA qualifications in areas including renovation construction and hydrodemolition. In order to obtain these qualifications, a company must demonstrate that it has sufficient technical expertise and adequate resources in place and that it has fulfilled its statutory obligations under the Finnish Act on the Contractor's Obligations and Liability.



Our risk management is continuous, proactive and systematic

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, governance and monitoring relating to personnel, assets and business operations. The objective is to prevent or minimise the impact of risks.

DELETE's Management Team is responsible for risk management and, as part of the strategy

process, carries out an annual risk assessment, the results of which are reviewed by the company's Board of Directors. The assessment also covers sustainability-related risks from both a business and governance perspective. The Management Team monitors the progress of strategic risk mitigation measures on a quarterly basis. Day-to-day risk management and the mitigation of impacts are carried out at the operational level within the businesses, with the support of the Management Team and support functions. Personnel actively participate in risk management and the anticipation of risks.

Sustainability commitments and sustainability assessment



EcoVadis

EcoVadis assesses companies' sustainability performance from the perspectives of environmental performance, labour and human rights practices, ethical business conduct and sustainable procurement.

The assessment methodology is based on internationally recognised corporate sustainability frameworks, such as the Global Reporting Initiative (GRI), the UN Global Compact and the ISO 26000 standard.

The most recent assessment, which will take into account our progress during 2025, will be conducted in 2026. In 2024, DELETE participated in the respected EcoVadis sustainability assessment and achieved a score of 70/100, which qualified for Silver recognition. The Silver level indicates that DELETE ranks among the top 15% of companies in its industry worldwide.



Global Compact

The UN Global Compact aims to make the UN Sustainable Development Goals more accessible to companies and invites businesses to develop the sustainability of their operations through these goals.

DELETE has joined the UN Global Compact and is committed to adopting, supporting and implementing within its sphere of influence the fundamental values related to human rights, labour principles, the environment and anti-corruption: the Ten Principles of corporate responsibility (www.globalcompact.org).

By joining the initiative, DELETE has committed to advancing the UN Sustainable Development Goals strategically in its operations and to reporting on its progress annually.

The Ten Principles are based on universal principles, declarations and conventions: the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.



UN Sustainable Development Goals

The Sustainable Development Goals, or Agenda 2030, are the world's most ambitious programme for ensuring sustainable development. These 17 goals are intended to be achieved by 2030.

DELETE has identified the sustainability themes that are most material to its business as follows:

Responsibility for people

Social responsibility for employees, subcontractors, customers, suppliers, local communities and all other people who affect DELETE or are affected by DELETE.

We are committed to the goal of zero accidents and pay particular attention to the safety management of subcontractors. We support and respect internationally recognised human rights and diversity within our work community.



Responsibility for the environment

DELETE operates sustainably, uses natural resources responsibly, continuously improves its level of environmental safety, and works to reduce the carbon footprint of its operations.

Environmentally responsible operations are reflected in our efforts to minimise waste and emissions, improve resource efficiency and prevent environmental damage.



Responsible business and a sustainable supply chain

Economic responsibility that reflects our ethical principles, good governance, and respect for human rights and fair working conditions.



A full-page photograph of a worker in safety gear (hard hat, safety glasses, orange and black high-visibility shirt, and dark pants) standing next to a large pile of wood chips. The worker is holding a large metal pipe. The background shows a clear blue sky and a concrete structure on the right. The text 'Environmental responsibility' is overlaid on the left side of the image.

Environmental responsibility

At DELETE, environmental responsibility means proactive and goal-oriented work to reduce our carbon footprint, prevent environmental pollution and protect people. Environmental responsibility is part of DELETE's sustainability programme.

Goal-oriented environmental work

DELETE actively reduces its environmental impacts and develops its service delivery in a more climate-resilient direction. Our environmental work is based on preventive measures, systematic monitoring of resource efficiency and emissions, and continuous improvement as part of responsible business conduct.

Our environmental work is based on our company values, strategic objectives, stakeholder expectations and legislation. DELETE's environmental management system is certified in accordance with ISO 14001:2015. We are committed to promoting sustainable development across all our services and to climate change mitigation. In line with our environmental policy, our objective is to prevent environmental pollution and protect human health. Our work to improve environmental safety also strengthens occupational safety.

The most significant environmental objectives of our sustainability programme are to prevent environmental damage and reduce our carbon footprint. The key means are preventing environmental incidents and improving energy and material efficiency, including minimising waste, reducing emissions, managing chemical risks and ensuring environmental awareness among our personnel.



Progress in environmental matters is monitored regularly through management reviews, audits and indicators. We communicate openly about our progress and work together with stakeholders to strengthen environmental responsibility.

In 2025, we developed and rolled out the new DELETE Handbook, in which sustainability is given even greater emphasis.

Climate targets, emissions reduction measures and greenhouse gas emissions

DELETE has set climate targets through to 2034. Our target is to reduce scope 1 and 2 emissions by 42% by 2034 from the 2024 base year. Our target is aligned with the objective of the Paris Climate Agreement to limit global warming to 1.5°C. In addition, we aim to reduce scope 3 emissions by 25% by 2034. This corresponds to a scenario in which the increase in global average temperature is limited to no more than two degrees Celsius.

We continuously develop our emissions calculation, and through this work we have identified our significant greenhouse gas emission sources and the measures needed to achieve our targets.

