



# Sustainability report 2023

## Sustera Group





# Sustainability is at the core of our business model.

We spend most of our time indoors, often in buildings with poor conditions or putting too many burdens on the environment.

Our services aim to improve the wellbeing of people, properties, and the planet. Additionally, we support sustained economic growth and wellbeing in the workplace.





# Contents

1 – Sustainability highlights	5
2 – CEO’s insights in sustainability	9
3 – For more sustainable construction and building management	13
4 – Building economic, human, and environmental sustainability	21
5 – Economic sustainability	32
5 – Human sustainability	48
7 – Environmental sustainability	62
8 – Our sustainability in figures	76
9 – Meet our Impact Champions	88







1

# Sustainability highlights 2023



**We are a top Nordic property lifecycle management company.**  
With our expertise, buildings stay in better shape, last longer,  
and have a smaller environmental footprint – all while  
increasing their value.







1 – Sustainability highlights 2023

Economic sustainability

Properties are often a key part of their owners’ wealth. By keeping them in better shape for longer, we conserve financial and natural resources, creating longterm economic stability.

71 NPS  
customer satisfaction

118 days  
of customer training

235 pc  
green building certifications  
for customers

20,559 pc  
inspections and surveys contributing  
to property wellbeing

Human sustainability

We ensure human wellbeing with the best expertise in the Nordics; our efforts for better buildings, including our employees, contribute to people’s health, safety, and productivity.

+20 eNPS  
employee satisfaction

2.8 TRI  
total recordable injury

89.8 M€  
total turnover

39.2 M€  
taxes

Environmental sustainability

With buildings accounting for 40% of our energy consumption and 36% of CO<sub>2</sub> emissions over their lifecycle, we must start a new era of more sustainable construction and responsible building management.

51,756 tCO<sub>2</sub>e  
our carbon handprint

6,792 tCO<sub>2</sub>e  
our carbon footprint

17 %  
of our turnover is  
taxonomy-eligible

93 %  
of our eligible turnover is  
taxonomy-aligned



# 2

## CEO's insights on sustainability



# CEO’s message

As we present Sustera Group’s 2023 Sustainability Report, I am excited to deliver the report under our new name and identity. Our new name and tagline “Sustera – Buildings are for life” reflect our commitment to bring buildings to a new, more sustainable era.

## Renewed Strategy, Mission and Vision

Together with the new brand we launched our new strategy. We want to become a leading European specialist for sustainable buildings. Our vision is to accelerate the change towards more sustainable construction and building management. And our new mission is to ensure that buildings increase their value, stay healthy for people and become environmentally friendly.

## Solving a global problem

Buildings are a major challenge for the climate. According to the European Commission, there are over 220 million buildings in Europe, of which over a third are more than 50 years old and 75% of them energy inefficient. Buildings are responsible for 40% of all energy consumption and 36% of greenhouse gas emissions.

Sustera aims to help building owners in this challenge throughout the lifecycle of their buildings.

## 2023 a record year in growth and sustainability

In 2023 we delivered a recording year in revenues almost hitting the 90 M€ milestone, and we were able to expand our sustainability agenda. This year, we made considerable progress in economic, human and environmental sustainability, reflecting our commitment to a more sustainable future.

## Economic Sustainability

In 2023, as part of our core operations, we made significant contributions for properties. Among other things, we carried out over 20 000 inspections to buildings helping owners to improve their buildings wellbeing and energy





efficiency. We also delivered over 200 green building certifications to our clients in Finland and Sweden.

Human Sustainability

We are a people company with hundreds of experts contributing to health and sustainability of buildings. Our employees’ wellbeing is the highest priority for us enhancing people’s health, safety and productivity. In 2023 we employed almost 700 people and contributed to taxes with 40 million euros.

Environmental Sustainability

Our new strategy contains a significant carbon footprint reduction target: reduce customers’ carbon emissions by 1 million tonnes by 2028 through the company’s services. In 2023, our positive carbon

handprint was more than 7 times larger than our carbon footprint. In addition to this, we signed the Science Based Targets initiative (SBTi) commitment in 2023 to take action to mitigate climate change by reducing our carbon footprint.

Looking Ahead

Our future strategy is built on our values: expertise, wellbeing and impactful. We are on a growth journey with strong impact mindset. We will continue to invest in R&D for sustainable services, focus impactful partnerships to expand our business geographically and strengthen our operations to build more harmonized company.

I want to express my gratitude to all our employees, customers, partners, and stakeholders for your dedication and support. Sustera’s journey towards

more sustainable future is a collective effort, and I am confident we will continue to drive positive change for a sustainable future.

