



**Delete** ✕

Delete Group Oyj

# ANNUAL REPORT 2022



**Delete**<sup>x</sup>

**ANNUAL REPORT  
2022**

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# DELETE – FOR A BETTER FUNCTIONING AND CLEANER SOCIETY

Delete is a leading environmental full-service provider in the Nordic countries, a specialist that works for a better functioning and cleaner society.

We provide our customers in the industrial sector, construction and real estate and the public sector with cleaning services that are critical to their operations. We maintain security of supply by helping the industry to optimise its production and cities and municipalities to keep the infrastructure in good condition and the living environment comfortable.

At the end of 2022, Delete employed 623 persons at 27 locations in Finland and Sweden.

Delete's Recycling Services business was divested in 2022. In the 2022 Financial Statements, Recycling Services is reported in accordance with IFRS 5 "Assets Held for Sale and Discontinued Operations" and is not included in the financial statements for Continuing operations. In these Financial Statements, Recycling Services is referred to as Discontinued operations and Cleaning Services as Continuing operations.

On 1 December 2022, Delete announced that the Board of Directors of Delete Group Oyj and funds managed by Axcel Management A/S, the ultimate majority shareholder of the company, had decided to initiate a strategic evaluation to further support the company's strategy implementation and accelerate growth. One potential result of the strategic evaluation is the sale of the company and its Cleaning Services business in Finland and Sweden.



**NET SALES****98.1****MEUR  
2022****ADJUSTED  
EBITDA****15.7****MEUR****ADJUSTED  
EBITDA****16.0 %****OF NET SALES****PROFIT  
(-LOSS)  
FOR THE PERIOD****16.1****MEUR****OPERATIVE  
CASH FLOW****7.1****MEUR****RETURN  
ON EQUITY****57.5 %****EQUITY  
RATIO****35.5 %****NET  
DEBT****32.5****MEUR****PROFESSIONALS****623**

**NPS**  
**FINLAND SWEDEN**  
**+63 | +88**  
**SCALE -100 - +100**

# STRONGER AHEAD TO 2023

In 2022, we successfully continued the business development projects already started in 2021. We took big steps to develop our sales and customer work, with the aim of delivering a superior customer experience and positive revenue growth. We also invested in internal organisational development and cost efficiency. The concrete changes we made during the year will enable us to continue to grow profitably together with our customers.

The geopolitical development in Europe and the energy crisis have had only a limited impact on our business, as we have no direct exposure to sanctioned parties or conflict regions. Supported by active markets and targeted sales efforts, our net sales increased. Our profitability also improved thanks to improved productivity, cost inflation control and stable underlying organic demand growth.

In 2022, our net sales increased to 98,1 million and organic growth excluding the W-Tech business divested in 2021 was 2 percent, although in the comparison period 2021 we executed a sizeable one-off maintenance shutdown. We gained several large new customers in Finland during the year, and I am particularly pleased that a few of our key returning customers also re-signed service contracts with us. This is a clear indication that we are trusted and that our customers are satisfied with our strong service level. A big thank you for this goes to our professional and committed staff.

## Year of positive development 2022

Internally, during the financial year we continued to develop our own operations to increase efficiency. We have simplified our organisation, management

model and responsibilities. We continue to develop our processes, for example in resource and maintenance shutdown planning, and to systematise our sales work.

At the beginning of March, we started continuous NPS measurement for our corporate customers in Finland. NPS measures the customer experience of our company, and in December 2022 NPS remained at an excellent level of +63. We have a systematic customer experience programme that is delivering results. We also continue to believe that our customer satisfaction is supported by our ability to deliver increasingly high-quality services, with environmental, health and safety issues taken into account.

In 2022, we continued to strengthen our commitment to sustainability. Safety at work is particularly important in the cleaning industry, and our customers also closely follow the safety performance of their suppliers. In 2022, Delete's Group-level LWIF was 8.8, and we remain determined to reach our goal of Zero accidents. Employee satisfaction has also improved, and we continue to develop the company to be an even more rewarding place to work for existing and new Delete employees.

## Stronger ahead to 2023

We have now successfully implemented the strategy defined three years ago, divesting project-based and less profitable businesses and focusing on our core business of Cleaning Services. The fundamentals are now in place, and we are on a positive path to new growth and profitability.

We are starting 2023 with a positive outlook in a resilient market and focus on maintaining strong customer relationships and partnerships by providing services to meet changing and challenging customer needs. This will enable us to collaborate with our customers and make their operations more efficient, while helping to keep the society running and cleaner through our daily work.

**Sirpa Ojala,**  
The Group's  
CEO



## OPERATING ENVIRONMENT

# FINLAND AND SWEDEN AS THE MAIN MARKET

**Delete operates in the environmental services market offering cleaning services.**

The main markets for Delete are Finland and Sweden. In Finland, Delete is the market leader in cleaning services. In Sweden, Delete has a well-established position, and it is one of the largest providers of industrial cleaning services.

The market characteristics in Finland and Sweden are similar, which offers the opportunity to operate across borders. Both markets provide opportunities to differentiate through references and strengths based on the size of the company, among others. Furthermore, both markets are protected by increasing barriers to entry due to, for example, need for special skills and equipment, investment needs, CSR capabilities, brand, required references as well as regulation.