Greenhouse gas emissions and emission intensity, 2025

Emission category	Greenhouse gas emissions				Greenhouse gas emission intensity			
	Emissions (tCO ₂ eq)		Share of total emissions (%)		tCO ₂ eq / employee		tCO ₂ eq / € million revenue	
Year	2024	2025	2024	2025	2024	2025	2024	2025
Scope 1	6,446	6,349	43%	46%	12.8	13.2	88.4	96.8
Scope 2	299	127	2%	1%	0.6	0.3	4.1	1.9
Scope 3	8,396	7,307	55%	53%	16.7	15.2	115.2	111.4
Total emissions	15,141	13,783	100%	100%	30.1	28.6	207.7	210.1
Biogenic emissions, scope 1	555	740	25%	61%	1.1	1.5	7.6	11.3
Biogenic emissions, scope 2	1,632	468	75%	39%	3.2	1.0	22.4	7.1
Total biogenic emissions	2,187	1,207	100%	100%	4.3	2.5	30.0	18.4

Accounting principles and methods

Greenhouse gas emissions have been calculated in accordance with the GHG Protocol, and we continue to improve data quality and the use of estimates from year to year.

Scope 1 emissions cover emissions from vehicles used in the company's own service operations and from the heating of properties. The calculation is based on fuel consumption and appropriate, consistent emission factors.

Scope 2 calculations are based on purchased electricity and district heating energy volumes.

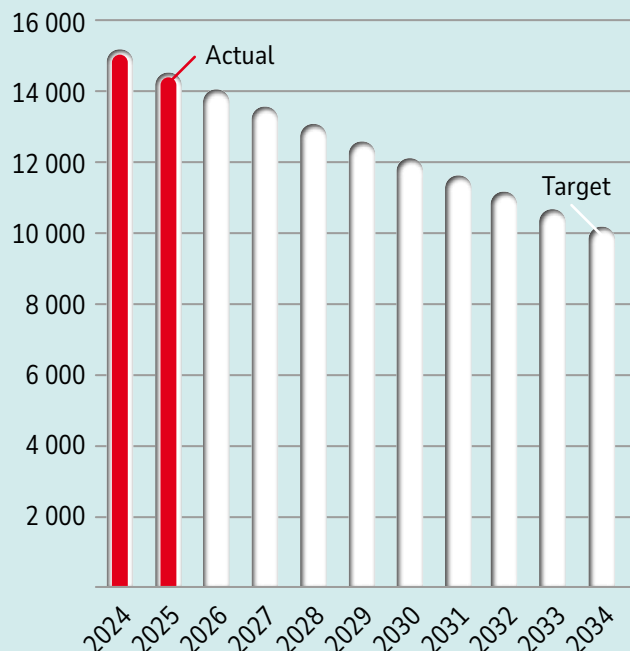
Scope 3 calculations cover the following significant categories: purchased goods and services (1), capital goods, fuel- and energy-related activities, transportation and distribution (4), waste generated in operations (5), business travel (6), employee commuting (7), use of sold products (11), and downstream leased assets (13).

Our journey towards our climate targets

Our journey towards our climate targets is shaped by the actions of every DELETE employee, as well as by the choices made by our partners and customers.

This year, our concrete actions included:

- Campaigns for our personnel in which we rewarded economical driving, provided training on equipment use, and encouraged the reduction of unnecessary idling, with the aim of achieving fuel savings and optimising lifecycle performance.
- A gradual shift towards bio-based fuels in cooperation with our customers, and the inclusion of biofuel use as an option in customer contracts.
- Investments in equipment to optimise lifecycle performance, investments in fleet electrification, and the further development of driving data optimisation.



A significant share of our emissions arises from the use of our fleet, and our emissions reduction measures focus in particular on improving fuel efficiency and increasing the use of renewable energy sources, such as biodiesel and renewable electricity. Our customers play a decisive role in

achieving these important targets, as together we increase the share of renewable energy used and develop ways to minimise environmental impacts across the value chain. We also take climate criteria into account in our procurement decisions.

In 2024, we invested a record amount in new heavy-duty equipment. In 2025, we implemented measures to support a higher share of biodiesel in our operations. The use of biodiesel is being increased systematically, and we reinvest the savings generated through improved fuel efficiency in the procurement of renewable fuel. We also strengthened the practical implementation of energy efficiency by encouraging our personnel to save fuel through the 'Eliminate unnecessary idling' campaign. We provide guidance to our personnel on economical driving, the use of mounted equipment, and route optimisation. Value chain emissions are reduced by improving procurement and focusing it on low-emission products and services.

Our gross greenhouse gas emissions in 2025 were 13,783 tCO₂e (2024: 15,141 tCO₂e). More than half of our emissions arise in our value chain. The largest value chain greenhouse gas emission categories are purchased goods and services, capital goods, and indirect emissions from fuel and energy production chains. Emissions from our own operations are also significant: scope 1 emissions accounted for 46% (2024: 43%) of our total emissions, with the main source being fuel consumption by our own fleet.

Prevention and management of environmental damage

DELETE's environmental work emphasises prevention, and we actively seek to identify and prevent situations that could lead to environmental damage. We are prepared to act correctly and respond quickly and appropriately in disturbances and accident situations. We have operating models in place to ensure the prevention, containment and follow-up of environmental incidents. The objective is to ensure that no harm is caused to the environment and that operations remain safe in all situations. Our equipment is properly fitted out to contain and manage potential environmental incidents.

Our personnel report environmental safety observations through an electronic system. Reported cases and the actions taken on the basis of them are reviewed in the monthly safety review. The objective of handling observations is to identify root causes, prevent recurrence and share lessons learned across the organisation. We instruct our personnel to ensure safety and inspect equipment before leaving for assignments.

As part of our strategic development work, we monitor twice a year both the coverage of

environmental safety training and the number of reported environmental safety observations. Our objective is for all DELETE employees to complete environmental card training, which provides the capabilities to identify and prevent environmental risks in their work.