Thank you for being a part of our journey!

Tuomas Qvick,  
Group CEO







# 3

**For more sustainable construction and  
building management**







# Foundations of our strategy

With buildings accounting for 40% of our energy consumption and 36% of CO<sub>2</sub> emissions, regulators are taking action to make buildings greener. At the same time, our building stock is aging, and people are growing more concerned with health and quality. As this increases the need for lifecycle services, we will continue to invest in our core competencies.

## The why – our vision

“We accelerate the change towards more sustainable construction and building management.”

Our vision is keeping with the purpose of Trill Impact, the majority owner of Sustera since 2022. Trill Impact was founded to be a trailblazer in the industry, serving as a thought leader, an inspiration, and a driving force for positive change through impact private investments. Together, we aim to deliver a lasting impact for our stakeholders and society. Leading the way in property lifecycle management encourages others to join our cause.

## The what – our mission

“We ensure buildings increase their value, stay healthy for people, and become more environmentally friendly.”

We bring our vision to life through our services, which help buildings stay in better, healthier condition, last longer, and have a smaller environmental impact. In doing so, we safeguard a substantial portion of the wealth of building and property owners.

## The how – our values

**Expertise:** We are experts at what we do and deliver with passion and pride. We are constantly developing and innovating new services to provide expertise to meet evolving customer needs and tightening regulations.

**Impactful:** We positively impact the environment, people, and our communities by making buildings more sustainable and creating better places to live and work. We also apply good governance in our daily operations.

**Wellbeing:** True wellbeing starts with ourselves. Strong teamwork and an inspiring work environment yield the best results. We believe in supporting each other to achieve a healthy work-life balance.



# Foundations of growth

The world is constantly changing, so we must consider the most relevant megatrends impacting our work at Sustera. We have identified four global megatrends that are closely tied to our operations now and in the near future. Responding to these megatrends enables us to meet the challenges of the future. These megatrends are creating a tailwind that is driving demand for technical consultancy.

## Aging building stock

In northern Europe alone, there are more than 60 million buildings, many facing increasing renovation debt. This growing issue will heighten the demand for condition inspections and sustainability-conscious design and renovation.

## Increasing regulation

Regulation on sustainability, taxation, and digitalization is increasing and becoming more complex. This will increase the demand for consultancy and expert advice in the construction and building upkeep.

## Growing health awareness

People are becoming more quality and health-conscious. This shift is driving higher standards for homes and workplaces, leading to early action and increased use of professional services in property management.

## Tightening sustainability targets

To hit its zero emissions target by 2050, the EU is speeding up efforts to decarbonize buildings. This will increase the demand for green building services that lower emissions throughout a property’s lifecycle. The need for transparent emissions reporting is also growing.







# GEOLO<sup>®</sup>

Emission  
savings for  
construction

✱ Suster<sup>®</sup>

Partnered by:

ROTOTEC  
CLEVER GEOTHERMY POWER

KONSULTITOIMISTO  
*EnerSys Oy*



# Services we offer

Our building lifecycle services are divided into three key areas. First, we assess, investigate, and carry out surveys with precision. Second, we provide advice that prevents problems, reduces lifecycle costs, and promotes green building practices. Finally, we advance projects by designing, managing, and professionally supervising them.

## Inspections & Surveys

We carry out many inspections and surveys to identify and prevent problems. Our assessments are always conducted by seasoned experts using state-of-the-art digital tools, enabling home and property owners and facility managers to make informed decisions and avoid unforeseen expenses.

Data-driven, timely maintenance keeps buildings healthy and safe and helps maintain their value through decades.

## Energy & Sustainability

Our energy services include energy audits, energy renovation, and energy monitoring. We offer expert advice that encourages green building practices and lowers lifecycle costs for both new constructions and existing buildings.

By seamlessly integrating sustainability into the construction or renovation process, we ensure that energy efficiency requirements are met while keeping up with ever-tightening regulations.

We offer environmental certifications for construction projects and existing buildings, along with the Geolo service, which minimizes CO<sub>2</sub> emissions and energy consumption during construction.

## Projects & Supervision

High-quality construction and renovation projects require a comprehensive approach and flawless services: solid, environmentally conscious design, rigorous management, and close supervision.

Our broad range of services and experienced specialists keep projects on time, on budget, and on target, ensuring the functionality and health of the property for decades to come.