### Growth drivers

- Aging infrastructure supports a positive operating environment both in Finland and in Sweden
- Digitalisation and technology will create opportunities for innovative players in the market
- The underlying long-term core demand for cleaning services is relatively resilient and stable over macro-economic cycles
- Customers continue to demand capabilities to handle increasingly complex assignments with high-quality environmental, health and safety standards, which favours large professional players like Delete Group
- Industrial maintenance shutdown schedule is expected to be busier in 2023 than in 2022







## CLEANING SERVICES

**In terms of net sales, Delete is a leading provider of industrial cleaning services in Finland. The company is growing also in Sweden, where it is currently one of the largest players in the field.**

The Cleaning Services business consists of a comprehensive industrial cleaning service offering as well as real estate services, such as high-power vacuuming and blowing services, industrial shutdown and maintenance services, exposure vacuuming of sewers and well emptying, and washing and cleaning of facades. In addition to conventional cleaning services, the company utilises the licensed Bang & Clean method, which is particularly suitable for cleaning industrial boilers in certain circumstances.

Delete's strength in Cleaning Ser-

vices is based on good assignment planning and resource management, a broad range of equipment and a high level of technical competence. Customers continue to demand capabilities to handle increasingly complex assignments with high-quality environmental, health and safety standards, which favours large professional players like Delete Group.

Delete has a very comprehensive network of business locations in Finland and Sweden. Case by case, Cleaning Services can also be provided in other European markets.



**EBIT**  
**11.2**  
**MEUR**

**EBITDA**  
**21.0**  
**MEUR**

## **CLEANING SERVICES KEY EVENTS IN 2022**

Cleaning Services' net sales in 2022 was EUR 98.1 million (110.2). The decrease of 10.7 per cent was mainly driven by lacking revenue from the divested W-Tech operations at the end of 2021. Organically, the net sales of the Group grew by 2%, driven by industrial cleaning services provided to new customers and expanded share of wallet with the old customers with a solid general market demand.

The EBITDA for 2022 was EUR 21.0 million (13.7) and the EBIT was EUR 11.2 million (2.7). The

overall profitability of Cleaning Services improved in 2022. Field controls and productivity improved, and the cost base efficiency programme completed at year end 2021 had a meaningful favourable effect, as did the divestment of loss-making W-Tech operations.

The underlying long-term core demand for cleaning services is relatively resilient and stable over macro-economic cycles. Demand for the Cleaning Services business is expected to grow in 2023.

**THE UNDERLYING LONG-TERM CORE DEMAND FOR  
CLEANING SERVICES IS RELATIVELY RESILIENT AND STABLE  
OVER MACRO-ECONOMIC CYCLES.**



## WE DEVELOP OUR SERVICE BUSINESS BASED ON CUSTOMER SATISFACTION

A good bell sounds far away, says an old proverb. A satisfied customer votes with their feet back to good service when they have received one and also tells others about the reasons for their satisfaction.

From the service provider's point of view, customer satisfaction is one of the most important indicators when predicting customer loyalty, considering areas for development, or mapping the prerequisites for a company's growth.

There are various tools for measuring customer satisfaction, of which the Net Promoter Score (NPS) focuses especially on willingness to recommend. This globally most common measure of customer loyalty is based on the question: "How likely would you be to recommend a company, product, or service to a friend or colleague?". NPS is measured on a scale of -100 to +100, and it is one figure describing the willingness of the service provider's customers to recommend. NPS matters, because there is a proven connection to the company's key performance indicators, such as the business result.

The cornerstones of providing good service include, apart from personnel satisfaction, work planning, information about the project, occupational safety, attitude and competence. To get a good NPS index, you need to succeed in each of these areas. The value of a good NPS index varies between service industries, and it is best to compare how



one's own NPS results have developed. However, as a rule of thumb, when the NPS is above +60, it is worth strengthening successful teams, work performance, attitudes and competences with positive feedback and addressing the few negative deviations. When the NPS is below +30, it is worth analysing customer satisfaction more deeply and investing in the root causes identified.

At Delete, we have for several years measured the NPS index of our largest service deliveries and developed our operations based on the information

received. In 2022, we started measuring the NPS of all our services, and this way we will be able to develop our service concept also by service category.

In our experience, the results are good when the development of the service concept is managed with customer satisfaction. At the end of December 2022, our NPS for all services was in Finland +63 and in Sweden +88, which is classified in as excellent. We are proud of this result, and it encourages us to continue to develop further as a service provider.

## DELETE SWEDEN DEVELOPED AN AUTOMATIC CONCRETE RIG

**The work of cleaning mixers on concrete trucks is demanding and time consuming. Delete developed a cost-effective solution for this: an automated method for cleaning the mixer.**

Delete works efficiently, securely, and on schedule, but Delete does more than that. Our special expertise also includes product and service development: Delete develops the industry further. A recent example of this is the automatic cleaning method for the mixer on concrete trucks, which was developed by Morgen Strandberg, supervisor at Delete Sweden's Piteå unit, and Tomas Norrman, Regional Manager for the North.

– We struggled with cleaning the mixer in concrete trucks and tried different solutions, but it was difficult to find a way and equipment that worked. The mixer didn't get clean enough or it took too long to clean, says Morgen Strandberg.

"We developed the equipment. We saw an advertisement for a suitable piece of equipment for sale, and Morgen and I knew that we could

dismantle, rebuild and modify it to suit our needs. And so we did," says Norrman.

With the development work, a new, automated method of cleaning a concrete tank was born, with which the entire mixer can be cleaned of concrete. The rig is connected to a high-pressure pump, and a robot performs the cleaning efficiently and safely with the operator monitoring at a safe distance.

– Our new method can be used to remove large amounts of concrete from mixers that have jammed or stopped working for one reason or another. This is a quick and easy solution to the long-standing problem of cleaning the mixers. The solution supports sustainable development, being both economic and ecological: Delete gives the mixer a longer service life, and in addition, a lighter car always consumes less fuel, Norrman and Strandberg say.