Environmental risk management and responsible chemical management

Strategic risks related to environmental safety form part of DELETE's risk management. These

“Our objective is to continuously reduce our environmental impacts. Good work planning and efficient operations together with our customers are key to a sustainable and responsible future.”

– Tomi Gutzén, HSEQ Manager



include, for example, equipment inspection checklists and competence requirements related to the handling of hazardous waste, which are covered in chemical safety training. Risks are managed systematically: we regularly analyse risk levels, assess the measures implemented, and continue

to develop our operations based on the results achieved.

Chemical management is an essential part of DELETE's occupational and environmental safety work. We assess and manage environmental, health and safety risks related to chemicals. We use an electronic chemical register to manage chemical information centrally and ensure that safety data is easily accessible and up to date. The system also supports chemical risk

assessment and the promotion of safe use across all our operations. In addition, we train our personnel in the safe use of chemicals: chemical safety training is included in onboarding and repeated regularly as part of continuous competence development.



Social responsibility

Safety is a central part of our strategy. We manage our safety work through an occupational health and safety management system based on the ISO 45001 standard. During 2025, we established a safety culture development programme, updated our operating manual, and delivered safety training for stakeholders.

A shared safety culture, safe work in everyday practice

At DELETE, every employee looks after and takes responsibility for our shared safety — while also acting as the most important enabler of safety in their own work. Together, we create a working environment in which everyone can carry out their work with confidence.

Safety is a central part of our strategy. We manage our safety work through an occupational health and safety management system based on the ISO 45001 standard. During 2025, we established a safety culture development programme, updated our operating manual, and delivered safety training for stakeholders.

Safety work is collaboration

Every DELETE employee is responsible for following safe working methods, reporting hazards and making improvement proposals. Supervisors train and monitor compliance with working methods, are responsible for risk assessments and corrective actions, and analyse accidents and hazardous situations. The occupational safety manager is responsible for cooperation in occupational safety matters and for preparing action plans. Business operations are supported in safety work by the HSEQ team, which assists the businesses, among

other things, in proactive risk management and coordinates the development of safety practices. The team consists of experienced professionals who understand the risks of the work and are able to guide people in safe working methods.

Occupational safety representatives act as employee representatives and participate in the development of occupational safety. Most of DELETE's work is carried out at customer sites, where ensuring safety requires close cooperation with customers. The handling of safety matters includes active exchange of information, sharing of instructions and involving employees.

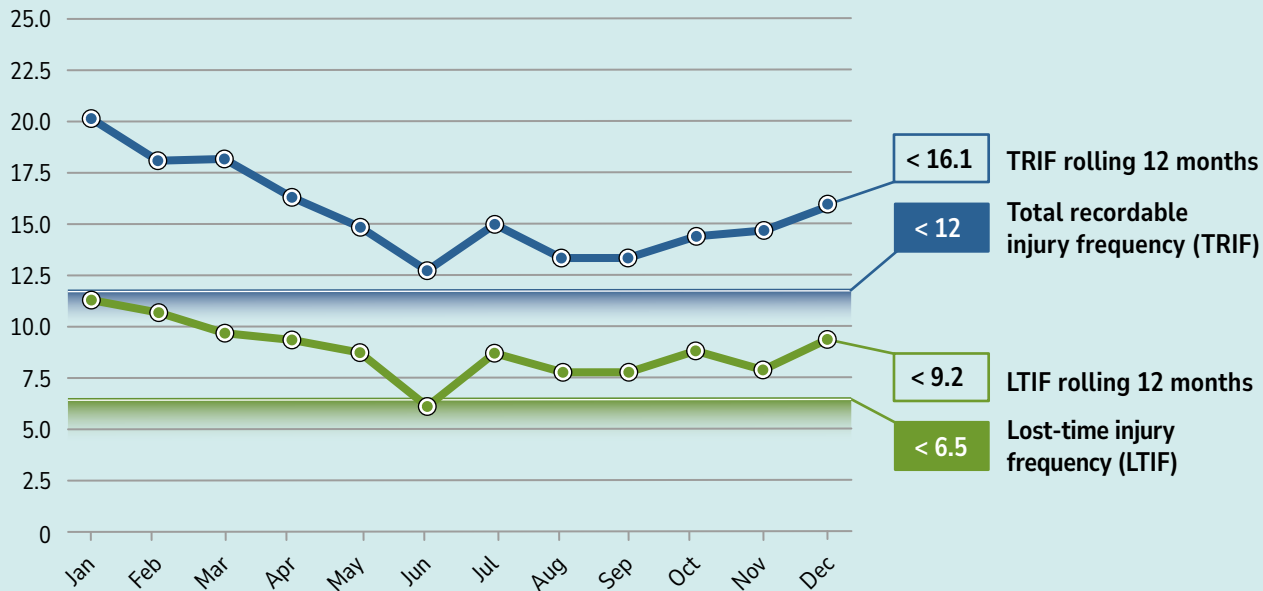
We also monitor the progress of safety metrics on a quarterly basis in the occupational safety committee, whose role is to promote the implementation of occupational safety measures across the company. Company management and



supervisors monitor the results of safety work together with the organisation.

Prevention at the core of safety work

DELETE's safety work is based on systematic and continuous preventive action, in which making safety observations is everyone's responsibility. Teams hold regular safety briefings to review current safety issues related to their work. Proactive safety work is supported by a mobile-based reporting and monitoring system in which safety observations, near misses, risk assessments



accidents. For 2025, our target was a lost-time injury frequency (LTIF) of below 6.5 and a total recordable injury frequency (TRIF) of below 12. In line with established practice, these targets are calculated per one million working hours. Our injury frequency improved significantly compared with 2024, and in 2025 we achieved an LTIF of 9.2 (17.2) and a TRIF of 16.1 (25.8).