# Stakeholder engagement

Open discussion with our stakeholders is highly important for us. We communicate with our stakeholders regularly and follow their wishes at regular intervals. For example, we communicate with our most important stakeholders in all projects, meetings, webinars, and other contacts. In addition, external stakeholders can give feedback on our web page, and employees can provide feedback on the intranet.

To get feedback from our stakeholders, we conduct regular customer feedback surveys. In addition, we also hold regular information sessions for our employees and conduct employee surveys several times a year. The results are discussed in monthly team meetings and shared with all employees.

We aim to highlight sustainability increasingly in stakeholder discussions. In 2023, we began integrating impact more strongly into project and client discussions. This work started by identifying the most

significant themes and establishing clear metrics for impact reporting. We piloted impact reporting in several departments. In 2024, we plan to expand this reporting to cover all business operations.

Additionally, we regularly communicate the impact and importance of our work to our various stakeholders externally and internally through social media. We publish blog posts from our experts on current topics on our website, organize free training on relevant subjects, and create short informational pieces on our social media channels, such as LinkedIn.

## Stakeholder survey as part of our materiality analysis

In December 2022, we conducted a materiality assessment, including a pre-study, stakeholder survey, and assessment of Sustera’s impact on sustainability topics. This provided the foundation for identifying our material sustainability topics and

further developing our sustainability initiatives.

The survey was sent to all employees and the relevant external stakeholder groups except consumers. In total, 407 people answered the survey, and the response rate was 9.4%.

In addition, it included in-depth interviews with members of the Board to understand how stakeholders prioritize different topics of relevance to Sustera’s sustainability efforts.

## Consumers

Our consumers expect us to understand their needs and to listen to them. They expect us to be experts in our services and provide consistent answers. Our consumers expect to have multiple options for contacting us and to be able to respond quickly to their needs. Good customer service and listening to customers is key to engagement.



### 3 – For more sustainable construction and building management

#### Customers (B2B)

Our customers believe we’ve done a great job understanding their needs and consistently improving our services to meet them. Ensuring good communication is expected in the near future. In addition, the most essential focus areas are work safety, work equality, and transparency in financial topics.

#### Partners and subcontractors

Our partners feel we have developed our services well based on our customers’ needs. They think our work to improve the well-being and health of properties is excellent.

Essential focus areas for improvement include reducing our customer’s carbon emissions, improving communications & provide more transparency in financial reporting. Also, communication is expected to improve in the near future. In addition to these, transparency in financial aspects is highly appreciated.

#### Personnel

Also, our personnel feel that we have understood our customers’ needs well and have continuously developed our services based on those needs. However, more attention should be paid to our services to help our customers reduce their carbon emissions. Also, communication should be better. Our personnel highly appreciate good working conditions and employee well-being. Opportunities to influence and possibilities for personnel development are also high priorities.

#### Owners and government representatives

Our owners feel that we have improved the wellbeing and health of properties and employee development.

One of our core focus areas should be improving our work to reduce customers’ carbon emissions and sharing knowledge in a sustainable built environment. Also, the

communication should be improved. Our owners expect that we continue our service development and take care of the work safety of our employees.

**In addition, we are involved in the activities of the following organizations and associations:**

Fuktcentrum i Lund, Energieffektiviseringsföretagen (EEF), Helsingin seudun kauppakamari, Rakli Ry, Isännöintiyhtykset ISLI RY, Julkisivuyhdistys, Suomen kylmäyhdistys, Henkilö- ja yritysarviointi SETI Oy, Veronmaksajien keskusliitto, Suomen LVI-liitto, Suomen meripelastusseura ry, Tavarantarkastajayhdistys HTT RY, Green building Council Finland RY, Sähkö- ja teleurakoitsijaliitto STU, Sisäilmäyhdistys, Etelä-karjalan kauppakamari, Sähkötarkastusyhdistys SÄTY, Suomen Kaivamattoman tekniikan yhdistys RY, TILI-instituuttisäätiö, Suomen omakotiliitto, Keski-uudenmaan isännöitsijät, Tampereen keskuskauppakamari, Sweden Green Building Council.





# 4

**Building economic, human, and  
environmental sustainability**







**Sustainability is at the heart of our daily operations and plans.**  
It is built into our everyday interactions with clients and colleagues and how we operate as experts in the field.

Well-designed, well-built, and well-maintained buildings positively impact people, the environment, and the economy. We believe that our expertise in this area benefits society at large.



# Explore our sustainability focus areas to learn how we make a difference through our operations

## Economic sustainability

Properties are often a significant part of the wealth of their owners. We conserve financial and natural resources by keeping them in better shape for longer, creating long-term economic stability.