Delete's new concrete mixer cleaning method has already been tested on several concrete trucks and in the mining industry with successful results. With this new service added to the Delete portfolio, there is a good opportunity for increased business during the low season.







Delete supports the UN sustainable development goals 8, 9, 11, 12 and 13.

# MANAGEMENT OF CORPORATE RESPONSIBILITY AT DELETE

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It is important for Delete to grow and develop the company's business responsibly. To develop and manage its operations in a sustainable way, Delete has followed a Corporate Responsibility Programme covering the four most important areas of sustainability and has reported the results for years already. The programme also reflects the ten principles of the UN Global Compact. The programme is described more specifically on the following pages.

In 2022, Delete's Board of Directors established an ESG and contracts committee reporting to the Board. The Committee reviews the ESG reporting and supports the management with development of the ESG agenda.



## Delete's Corporate Responsibility Programme

Delete's Corporate Responsibility Programme covers the four most important areas of sustainability: Responsible business, Responsibility for people, Responsibility for the environment and Sustainable supply chain. The programme sets the KPIs for all central areas of sustainability. The programme is implemented, managed and reported on by the resources allocated to the Group-level responsibility steering group.

Delete's Corporate Responsibility Programme is supported by a management system that has been designed and certified to meet the requirements of the ISO 9001 (Quality) and 14001 (Environment) and ISO 45001 (Occupational Safety) standards.

Delete is also committed to the United Nations Global Compact ([www.unglobalcompact.org](http://www.unglobalcompact.org)) in the areas of human rights, labour rights, environmental protection and anti-corruption. In 2022, Delete has implemented a sustainability policy, according to which the company's responsible business operations support the UN sustainable development goals (SDGs) 8, 9, 11, 12 and 13.

Delete divides the SDGs into three focus areas: responsibility for the environment, responsibility for people and sustainable industry and cities.

Responsibility for the environment covers SDGs 12 and 13, Responsible consumption and production, and Climate action. Environmental protection is one of the foundations of Delete's activities. Delete uses natural resources responsibly, works to reduce its carbon footprint and to increase the carbon hand-

## SUSTAINABILITY AT DELETE

### AREAS



**SUSTAINABLE BUSINESS**



**RESPONSIBILITY FOR PEOPLE**



**RESPONSIBILITY FOR THE ENVIRONMENT**



**SUSTAINABLE SUPPLY CHAIN**

**= CUSTOMER RESPONSIBILITY**

### THEMES

- |  |  |  |   |
|--|--|--|---|
| <ul style="list-style-type: none"><li>• Responsible operations</li><li>• Supporting customers' sustainable business</li><li>• Ensuring high-quality customer service</li></ul> | <ul style="list-style-type: none"><li>• Safety</li><li>• Employee satisfaction</li><li>• Work ability</li><li>• Good management</li><li>• Equality</li></ul> | <ul style="list-style-type: none"><li>• Material and energy efficiency</li><li>• Clean environment</li></ul> | <ul style="list-style-type: none"><li>• Responsibility for subcontracting chain</li><li>• Responsibility for supply chain</li></ul> |
|--|--|--|---|

### INDICATORS

- |   |   |  |  |
|---|---|--|--|
| <ul style="list-style-type: none"><li>• Profitable operations</li><li>• No misconduct</li><li>• Customer satisfaction</li></ul> | <ul style="list-style-type: none"><li>• Accident frequency, preventive action</li><li>• Personnel satisfaction</li><li>• Absence due to sickness</li><li>• Qualified supervisors</li><li>• No harassment nor discrimination</li></ul> | <ul style="list-style-type: none"><li>• Total energy consumption</li><li>• CO<sub>2</sub> intensity</li><li>• Cases of environmental deviation</li><li>• Personnel with environmental training</li></ul> | <ul style="list-style-type: none"><li>• Proportion of suppliers that have signed a responsibility commitment</li><li>• Number of audited suppliers</li></ul> |
|---|---|--|--|

### BENEFITS FOR OUR INVESTORS

Delete continuously develops and manages its operations in a sustainable way. The work supports Delete's strategy and profitability and helps Delete's investors and customers in their efforts for sustainability.

print of its operations, and continuously improves its level of environmental protection.

Responsibility for people is related to SDG 8, Decent work and economic growth. Delete pays particular attention to occupational safety, also with regard to its subcontractors, and supports and respects internationally recognised human rights and diversity at work.

Sustainable industry and cities covers SDGs 9 and 11, which are Industry, innovation and infrastructure, and Sustainable cities and communities. Delete works to support safe and sustainable cities and communities, and the company's service offering supports resilient infrastructure and sustainable industrialisation.

## Risk management

In the area of corporate responsibility, major risks are related to occupational and environmental accidents. The risks are managed through continuous evaluation, planning, setting and implementing respective actions, governance and control process related to personnel, property and business, with the objective of preventing or minimising the impact of risks. Delete Group's management team conducts a yearly risk management evaluation that is reviewed by the Board of Directors. The evaluation also covers risks related to corporate responsibility. Risks are identified for both business areas and administration.

The yearly evaluation defines strategic and operational risks as well as risk mitigation plans, which are implemented and monitored by the business area management teams. However, daily risk management and mitigation is done at the operating level supported by the Management Team's and support functions' guidance.





# RESPONSIBLE BUSINESS

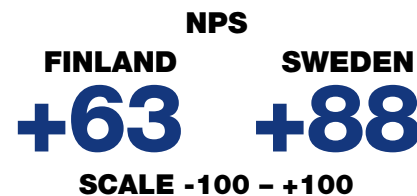
Corporate responsibility is a vital part of all Delete's operations. Delete expects that all its employees comply with operating principles that contribute to responsible business. Every Delete employee attends the "Responsibly at Delete" training as part of induction and thereafter regularly. The company also actively develops its services to support its customers' responsibility and sustainable development.