In addition to injury frequency figures, we monitor the implementation of proactive measures. In 2025, our target was for every DELETE employee to make at least 5 safety observations, for every supervisor to hold at least 20 safety briefings, and to conduct at least 12 safety walks.

We performed well against these targets and in 2025 achieved 2.9 safety observations per DELETE employee, as well as 15.3 safety briefings and 9.6 safety walks per supervisor.

The ‘Stay on your feet’ campaign, launched in 2024 and continuing through 2025 to prevent falls and slips, was successful, and no accidents of these types occurred. The campaign was also continued during the 2025–26 winter season.

and safety walks are recorded. All occupational accidents and significant hazardous situations are also recorded in the system, thoroughly investigated and analysed so that lessons can be learned and similar incidents prevented in future. The reporting of observations is already at a good level. Our objective for 2026 is particularly to improve the quality of observations and speed up the handling process so that lessons learned can be put into practice quickly.

Occupational safety training at DELETE is task-specific, and safety competence is ensured through occupational safety cards, task-specific onboarding

and continuous maintenance of competence. Ongoing safety training also includes training provided by customers and different industrial sites, the content of which depends on where the work is carried out and what work is being performed.

Towards zero accidents through continuous improvement

In 2025, we continued our determined safety work. We focused in particular on how safety can be improved by making safety observations and safety walks part of our daily work, in order to ensure even safer working practices now and in the future. DELETE is committed to the goal of zero

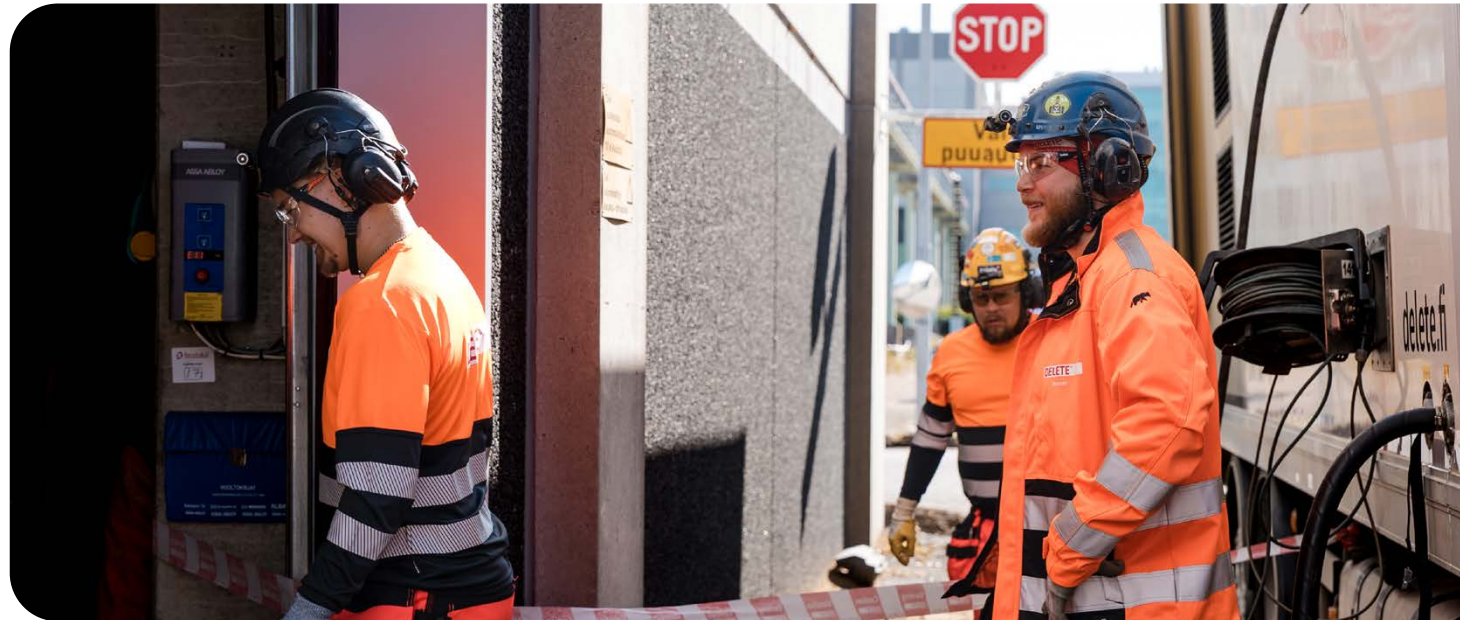
Our goal is to be the most attractive and most competent employer in the industry

Our work is guided by a personnel policy that defines the key principles of our people management.

Occupational safety is at the core of all our people-related work. Our other key focus areas in people management are increasing work satisfaction, improving and managing work ability, and developing competence, leadership and supervisory work. In addition, we are developing the diversity of our work community and our anti-discrimination and anti-harassment practices. During 2025, the personnel policy was updated with regard to the early intervention model related to wellbeing at work.

Our strengths in work satisfaction are good working community and frontline supervisory work

Work satisfaction is monitored through an annual personnel survey. The purpose of the survey is to identify specific unit-level areas for development, as well as common priorities for improvement across DELETE. The results of the personnel survey



were reviewed by unit in autumn 2025 together with supervisors and employees. As in previous years, the survey identified frontline supervisory work and a good working community as key strengths.

The survey identified tools and equipment, the need to improve internal communications for personnel, and onboarding as development areas.

These themes have also emerged in previous surveys and are being developed in a systematic and long-term manner.

We conducted the 2025 personnel survey under a new concept, and based on the results, training was organised for unit managers at the end of 2025. In addition, a leadership development programme was launched in autumn 2025.