## Human sustainability

We spend most of our time indoors. It's our responsibility to make buildings safe and healthy for their occupants – to ensure our own personnel's wellbeing.

## Environmental sustainability

Buildings account for 40% of our energy consumption and 36% of carbon emissions over their lifecycle. To fight climate change and biodiversity loss, we must make them more energy-efficient and durable.



## 4 – Building economic, human, and environmental sustainability

# We are committed to UN Sustainable Development Goals

We are creating shared value and a positive global impact through UN Sustainable Development Goals.

UN Sustainable Development Goals were adopted in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030, people will enjoy peace and prosperity. We are committed to supporting all 17 UN Sustainable Development Goals in our sustainability work and have identified the four most essential goals closely related to our sustainability work. Through these four goals, we can positively impact the planet and society.

### **Affordable and clean energy**

We improve energy efficiency and encourage renewable energy, helping our customers reach their climate goals.

### **Decent work and economic growth**

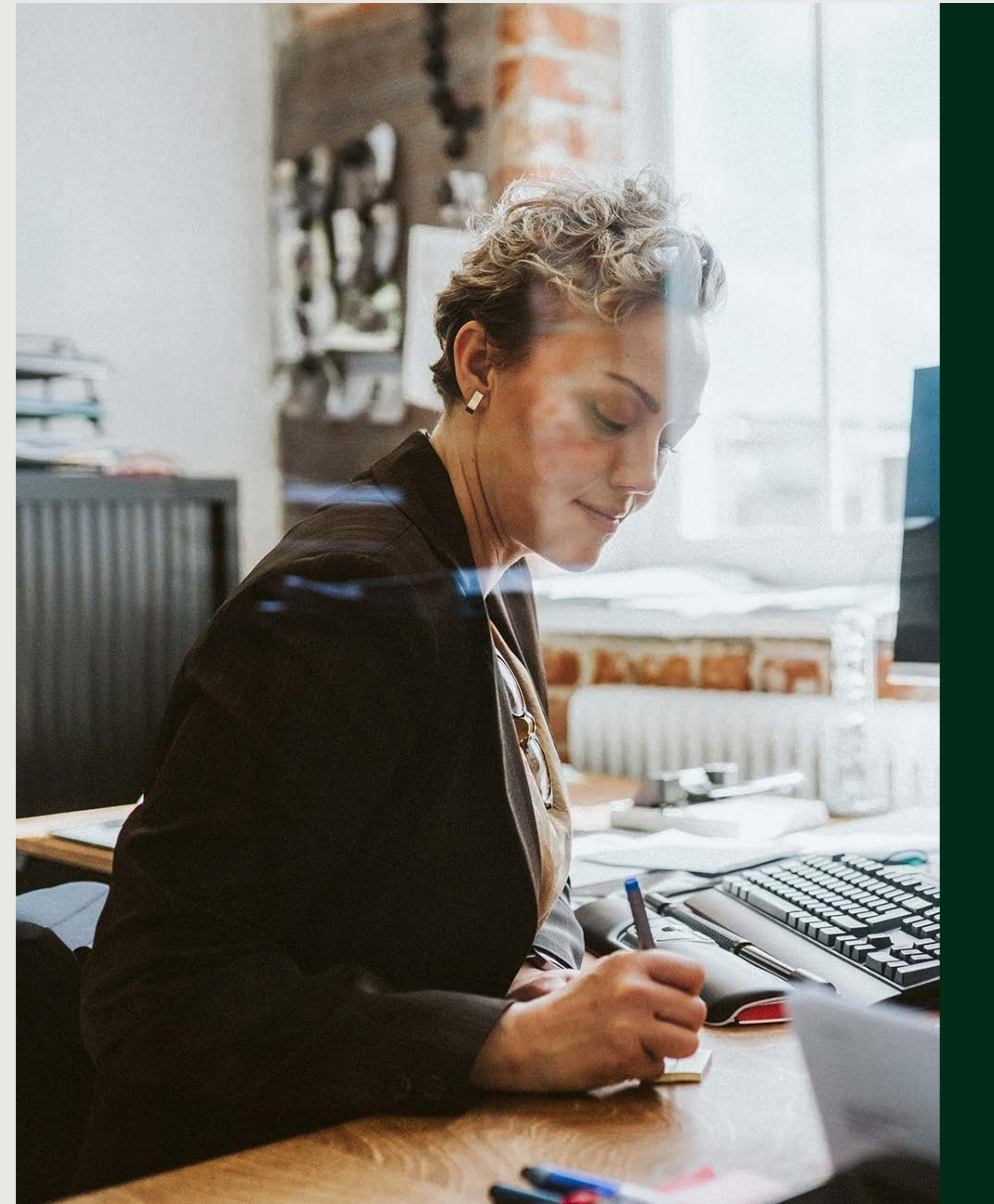
We promote inclusive and sustainable growth by employing over 700 professionals in Finland and Sweden, amplifying our impact through our partner value chain.