Delete aims to be the best provider of environmental services in the Nordic countries and the trusted partner and provider of environmental services for customers. By taking care of the responsibility and sustainability of its business, Delete ensures the continuous development of its operations.

Delete is committed to support UN's Sustainable Development Goal 8, to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Delete's operations are certified in accordance with the ISO quality and environmental standards and safety management system standards. Delete's safety management system was reaudited for ISO 45001 in spring 2022. These acknowledgements ensure that Delete is financially sound, tends to its social responsibilities and the information required by the Finnish Act on the Contractor's Obligations and Liability when Work is Contracted Out, and has the necessary technical skills and resources to produce its services.

## Code of Conduct

Delete's strategy, values and Code of Conduct guide the company's operations. The Code of Conduct supports the company's corporate responsibility programme and provides the



framework for the ethical principles and operating methods that serve as the foundation for the Group's day-to-day decisions and expectations towards suppliers. The Code of Conduct covers compliance with generally accepted ethical principles, fair competition and legislation. They apply to areas such as anti-corruption, corporate

ethics, hospitality, environmental safety and occupational safety.

Delete's Management Team and line organisation managers with the help of the support functions ensure that the Code of Conduct and the relevant policies and guidelines are implemented. The Code of Conduct helps create trust among employees, customers, suppliers, subcontractors, investors, shareholders and other stakeholders. The Code of Conduct is continuously communicated within the organisation and new employees receive training on the Code of Conduct as part of induction training.

Compliance with the Code of Conduct is also monitored through management reviews that enable the development, sharing and implementation of preventive actions across all units. In addition to the Code of Conduct, Delete observes and applies several policies, principles and guidelines (Appendix 1). Additionally, Delete's anonymous Whistleblow channel enables reporting possible incidents.

## Anti-corruption

Fair competition is one of Delete's key operating principles. Delete has implemented fair competition principles and does not condone any form of corruption, bribery or extortion. This applies to all Group operations with respect to its competitors



and customers as well as activities in industry associations.

Delete and its employees and others acting on behalf of the Group may not offer, give or accept bribes or other illegal payments. Business partners and representatives of the authorities may not be offered any inappropriate financial benefits to promote Delete's business activity or other Group interests.

Delete works systematically to strengthen business ethics, including Principle 10 of the Global Compact. The Group's ethical guidelines and Whistleblow system support correct behaviour if an employee should face an ethical dilemma.

No violations of the Anti-corruption principle were reported to the Group management in 2022.

## Taxes

Delete Group and all its entities comply with the tax laws and regulations, and the Group has no unpaid due taxes.

## Employment effects

Delete employed on average 673 people in 2022. Skilled personnel who want to serve the customers in the best possible way is one of Delete's main strengths and the key to the company's success.

## Customer satisfaction and reputation

To the customers, Delete is a trusted and a proactive partner in environmental services that strives to minimise the risks and environmental impacts of its services and monitors them constantly.



The competence of personnel plays a key role in Delete's development of responsible business and the improvement of customer satisfaction. Delete continuously assesses customer satisfaction and conducts Net Promoter Score (NPS) measurements. In 2022, NPS was +63 in Finland and +88 in Sweden (scale -100 – +100). Customer satisfaction is measured and customer experience lead through continuous customer satisfaction survey tools. Our customers were especially satisfied with our professionalism, service level and our efforts regarding occupational safety work. The evaluation has been conducted since 2016.

## Data protection

Delete's privacy policy and practices comply with the General Data Protection Regulation of the EU. There were no reported data protection violations or losses of data at Delete in 2022. All processing of personal data complies with the General Data Protection Regulation and regulations. The safety of the company's IT environment is at a high level. Delete's personnel regularly takes a GDPR e-training. In 2022, Delete also launched a general data security training. The aim is that all employees take the training during 2023.



# RESPONSIBILITY FOR PEOPLE

People are at the core of Delete's operations. Without high-level professionals Delete could not offer high quality services. Delete has certified occupational health and safety systems and the company invests in the occupational safety of its employees and subcontractors in many different ways. The company is a responsible employer that supports universal human rights and the rights of its employees and adheres an equality plan.

## Human resource management, employment and standards

Delete's goal is to lead, manage and motivate employees every day in such a way as to maintain their enthusiasm, work ability and satisfaction. Delete's HR policy serves as the foundation of human resource management. The principles reflect Delete's values: entrepreneurship, professionalism, trust, safety and sustainability.

The company's practical human resource management and leadership must support each other and comply with the guidelines set out in the HR policy. Legislation, collective labour agreements, OHS regulations and other obligations must be observed in all of Delete's activities without compromise.

Delete's Group management team and the HR function are responsible for the content and

development of the HR policy. Supervisors are responsible for the practical implementation of the HR policy. All employees are responsible for acting in accordance with the HR policy.

Delete's operations are certified according to the ISO (quality management, occupational health and safety management systems) standards. The ISO standards are important tools in the Group's efforts to continuously enhance quality and working environment standards throughout the Group.

In 2022, Delete's HR focused on a development plan for the work society and regular discussions between the employer and the employees required by the renewed Act on Co-Operation Within Undertakings. The work community development plan focuses on equalising the age distribution of personnel, promoting equality and non-discrimination, well-being and safety at work, developing personnel competence and supporting leadership.

## Delete operates responsibly and respects the rights of employees as well as universal human rights

Delete respects the rights of its employees and conducts its business with safe and attractive working conditions. The Group respects the freedom of association and collective bargaining.