The personnel survey identified DELETE's reputation as an employer, a positive team atmosphere and high-quality frontline supervisory work as key strengths. Respondents also valued the broad competence of the company's employees. Areas for development included training and career advancement opportunities, as well as the flow of information. The employee Net Promoter Score (eNPS) declined from the previous year to -12 (2024: -1). The results were affected by the uncertainty experienced during the year as a result of the change negotiations launched during the period. Our ongoing objective is to improve the employee recommendation score every year.

Internal communication as a focus area

Internal communication and onboarding were developed during 2025, and this development work will continue. For example, we launched a new employee handbook and a new occupational safety process. In the spring, we piloted a new onboarding model under which workplace instructors are trained within each unit to act, alongside supervisors, as unit-level onboarding trainers.

In the monthly supervisor briefings, we review current changes and topics that supervisors need

to be aware of. In the development of openness and internal communication, personnel are involved in identifying the most effective internal communication channels. In 2026, we will also focus on supporting internal communication in middle management, among other things through the leadership training programme that has already started.

“We monitor work satisfaction through an annual survey. The survey identified frontline supervisory work and a good working community as DELETE's strengths.” – Kati Manninen, HR Director



Proactive work supports good work ability

Preventive and proactive work to support wellbeing at work, health and work ability is our key means of maintaining and improving work ability. In 2025, we continued the wellbeing at work programme in cooperation with occupational health care. Together with Ilmarinen, we organised work ability training for all supervisors and management, as well as the company's first pension information session, updated DELETE's early support guidelines and created an age management model.

Comprehensive support for occupational health

We monitor sickness absences at DELETE on a monthly basis. Long absences are reviewed regularly with occupational health care and the pension insurance company. The development work launched in 2024 to support employees aged over 55 in particular continued during 2025.

We also invested in mental wellbeing by expanding the occupational health agreement to include mental health support services. Overall, sickness absences at DELETE decreased during the year to 5.3% (2024: 5.8%).

We provide all employees with comprehensive occupational health care, work ability insurance and support for physical activity. DELETE offers its personnel benefits including the Epassi system.



Training for safety and high-quality leadership

In personnel training, in addition to professional qualification training, we place emphasis on occupational safety and high-quality supervisory work. We support supervisors in developing their qualifications, for example by completing a vocational qualification in leadership through apprenticeship alongside their regular work.

Training under DELETE Academy continued, and during 2025 every DELETE employee completed the 'Introduction to the strategy' and 'Making information security a habit' training courses. In

2026, particular focus will be placed on the renewed safety training. The apprenticeship model that has proven effective will continue in 2026 as in previous years. Apprenticeship training will focus on supervisory training and professional driver qualifications.

Our objective is a workplace free from harassment and discrimination

DELETE has zero tolerance for harassment and discrimination. The implementation of this objective is guided by the anti-harassment and anti-discrimination policy and the workplace development plan, which includes the equality and non-discrimination plan. Reports of possible

harassment or discrimination can be made anonymously through several channels, including occupational health care or the whistleblowing channel. In 2025, no cases of harassment or discrimination were reported.

DELETE's personnel in figures

At the end of 2025, DELETE employed a total of 482 people (2024: 503), of whom 38 (2024: 35) were women and 444 (2024: 468) were men. Women represented 7.9% of the workforce (2024: 7.0%). At DELETE, the majority of employment contracts are permanent 98% and full-time 96%.

Fixed-term employees are mainly project workers, temporary support staff and substitutes. Of the part-time employees, almost all work part-time at their own request, for example while on partial family leave or after retirement. There are very few on-call or so-called zero-hours contracts, and these are mainly entered into at the employee's own initiative.

DELETE respects the freedom of association and the right to collective bargaining. All our employees and white-collar staff are covered by collective agreements.

> Case – Learning through work

Training opens career paths and strengthens the safety culture

Industrial cleaning services are a demanding and versatile field in which competence is built above all through practical work. In addition to our own personnel, we also continuously train our customers.

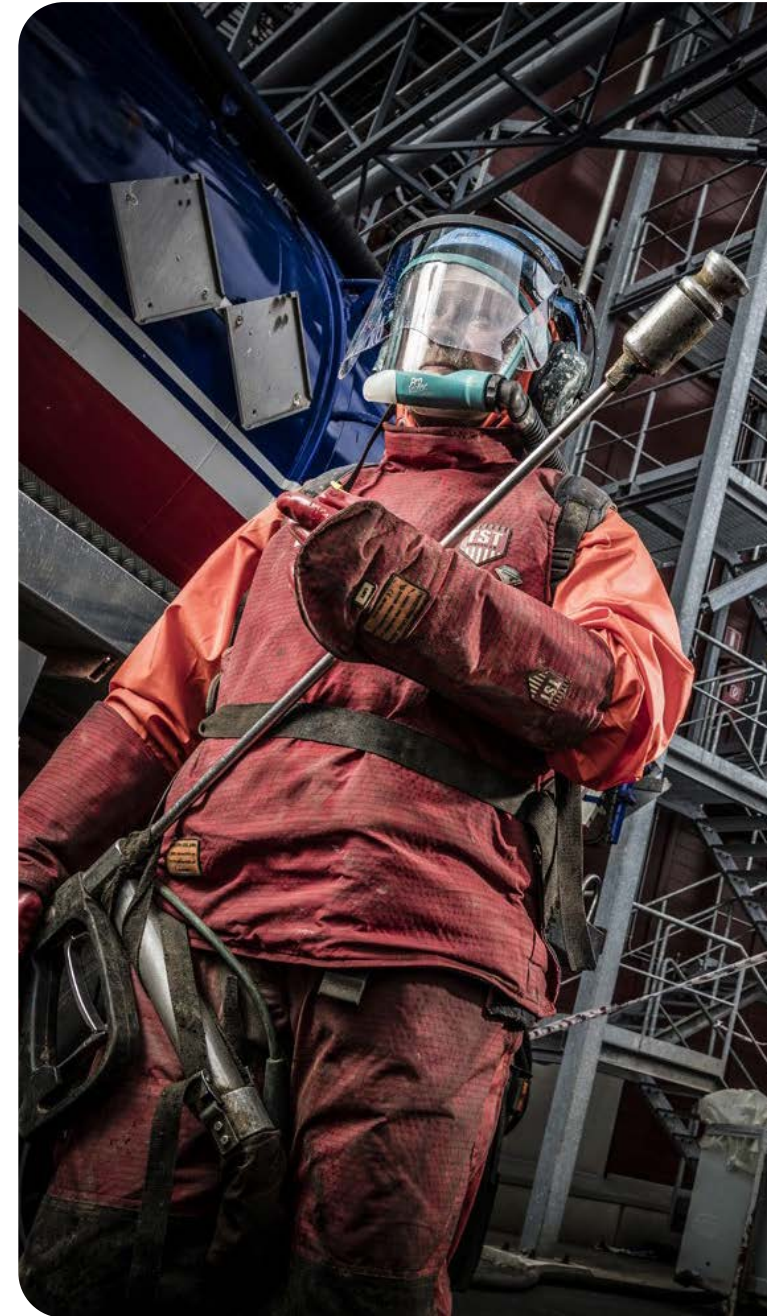
There is no direct educational path to the sector's specialist expertise through formal education, which makes employer-provided training and onboarding a key factor from the perspectives of occupational safety, customer satisfaction, labour availability and the development of personnel competence.