### **Sustainable cities and communities**

We build and maintain healthy and sustainable properties. Our services and expertise contribute to inclusive, safe, resilient, and sustainable cities.

### **Climate action**

The wellbeing of the environment is at the core of our services – We aim to have a significant positive impact on climate and biodiversity.





# Our sustainability materiality analysis

Through engaging with our stakeholders, we have identified our key sustainability topics.

When developing the content and choosing our sustainability indicators, the materiality of the economy, environment, and people has been the driver. In 2022, we initiated our first materiality assessment based on GRI Universal Standards.

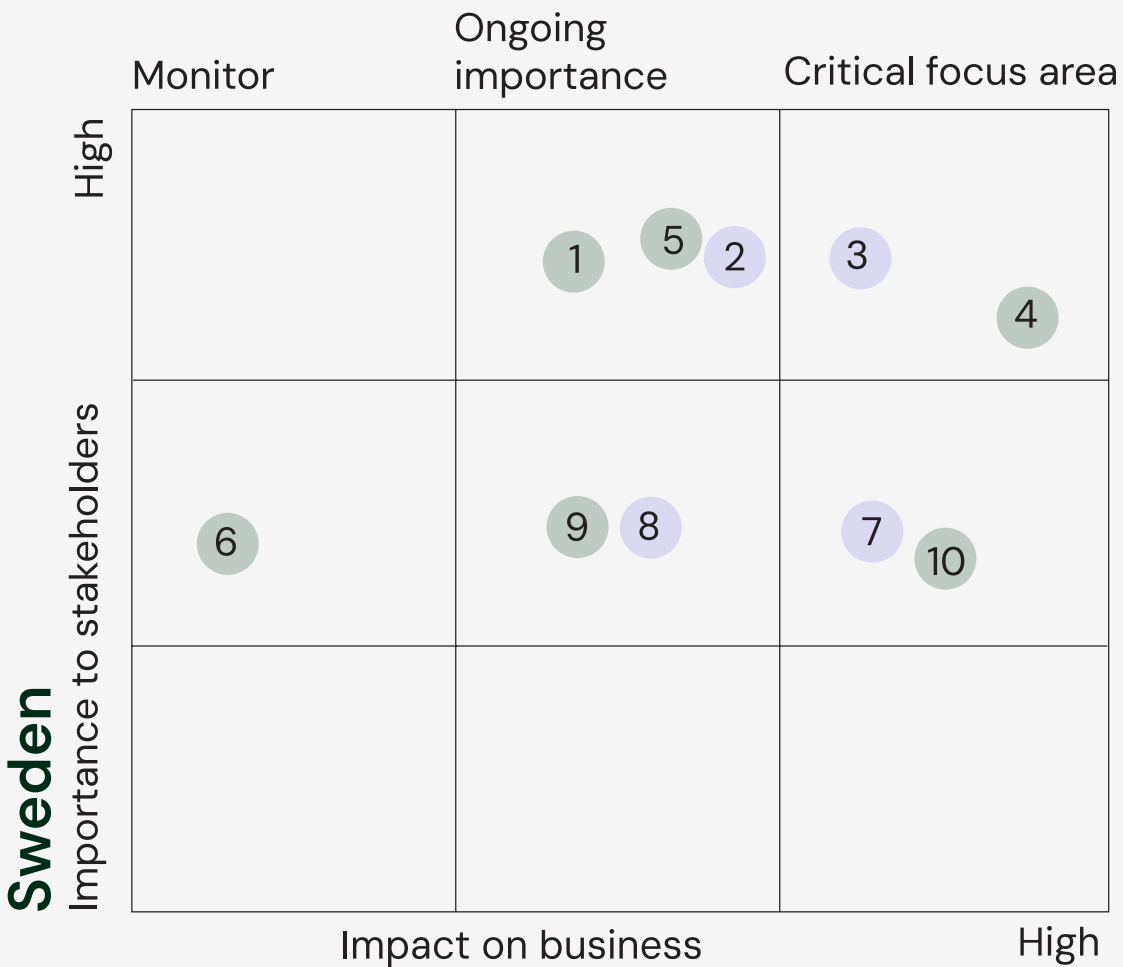
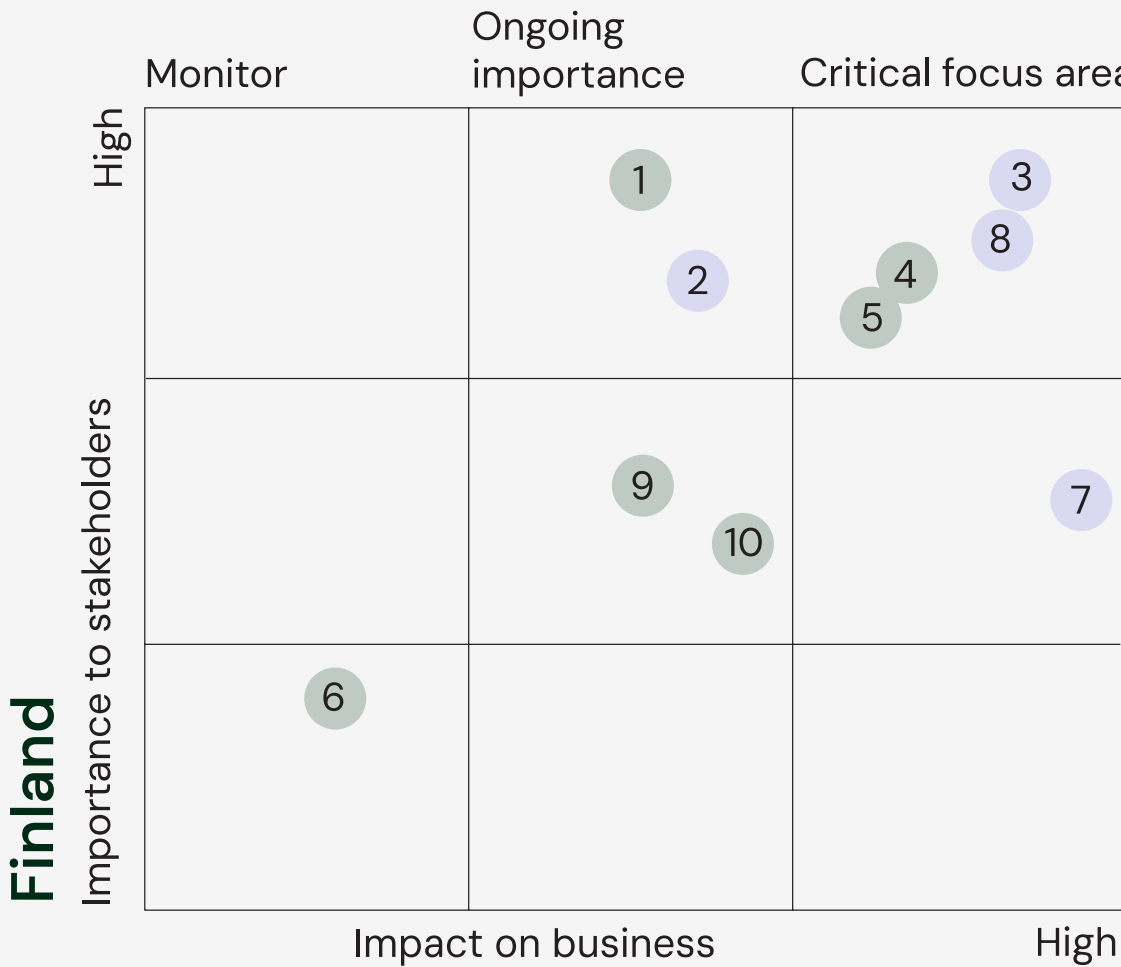
Our material sustainability topics are identified through our positive impact on the planet and society, as well as our inward impact through ESG. We have set indicators for these topics to measure our sustainability work yearly.

We have also set country-specific targets to improve our sustainability work. The most important targets can be found in our sustainability roadmap.

We will monitor our sustainability work through sustainability indicators over the coming years. Due to our rapid growth, some indicators are only available for certain companies.

There are also some indicators for which we still don't have the baseline because the data has not yet been collected. This report has been done according to existing data. If some indicators are missing, they are outlined with the key figures.

Our target is to expand our data collection at the country and company levels. This is how we can report and monitor our sustainability work in a specific way in the coming years.