Delete has zero tolerance for forced labour, child labour and discrimination. In 2022, one case of discrimination was reported and it was solved in cooperation with the employer, employees and occupational health care.

Delete works systematically to strengthen its business ethics, also with respect to principles 1 and 2 of the Global Compact. Delete respects human rights within its sphere of influence and actively supports the Universal Declaration of Human Rights.

## Occupational safety is an integral part of Delete's operations and management

Employees are the key resource for Delete's business operations and success. Delete's operations involve physically strenuous work that at times can include safety risks. To manage the risks related

to personnel, Delete invests a lot of working hours and resources to ensure the best possible working environment and safety for its personnel.

The new Occupational Health and Safety Committee was established in the beginning of 2022, and it meets regularly at least four times a year. The task of the committee is to promote and monitor well-being at work, as well as to intervene in possible shortcomings and strive to correct them.

## Delete is committed to the goal of Zero accidents

Delete is committed to the goal of Zero accidents and is a member of the Zero Accidents Forum. The company also pays particular attention to safety management by subcontractors. The focus of Delete's occupational safety is on preventive actions, i.e., risks and hazards are to be eliminated in advance where possible. If the risks cannot be mitigated, an optional way of accomplishing the work is defined. Safety is not compromised at Delete and no work is done where safety is at risk. Safety actions include for instance daily risk assessment and risk observations, safety meetings, and incident investigation in business areas to prevent similar incidents.

To further develop the high-standard safety culture, Delete has in 2022 introduced a reporting and follow-up programme of preventive safety actions. Delete trusts that the safety culture will be strengthened through follow-up and reporting the preventive actions, and that occupational accidents can be avoided.

The company requires that all employees pass standardised occupational safety card training. All employees are also required to pass the Safety at Delete course as part of the induction training and thereafter annually. Delete has updated the online courses Safety at Delete and Responsibly at Delete, and all employees and external workers will take these new courses in 2023. In addition, site-specific safety training activities and qualifications set a high standard for safe work. Delete's operations are based on the company's five safety principles and the principle that "there will be no accidents at our site if it is up to me".

Delete has HSEQ and HR organisations in Finland and Sweden. The HSEQ organisations work to develop and support occupational health and safety processes. The HR organisations oversee the occupational health care system and support early intervention and well-being at work. The aim is to ensure a good working environment for all of Delete's employees.

The One Delete HSEQ system improves occupational health and safety and aims to identify risks proactively in order to reduce the frequency of accidents and sickness.

Delete's occupational safety steering system, Guru, is used for reporting, planning, monitoring and following up on corrective and preventive occupational safety measures. In addition, the system enables more efficient sharing of information on safety development with the organisation and is significantly better in terms of usability and equipment independent. The system has been very welcome and well implemented. It is the company's main tool

# 8.8

**LWIF**  
LOST WORKDAY  
INCIDENT FREQUENCY

# 20.0

**TRIF**  
TOTAL RECORDABLE  
INCIDENT FREQUENCY

**TARGET 2023**

**FINLAND**

**LWIF < 6.5**

**TRIF < 12**

**SWEDEN**

**LWIF < 10**

**TRIF < 20**

for monitoring occupational safety statistics and performance at all levels of the organisation. Reports from the system are also available for customers and partners, and Delete encourages its employees to collaborate in the area of safety also with other stakeholders, including competitors.

Delete's Group-level lost workday incident frequency (LWIF, rolling 12 months) was 8.6 in 2022. Total recordable incident frequency (TRIF, rolling 12 months) was 19.6. While the target of Zero accidents was not achieved, positive development is visible in many areas. In 2023, the targets for LWIF are in Finland below 6.5 and in Sweden below 10. Our occupational safety team will work systematically to promote a safety-oriented company culture. Delete has introduced a safety awarding program to further develop and support safety efforts. The safety award





program was renewed in December 2022 with emphasis on preventive safety and environmental actions.

### **Delete invests in preventive occupational health care and regularly measures employee satisfaction**

To enhance employee well-being, Delete offers comprehensive occupational health care services

to support personnel in connection with any occupational accidents and illnesses and to ensure the best possible care and support for returning to work. Delete also invests in preventive occupational health care and supports sporting activities in various ways to improve employee well-being and prevent occupational illness. Delete offers the personnel for instance the E-Passi employee benefit system and the possibility of an employment benefit bicycle. In 2022, Delete introduced new remote work rules and also took a remote work insurance to secure the

insurance coverage of the employees who work remotely.

Delete Pulssi is a yearly survey that measures job satisfaction among Delete's employees. By conducting the survey, Delete aims to ensure that the employees are satisfied and that well-being at work is at the level they expect. The questionnaire covers topics such as well-being, workplace atmosphere, company development, occupational safety, the overall satisfaction score and the willingness to recommend Delete as an employer. Delete's eNPS in 2022 was -16 in Finland and +5 in Sweden. The overall satisfaction in the group is on high level and in most of the areas over 4 (scale 1-5).

### **Occupational safety and high-quality supervisory work are emphasised in employee training**

Delete wants to support competence development and encourages employees to develop themselves. The company offers many kinds of training opportunities to support the development of the competencies and skills of employees.

Comprehensive induction training is an important part of the training provided to new employees at Delete. The training includes an introduction to the organisation, safety, the work environment, tools and methods. Other important training activities include further training on occupational safety and environmental safety as well as working methods and the use of equipment.

To support high-quality supervisory work, Delete has provided annual supervisor training since 2014. Revised supervisor training was introduced in

Finland in 2017. In 2022, monthly info sessions and training events were organised for supervisors. In 2023, Delete will launch a new supervisor training and a “Supervisor in Delete” e-learning course.