At DELETE, training personnel is an integral part of responsible business conduct and long-term development paths. New DELETE employees are onboarded systematically, and work initially begins alongside an experienced colleague. As competence grows, roles evolve: employees move from assisting tasks to taking primary responsibility, the complexity of assignments increases, and learning deepens. Learning at work is complemented by targeted internal and external training.

Learning through work, deepening through training

A good example of DELETE's training paths is the five-day high-pressure cleaning training arranged at the Porvoo unit in April 2025. The training combined theory and practice. Participants deepened their competence in occupational safety, equipment technology and industry regulations, and practised different cleaning methods in a working environment.

In the practical exercises, participants familiarised themselves not only with high-pressure cleaning methods but also with the ergonomics of manual high-pressure cleaning and physical recovery in demanding work. They also trained in operating a high-pressure cleaning robot and hydrodemolition – work phases in which precision, experience and in-depth equipment knowledge are critical.





The training programmes have provided broad perspectives on the safety practices and competence requirements associated with different methods and, above all, they strengthen the professional skills of DELETE employees. Training will therefore continue in future years across DELETE's different units.

An individual path in the industry – from industrial cleaner to site management

At DELETE, work roles are broad, but everyone has the opportunity to specialise according to their own interests and strengths. Typically, within around six months of starting work, an employee finds their own specialist area. Attitude is decisive: the willingness to learn and take on different tasks opens the way to development.

Many of DELETE's site managers have progressed into their roles through practical work. Social skills, good communication with customers, initiative and a sense of responsibility are signals through which new supervisors emerge within the organisation. This is how career paths are built on competence, willingness to develop and experience.

From 2026 onwards, the workplace instructor model will further strengthen onboarding and ensure that every new DELETE employee receives a strong foundation for safe and competent work.

Competence as part of shared safety – customer cooperation at the centre

In October 2025, DELETE organised a high-pressure cleaning safety demonstration at SSAB's Raahe plant, with the aim of strengthening the

shared safety culture across the entire site and increasing understanding of the risks of the cleaning method and of safe working practices.

High-pressure cleaning is a widely used and highly effective method in industry. At the same time, it requires particularly rigorous safety competence. The safety demonstration illustrated in practice how high-pressure water behaves and what kinds of damage it can cause without appropriate safety distances and working methods. DELETE and SSAB share a common objective: industrial cleaning work must be carried out efficiently, but above all safely. Customer guidance, open information-sharing and joint training are an important part of responsible operations and continuous learning for DELETE — not only for our own personnel, but for everyone working in the operating environment.

From SSAB's perspective, the demonstration organised by DELETE also brought significant added value to the safety competence of its own personnel. "It is extremely useful to see in practice how high-pressure cleaning works and what risks are involved. Events like these make it very concrete why safety distances and precautions are so important," says **Mika Kotila**, Safety Manager at SSAB's Raahe plant.



Governance

Our operations are guided by the principles of good business conduct and by ethical and transparent cooperation with our suppliers. A sustainable supply chain is a central part of our sustainability work.