### Economic sustainability

- 1 Continuous development of services through stakeholder engagement
- 2 Increasing knowledge on sustainable properties
- 3 Positive impact to property wellbeing

### Human sustainability

- 4 Personnel wellbeing
- 5 Inspiring company culture with personnel development
- 6 Responsible and ethical business through the value chain
- 7 Profitable business and economic growth











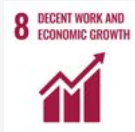





### Environmental sustainability

- 8 Positive impact to environment through our services
- 9 Our own carbon footprint
- 10 Sustainability reporting and EU-taxonomy

- Our positive impact to planet and society
- Our inward impact through ESG

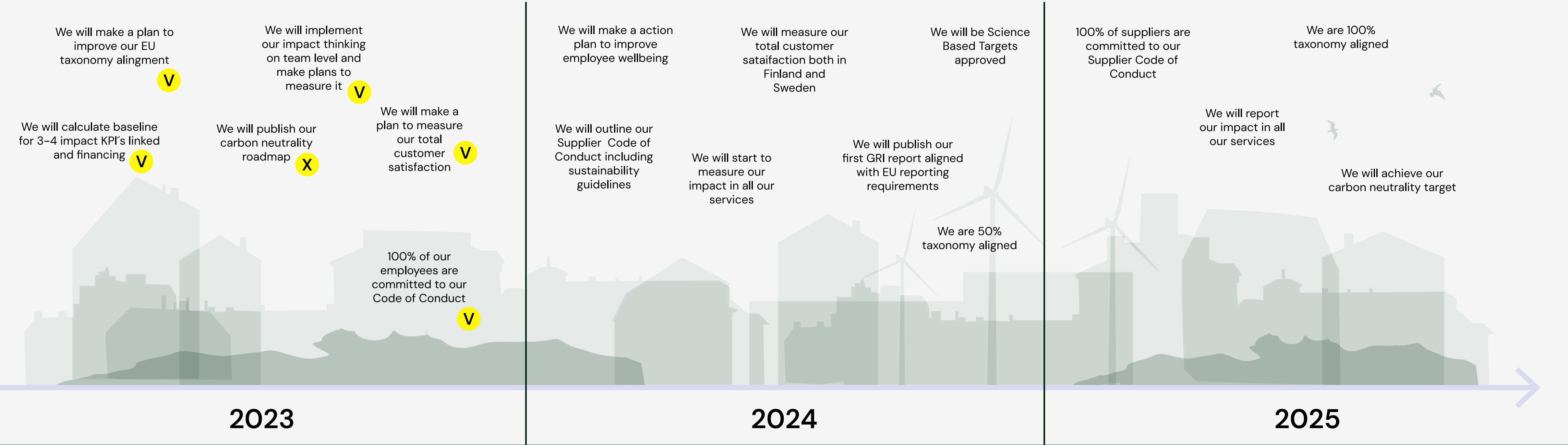


# Our sustainability indicators

Theme	Focus areas	UN SDG'S	Indicators and situation in 2023	Changes from previous year
Economic sustainability	 Continuous development of services through stakeholder engagement		<ul style="list-style-type: none"><li>• Customer experience and satisfaction (NPS) = 71</li></ul>	→ The figure is reported on a group level (in 2022, it included only Finland)
	 Increasing knowledge on sustainable properties	 	<ul style="list-style-type: none"><li>• Customer training days (d/a) = 118</li></ul>	↑ Total of 23% increase from 2022
	 Positive impact to property wellbeing		<ul style="list-style-type: none"><li>• Green Building Certifications (pc/a) = 235 pc</li><li>• Inspections contributing to property wellbeing (pc/a) = 20,559 pc</li></ul>	↑ Total of 45% increase in Green Building Certifications and 2% increase in inspections from 2022
Human sustainability	 Personnel wellbeing		<ul style="list-style-type: none"><li>• Employee satisfaction (eNPS) = 20</li><li>• safety of employees (TRI) = 2.8</li></ul>	↓ Employee satisfaction is on a same level than in 2022, but the TRI has been increased 0.8 points
	 Inspiring company culture with personnel development		<ul style="list-style-type: none"><li>• Gender diversity, SHE index = 20</li><li>• Personnel training days (d/a) = N/A</li></ul>	— No comparable to the previous year (in 2022 she index was not measured and in 2023, the total number of training days were not available
	 Ethical business and responsibility through the value chain		<ul style="list-style-type: none"><li>• Violations of UNGC principles or OECD guidelines (pc/a) = 0</li><li>• Incidents of corruption (pc/a) = 0</li></ul>	— No combarable to the previous year, because in 2022 incidents were not measured
	 Profitable business and economic growth		<ul style="list-style-type: none"><li>• Turnover (€) = 89.8 M€</li><li>• Tax footprint (€) = 39.2 M€</li></ul>	↑ Total of 22% increase in turnover and 23% increase in tax footprint
Environmental sustainability	 Positive impact to climate through our services	 	<ul style="list-style-type: none"><li>• Identified annual carbon emission savings potential = 22,551 tCO<sub>2</sub>e</li><li>• Carbon emissions savings delivered to our customers = 27,162 tCO<sub>2</sub>e</li><li>• Renewable energy provided to our customers = 2,043tCO<sub>2</sub>e</li></ul>	↑ The amount of renewable eergy provided to our customers was six times more than in 2022. Other KPI's were not measured in 2022.
	 Our own carbon footprint		<ul style="list-style-type: none"><li>• Raksystems' CO<sub>2</sub> emissions (tCO<sub>2</sub>/a) = 6,792 tCO<sub>2</sub> /a</li></ul>	— No combarable to the previous year, because the greenhouse gas calculations were supplemented during the year 2023
	 EU-taxonomy		<ul style="list-style-type: none"><li>• Yearly sustainability reporting including EU-taxonomy = yes</li></ul>	↑ We managed to improve our EU taxonomy alignment in 2023