### **Delete follows an Equality and Equity Plan in its business operations**

Delete actively supports the Universal Declaration of Human Rights and considers equality and equity a basic right for everyone. An Equality and Equity Plan is part of Delete’s work community development plan.

Delete’s Equality and Equity Plan strives to ensure fair and equal treatment of all employees regardless of gender, sexual identity, age, ethnic group or religion. The company’s working conditions and recruitment practices as well as practices related to personnel decisions are developed based on the plan and taking into consideration the needs of the workplace. The plan has been drafted in compliance with the legislation pertaining to equality and equity, and it includes an action plan for the prevention of discrimination based on gender and of harassment.

Equality is evaluated at the company as part of the Delete Pulssi employee satisfaction survey. The Equality and Equity Plan is updated bi-annually. The plan is communicated to the organisation and made available to the personnel on Delete’s intranet.







# RESPONSIBILITY FOR THE ENVIRONMENT

**Delete operates sustainably, using natural resources responsibly and continuously improving its standards of environmental protection. The focus of our environmental efforts is on preventive actions.**

In 2022, Delete joined the Science Based Targets initiative (SBTi) to set the carbon dioxide emission reduction targets and to start reporting all three scopes. The SBTi is a partnership between the Carbon Disclosure Project (CDP), the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). Its aim is to mobilise the private sector to take the lead on urgent climate action. It guides companies and financial institutions to set science-based targets that show how much and how quickly they need to reduce their greenhouse gas (GHG) emissions to prevent the worst impacts of climate change. Delete has calculated its full scope (1, 2 and 3) carbon dioxide emissions for 2022. The company's carbon dioxide emissions in 2022 were approximately 25,000 tonnes compared to 26,000 tonnes in 2021.

Policies regarding the environment are implemented through comprehensive environmental training

as well as policies and instructions that guide our personnel's daily work.

The Group has defined environmental KPIs to follow with regard to fuel and energy consumption as well as CO<sub>2</sub> intensity. Taking environmental matters and safety seriously under all circumstances is something that Delete requires from all of its employees and subcontractors. Delete requires that all environmental deviations are reported in the safety systems (Guru and the AM system).

Operating in a manner that respects the environment also provides significant added value for Delete's customers. Knowing the environmental impact and legislation related to our work and compliance with the relevant requirements are fundamental to environmental management. Delete uses the One Delete system compliant with the ISO 14001 environmental management standard. The system

is an important tool used by Delete to continuously improve environmental performance. The company meets the requirements for environmental protection through comprehensive environmental training and policies and guidelines that guide the day-to-day operations of its personnel.

Delete recognises that its operations have also negative impacts on the environment, and the Group constantly works to minimise these effects. The impacts of Delete's operations may include CO<sub>2</sub> emissions and noise to the surrounding area. Environmental impacts also arise from the electricity, fuel and water consumption caused by Delete's operations.

The One Delete HSEQ system (ISO 14001) ensures that we meet our stakeholders' environmental expectations. Delete aims to continuously improve the energy efficiency of its own processes and the

Sustainable activity			
EUR million	Revenue	OPEX	CAPEX
Centralised waste water collection and treatment	1.4	1.0	0.3
Collection and transport of non-hazardous waste in source segregated fractions	4.7	1.9	0.0





customers' processes. The company is continuing to provide environmental training to its employees with the aim of having all of the personnel complete the training. Environmental safety card trainings are on-going with the goal to train all employees. The latest trainings were organised in March 2023. At the end of 2022, 328 employees had completed the training and received an environmental safety card.

Delete also offers proactive driving training to its employees to reduce fuel consumption and promote safe driving. In addition, in 2022, the company

launched a campaign to reduce fuel consumption, rewarding staff for improved economical use of equipment. The Group is gradually increasing the share of bio-based fuel. Furthermore, Delete is continuously training its employees for environmentally friendly use of the equipment. In 2022, Delete put additional focus on electricity and energy awareness and instructed the personnel to save energy and electricity.

In 2022, the Group managed to decrease its CO<sub>2</sub> emissions by over 1,000 tonnes compared to 2021.

In 2021, the CO<sub>2</sub> emissions were 26,328 tCO<sub>2</sub>e, and in 2022 they were 25,226 tCO<sub>2</sub>e. The decrease is mainly due to decreasing fuel consumption.

## Disclosure according to the EU Taxonomy Regulation

Delete has carried out an assessment of the taxonomy eligibility and taxonomy alignment of its financial activities and publishes the reporting according to the EU Sustainable Finance Taxonomy Delegated Act of 6 July 2021 and the Complementary Climate Delegated Act of 15 July 2022. The company aims to develop its systems and report on the taxonomy alignment of its business activities with increasing level of detail in line with the EU Taxonomy Regulation that will enter into force in a phased manner.

The EU Taxonomy Regulation is still under development and Delete's assessment of the taxonomy eligibility of its operations may change as new guidelines and regulations come into force and a more detailed assessment of the taxonomy alignment is carried out.

In the reporting for 2021, the shares of turnover, capital expenditure and operational expenditure under the Climate Act were disclosed. For 2021, an assessment of taxonomy alignment based on detailed technical screening criteria was not required.

Reporting for 2022 to assess taxonomy alignment so that taxonomy-eligible activities meet detailed technical assessment criteria, do not cause harm to other environmental objectives and comply with minimum social safeguards. Delete estimates that taxonomy-eligible businesses account for 6.2% of net sales.



# SUSTAINABLE SUPPLY CHAIN

Delete is committed to support UN's Sustainable Development Goal 12, to ensure responsible consumption and production patterns.