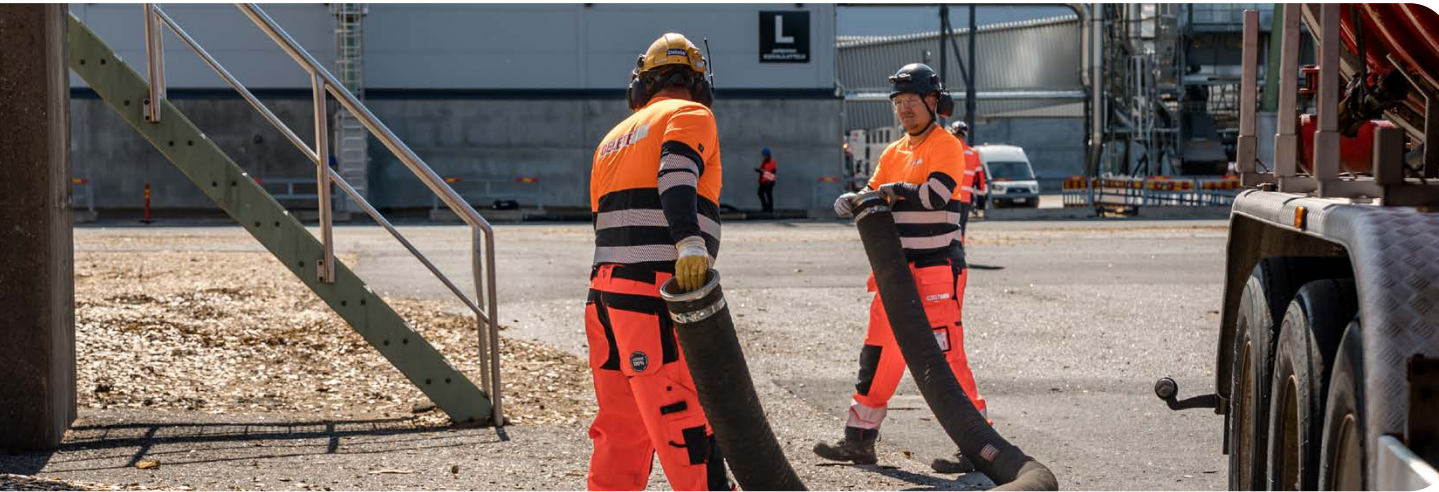
Good governance is part of daily work

Ethical conduct is integrated into the way we work. Open and constructive cooperation with our stakeholders is essential to maintaining sound and efficient operations.

Our responsible business conduct in relation to stakeholders is guided by DELETE's Code of Conduct, approved by the Board of Directors, which brings together the key principles of conduct based on our values. The guidance was updated during 2025 as part of the revision of the DELETE Handbook for personnel and all our key policies following the entry into force of our new strategy. The Handbook brings together all the key policies and principles that guide our operations. During the year, the roll-out of the guidance and related training began, and this work will continue during 2026.

We are committed to operating in a socially, economically and environmentally responsible manner. Our Code of Conduct covers business ethics, conflicts of interest, bribery, hospitality and anti-corruption, recruitment and employment relationships, environmental and occupational safety matters, supplier cooperation, non-compliance with the guidelines, and matters related to confidentiality and cyber security.





“We are committed to the ten principles of the UN Global Compact and report annually on DELETE’s progress under the initiative.” – Markku Salminen, CEO

The Code of Conduct guides not only our employees but also our subcontractors, customers and other stakeholders to act lawfully, ethically and in line with fair business practices.

Our ongoing objective is to develop our business in a long-term and responsible manner. We comply with legislation relevant to our operations, including competition, labour and environmental legislation, and we act to combat the grey economy. DELETE is committed to fair competition and does not accept corruption, bribery or extortion in any form. The

principle of fair competition guides our conduct in relation to competitors, customers and industry associations.

Environmental responsibility and occupational safety are central parts of our daily work. Our occupational safety work is based on preventive operating models and forms part of systematic quality management. We strive to operate in accordance with the principles of sustainable development, to use natural resources responsibly, and to promote continuous improvement in our operations.

Reporting misconduct

We encourage our personnel to report any suspected breaches of DELETE’s Code of Conduct or other misconduct. All reports are handled promptly, confidentially and impartially. Breaches are investigated and, where necessary, appropriate action is taken.

Through the anonymous reporting channel, employees, partners and other stakeholders can report suspected misconduct anonymously. Our whistleblowing channel is available on our website, and instructions for reporting are available to personnel on the intranet.

Data protection

DELETE’s data protection practices and privacy notices comply with the EU General Data Protection Regulation (GDPR). All processing of personal data is carried out in accordance with the Regulation and the provisions supplementing it. Topics related to data protection and information security are included in our personnel’s competence development. ‘Making information security a habit’ training is part of the established training practices of DELETE Academy. The training is completed at the start of employment as part of onboarding and is repeated at regular intervals to maintain personnel awareness of data protection and information security.

> Case – Further development of the customer reporting portal

Transparency and supporting the customer at the centre through shared reporting

In industrial environments, sustainability, safety and efficiency go hand in hand. DELETE has responded to these expectations also by developing its customer reporting portal, which serves not only as a reporting tool but also as an active tool for continuous improvement.

The portal was introduced in 2022, and the first pilot covering a full year was carried out with Metsä Group in 2023. Since then, the system has been developed systematically together with key customers such as Terrafame, SSAB and, most recently, Outokumpu.

“We continuously innovate new methods together with our customers to improve safety, make cleaning work more efficient and reduce emissions,” says **Dan-Olof Palm**, Sales and Marketing Director at DELETE.



Sustainability at the centre of the customer relationship

The customer reporting portal is seamlessly integrated into DELETE's enterprise resource planning system, the Gurufield system, and customer satisfaction surveys. Through the report, both DELETE and the customer can monitor in real time, among other things, safety observations, safety briefings and site walks.

"The system serves both us and the customer. It functions as a practical tool rather than just a reporting environment and creates real benefits. Transparent, real-time reporting makes the



"The customer reporting portal gives DELETE a clear competitive advantage, particularly in sales situations where we can already demonstrate the benefits of the portal to the customer in a test environment." – Dan-Olof Palm, Sales and Marketing Director

customer's daily work easier, supports safety work and provides a shared, reliable view to support decision-making and development," Palm summarises.

Customer- and department-specific targets can be defined for proactive safety work, and the

report clearly shows both the target level and actual performance. This supports the systematic development of the safety culture and encourages personnel to report observations with a low threshold. In addition, the report compiles regulatory waste reports by plant: collected waste fractions, their volumes and treatment locations are readily available for the customer's own sustainability reporting.