Delete requires that its suppliers comply with Delete's quality and safety standards as well as Delete's Code of Conduct. Delete also requires that its suppliers observe the UN Global Compact principles concerning human rights, labour rights, environmental protection and anti-corruption. The Group continuously evaluates and audits its suppliers to ensure compliance with the principles.

Delete has identified the typical risks of its industry as being related to the use of rented labour sub-contracting and monitors these issues on a regular basis together with its suppliers. Risk management is based on ongoing audits and evaluation of subcontractors and suppliers. Delete also ensures that all rented labour is introduced to Delete's working methods. The subcontractors operating at Delete's sites must meet the same high-quality standards that Delete has set for itself and sign the respective agreements.

We audit a set of our main subcontractors annually and organise subcontractor education



that is particularly focused on responsibility issues pertaining to the environment, working methods and safety. The number of audited suppliers in 2022 was 5 (in 2021, 13). The subcontractor audits also present an opportunity to actively and critically

evaluate the policies and practices of other companies in the subcontractor chain. Delete organises yearly training seminars for its subcontractors. The topics include safe working methods, quality, fair competition and ethics.

# CORPORATE RESPONSIBILITY REPORT, SIGNATURES

In Helsinki, 21 March 2023

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Martin Forss  
Chairman of the Board

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Åsa Söderström Winberg  
Member of the Board

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Christian Schmidt-Jacobsen  
Member of the Board

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Ronnie Neva-aho  
Member of the Board

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Sirpa Ojala  
CEO



# THE BOARD OF DIRECTORS

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**MARTIN FORSS**



**ÅSA SÖDERSTRÖM WINBERG**



**RONNIE NEVA-AHO**



**CHRISTIAN SCHMIDT-JACOBSEN**

**MARTIN FORSS**

Born 1962, M. Sc. (Econ.)

Chairman of the Board (2020–)

- Unident AB,  
Chairman of the Board
- Matrix Biotech AG,  
Member of the Board
- Plantui Oy,  
Member of the Board
- Nextim plc,  
Member of the Board
- Dentognostics Holding AG,  
Member of the Board

- 
- Oral Hammaslääkärit Oyj,  
CEO (2011–2018)
  - Puukeskus Oy,  
Deputy Managing Director (2011)
  - Coor Service Management Oy Ab,  
Managing Director (2007–2010)
  - Lassila & Tikanoja Oyj,  
EVP, Corporate Planning and  
Business Development  
(2001–2007)
  - WM Jätehuolto Oy  
(currently Lassila & Tikanoja Oyj),  
CFO (1995–2001)

**ÅSA SÖDERSTRÖM  
WINBERG**

Born 1957, M. Sc. (Econ.)

Member of the Board (2020–)

Chairman of the Board (2017–2020)

Member of the Board (2014–2017)

- OEM International AB,  
Member of the Board (2015–)
  - FIBO AS,  
Member of the Board (2016–)
  - Skanska AB,  
Member of the Board (2020–)
  - JM AB,  
Member of the Board (2007–2019)
  - Vattenfall AB,  
Member of the Board (2013–2022)
  - Balco Group AB,  
Member of the Board (2016–2020)
  - Scanmast AB,  
Chairman of the Board (2013–2021)
  - ELU AB,  
Chairman of the Board (2007–2017)
- 
- Sweco Theorells AB,  
Chief Executive Officer (2001–2006)
  - Ballast Väst AB,  
Chief Executive Officer (1997–2001)
  - NCC Industry,  
Marketing Manager (1994–1997)
  - NCC Construction AB,  
Communication Manager  
(1991–1993)
  - Fellow to the Royal Swedish  
Academy of Engineering Sciences

**RONNIE NEVA-AHO**

Born 1967,

Secondary school graduate

Member of the Board (2017–)

- CableCrew Oy,  
Chairman of the Board (2022–)
  - Musopia Oy,  
Member of the Board (2021–)
- 
- Delete Oy,  
Vice President (2010–2015)
  - Tehoc Oy,  
Chief Executive Officer (1998–2011)

**CHRISTIAN SCHMIDT-  
JACOBSEN**

Born 1970, M. Sc. (Econ.)

Member of the Board (2019–)

- Axcel Management A/S,  
Managing Partner (2015–)
  - Axcel Management Holding A/S,  
Member of the Board (2016–)
  - DANX Holding I,  
Member of the Board (2021–)
  - Edda Group ApS,  
Member of the Board (2021–)
- 
- Icopal Group,  
Chief Financial Officer (2008–2015)
  - Chr. Hansen, Inc.,  
SVP, Finance & Accounting  
(2006–2008); VP, Corporate  
Development (2005–2006)
  - Axcel,  
Investment Manager (1999–2005)
  - Danske Bank Corporate Finance,  
Associate (1994–1999)

# GROUP MANAGEMENT TEAM

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**SIRPA OJALA**



**VILLE MANNOLA**



**JANIKA VILKMAN**



**PETER REVAY**



**SIRPA OJALA**

Born 1963, M.Sc. (Eng.)  
Chief Executive Officer (2021–)

- Colliers International Finland Group Oy, CEO (2016–2019) and Member of the Board (2018–2019)
- M-Brain Oy, CEO (2015–2016)
- Digita Oy, EVP, Broadcasting (1999–2005), CEO (2005–2015) and Member of the Board (2012–2015)

- 
- Mintly Oy, Member of the Board (2022–)
  - Valor Oy, Senior Advisor (2021–)
  - Natwest Nordisk Renting AB, Member of the Board (2020–)
  - Yleisradio Oy, Member of the Board (2020–)
  - Elenia Oyj, Member of the Board (2018–)
  - Several other Board positions 2001–2020

**VILLE MANNOLA**

Born 1979, M.Sc. (Econ.)  
Chief Financial Officer (2017–)

- GS-Hydro Corporation, Group CFO (2015–2017)
- GS-Hydro Corporation, Director, Group Finance (2014–2015)
- GS-Hydro Corporation, Group Controller (2010–2013)
- Marioff Corporation, Head of Group Financial Planning and Analyses (2008–2010)

**JANIKA VILKMAN**

Born 1980, LL.M.  
General Counsel (02/2022–)

- DEN Group, General Counsel (10/2021–02/2022)
- Delete Group, General Counsel (2013–2021)
- EY, Manager (2012–2013)
- Fondia Oy, Legal Counsel (2010–2012)
- Ernst & Young Oy, Legal Counsel (2007–2010)
- Ciba Specialty Chemicals Oy, Assisting Legal Counsel (2006–2007)

- 
- Solar Vibes Oy, Member of the Board (2023–)
  - Betonipörssi Oy, Member of the Board (2023–)

**PETER REVAY**

Born 1972  
Country Manager and Managing Director, Delete Sweden AB (2019–)

- Tunga Lyft AB, Chief Executive Officer (2016–2019)
- ONE Nordic AB, Business Unit Manager (2015–2016)
- Maintpartner AB, Managing Director (2010–2014)
- Cardo AB, Purchasing Director (2008–2010)
- SPX Flow Technology, Purchasing Director (2005–2008)

**Shareholdings**

Ax DEL Oy owns 83% of Delete Group Oy's shares. 17% of the shares are owned by key employees of the company (including the Board

of Directors and Group Management Team) and certain other minority shareholders.

# APPENDIX 1: POLICIES

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Delete’s sustainability work is guided by Code of Conduct and Corporate Responsibility Policy setting out the ethics of operations. Code of Conduct is supported by several policies and guidelines.

## Responsibility for people

### Policies

- Delete Group Code of Conduct
- Corporate Responsibility Policy
- Sustainability Policy
- HR policy
- Induction instructions
- Development discussions
- Personnel and training plan
- Work community development plan including the Equality and Equity plan
- Instructions on harassment, bullying and emotional abuse
- One Delete handbook
- GDPR guidelines

## Responsibility for the environment

### Policies

- Delete Group Code of Conduct
- Corporate Responsibility Policy
- Sustainability Policy
- Environmental policy
- Waste treatment instructions
- Waste movement documentation
- Environmental review
- One Delete handbook
- Energy audit

## Responsible business and Sustainable supply chain

### Policies

- Delete Group Code of Conduct
- Corporate Responsibility Policy
- Sustainability Policy
- Supplier Code of Conduct
- Competition Law Instructions
- Delete Group Internal Audit Policy
- Delete Group Internal Control Policy
- Delete Group Disclosure Policy
- Delete Group Insider Guidelines
- Delete Group Remuneration policy

## APPENDIX 2: PERFORMANCE INDICATORS

### Responsibility KPI scorecard

Delete's responsibility work is closely monitored with the following KPIs set for each area. The metrics have been carefully chosen to meet the industry standards and to support Delete's strategy.

#### Responsible business and sustainable supply chain

**Compliance of Code of Conduct** is the number of reported violation cases of Code of Conduct in a given year.

**Audited suppliers** is the total number of audited suppliers.

### Responsibility for people

**Lost workday incident frequency (LWIF, rolling 12 months)** is calculated with number of incidents leading to lost workdays per million working hours that are reported with Guru.

**Total recordable incident frequency (TRIF, rolling 12 months)** is calculated with number of incidents per million working hours that are reported with Guru.

**Absence due to sickness** is calculated from working days absent / number of personnel x theoretical regular working time in days x 100.

**Proportion of supervisors trained** with Delete's own training is the percentage of trained supervisors versus all supervisors.

**Personnel satisfaction** is measured yearly by a Pulssi questionnaire targeting all Delete's employees.

### Responsibility for the environment

**Total energy consumption** is all used energy calculated together as MWh.

**Total energy consumption intensity** is total energy consumption in MWh / net sales in MEUR.

**CO<sub>2</sub> emissions** are Scope 1, 2 and 3 carbon dioxide emissions in tonnes.

**CO<sub>2</sub> intensity** is carbon dioxide emissions per net sales, calculated from total carbon dioxide emissions in tonnes / net sales in MEUR.

**Number of personnel with environmental training** is the proportion of personnel with environmental training (in Finland, Environmental Safety Card).



## APPENDIX 3: SCORECARD

KPI	2022	2021
<b>Responsible business and sustainable supply chain</b>		
Reported cases (violations of Code of Conduct)	1	0
Audited suppliers	5	13
<b>Responsibility for people</b>		
Lost workday incident frequency (LWIF, rolling 12 months)	8.6	12.9
Total recordable incident frequency (TRIF, rolling 12 months)	19.6	
Absence due to sickness (days/FTE)	Finland 7 , Sweden 5.7	5.04
Personnel satisfaction (eNPS)	Finland -16 , Sweden 5	2.5/3 (Sweden), n/a (Finland)
<b>Responsibility for the environment</b>		
Total energy consumption	49,123 MWh	59,305 MWh
Total energy consumption intensity	500 MWh/MEUR	538 MWh/MEUR
CO <sub>2</sub> emissions	25,226 tCO <sub>2</sub> e	26,328 tCO <sub>2</sub> e
CO <sub>2</sub> intensity	257 t CO <sub>2</sub> /MEUR	238 t CO <sub>2</sub> /MEUR
Number of personnel with environmental training	328 employees (53%)	296 employees (46%)



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**[www.deletegroup.fi](http://www.deletegroup.fi)**