Transparent and real-time reporting improves cost efficiency

A structured approach has been a driving force in the development of the customer reporting

portal from the outset, and its importance has grown particularly with the new operating model launched for Outokumpu. Earlier service ordering and joint advance planning provide better visibility into upcoming work, enable more efficient use of resources and improve safety. At the same time, the customer benefits from greater cost

efficiency, while DELETE benefits from improved operational efficiency. Reporting is implemented by department across the customer's different sites, which strongly supports local management and development work.

The system also provides significant support for the management of shutdowns and maintenance turnarounds. Anticipating weekly shutdowns and regular work becomes easier, and some work can be moved in a planned way out of short daily or weekly shutdown windows. Reporting on annual maintenance shutdowns is detailed and visual, and the accumulated data serves as a valuable source for planning future shutdowns.

As a new feature, customer satisfaction has also been integrated into the reporting. The survey conducted after each project is shown directly in the customer report, enabling rapid response, open dialogue and continuous improvement together with the customer.

"The customer reporting portal gives DELETE a clear competitive advantage, particularly in sales situations where we can already demonstrate the benefits of the portal to the customer in a test environment."

Sustainable procurement is a central part of supply chain management

The procurement of services and products has a significant impact on our sustainability performance, particularly in terms of occupational safety and value chain emissions.

A sustainable supply chain is therefore a central part of DELETE's sustainability work. Procurement processes and the related controls provide an important means of influencing and managing sustainability impacts.

The Supplier Code of Conduct defines minimum requirements

During 2025, we updated our Code of Conduct for subcontractors and suppliers, the Supplier Code of Conduct. In particular, we clarified our environmental criteria. For example, we require our suppliers to have the capability to



report emissions, and we encourage ISO 14001 environmental certification or equivalent practices.

We expect all our suppliers to operate at a level that meets at least the requirements of our guidelines, and we intend the guidelines to support our suppliers in developing their operations in a more responsible direction. The guidelines define requirements related, among other things, to environmental emissions, waste handling and consumption, working conditions and good governance. All new suppliers must commit to complying with the guidelines by signing them. The Code of Conduct is available to all our stakeholders on DELETE's website.

Sustainability aspects in supplier selection

Sustainability aspects are a key part of DELETE's supplier selection and supplier management. Before starting cooperation, we assess the supplier's suitability in accordance with our procurement guidelines and review the supplier's financial standing, sanctions-related risks, as well as contractor compliance and reputation-related information.

Suppliers are classified as contracted suppliers, approved suppliers and non-assessed suppliers. With contracted suppliers, we enter into a cooperation agreement that includes the Supplier Code of Conduct. Approved suppliers receive the guidelines before cooperation begins. DELETE is committed to the UN Global Compact initiative, and we expect our suppliers to follow the same principles. We assess and select our suppliers in accordance with a systematic supplier assessment model in which

“Responsible procurement culture has taken a major step forward at DELETE. The competence of management and supervisors is deeper, and the response in the field has been positive.” – Elias Viitakoski, Procurement and Property Manager



sustainability, environmental impacts and ethical conduct are key selection criteria. We require our suppliers to have documented sustainability practices and the ability to report key ESG metrics, such as emissions, energy consumption, waste volumes and social responsibility indicators. For products containing wood or wood-based materials, we require sourcing from responsibly managed

forests and proof of the sustainable origin of raw materials through recognised forest certifications.

Metrics and targets for 2025

Our ongoing objective is to concentrate procurement on responsible suppliers. In 2025, 79% of purchases were made from contracted or approved suppliers (target: 83%). The share of contracted suppliers was 39% (target: 50%). The achievement of the target level was affected by

an increase in group procurement following the acquisition, as well as delays in sustainability reporting for certain large ICT contracts. In direct operational procurement, the targets were achieved.

Both cooperation with our suppliers and the development of emissions reduction monitoring



have progressed in the right direction. For 2025, we set a target to focus our procurement on suppliers that can demonstrate their emission reductions. The main challenge in the supply chain remains fragmented and inconsistent emissions reporting. We encourage our supply chain to reduce emissions, and work towards these objectives will continue in the coming years.

At the beginning of 2026, we will introduce the Carbonlink application to improve the accuracy of greenhouse gas emissions measurement across our supply chain and to increase transparency. Its implementation will strengthen our ability to manage supply chain emissions analytically. It will also improve the reliability of reporting and support DELETE's long-term climate targets.

Occupational and environmental safety

In line with our strategy, occupational and environmental safety are an integral part of our procurement process. Safety considerations and emissions reduction targets are taken into account at all stages of the procurement process.

We continuously develop our operating models to manage safety and environmental risks. Performance is monitored and improved systematically, for example through regular steering group meetings between us and our suppliers. Occupational safety and development matters are always on the agenda at these meetings.

Monitoring and audits

We monitor suppliers' sustainability practices regularly and conduct annual audits ourselves. Where necessary, we respond to identified risks through targeted assessments. Audit criteria include, for example, high procurement volumes or occupational safety and environmental risks related to operations. If a supplier does not meet the audit requirements, we provide support to help develop its sustainability practices.

Management team



Markku Salminen
CEO

- Shareholder relations
- Management team
- Stakeholders
- Employees, customers and occupational safety
- Environment
- Sustainability
- Audits and certifications



Ville Jalava
Operations Director

- Business operations
- Project management
- Human resources and fleet
- Occupational safety
- International projects



Oskari Jauhiainen
Chief Financial Officer

- Financial administration
- Invoicing
- Investments
- IT projects



Kati Manninen
HR Director

- Personnel
- Training
- Internal communications
- Culture
- Wellbeing and health at work



Dan-Olof Palm
Sales and Marketing Director

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

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