# Our sustainability targets



**Our yearly targets:**

- Measure our impact KPI's linked to financing quarterely
  - Expand data collection to all comapnies in Finland ans Sweden
  - All the new employees are committed to Code of Conduct
- No whistleblower cases
  - Customer experience ans satisfaction is on a good level
  - Employee satisfaction is on a good level
- V** Target achieved
  - X** Target not achieved



# How we manage sustainability

We are strongly committed to sustainability and responsible business. We have integrated the management of our sustainability focus areas into our operations throughout the organization. As part of our normal operations, Sustera’s sustainability and corporate responsibility are managed by corporate management.

**The main owner, Trill Impact, requires sustainability and impact**

Our main owner, Trill Impact, actively engages with the UN’s 17 global sustainable development goals, and the fund only invests in companies they believe positively impact people and the environment. Trill Impact requires regular and consistent responsibility management and measurement as well.

**The company board and CEO have the overall responsibility**

The company board and CEO manage the company’s sustainability and report it to our principal owner, Trill Impact. In 2023, there were five

people on Sustera’s board: Samir Kamal, Johan Lundén, Marko Malmivaara, Olov Schagerlund, and Carina Qvarngård and one deputy member Hanna Eiderbrant. The tenure of board members is one year to the next annual general meeting. All members are non-executive; one ordinary member of the main owner is a representative. The board consists of 4 male and 1 female members and one female deputy member. The nomination of the board is in the annual general meeting.

One member of the board represents the main owner and minority shareholders also have the opportunity to elect their representatives for the board. The board is responsible for deciding on the group’s mission, vision, strategy, and certain policies such as the

Code of Conduct, CEO and reporting instructions, financial policy, and whistleblower policy. In 2023, Tuomas Qvick was appointed as the new CEO of Sustera Group.

Sustera has rules of procedure for the board of directors and CEO, which state that Board members, managers, and CEOs may not participate in any matters that may cause conflicts of interest. Both board members and the CEO must report all kinds of conflicts of interest to the Board.

**Corporate management is responsible for ongoing operations**

Corporate management and the CEO are responsible for ongoing operations and sustainability. The Board delegates the implementation of the actions and

decisions to the Group CEO.

**Impact Champions inspires all the employees**

Sustera’s Impact Champions and wider sustainability group carry out the company’s sustainability strategy. Impact Champions are our employees who inspire, lead, and set an example for how everyday work should be carried out while guided by sustainable development principles. Trill Impact launched the Impact Champion program in the autumn of 2022.

In addition to this, all managers and personnel have the opportunity to influence sustainability issues through collaborative meetings and daily operations.

**Our risk management**

The company management must report identified risks and actions to the board annually. Our risk management has been enhanced during the year 2023. The focus has been on identifying social risks. Risk management will continue to be systematically developed to prevent potential risks to the business. Business continuity is enabled by increasing the organization’s awareness of various opportunities and threats.





## **Board and principal owner**

Ensure proper operations and approve the strategic goals and principles.

The sustainability work is guided by:

Code of conduct | Sustainability strategy |  
UN Development Goals | UN Universal Declaration of  
Human Rights | Fundamental rights of the workers  
defined by ILO

## **Corporate management and CEO**

Manage the sustainability as part of its  
normal operations.

## **Impact champions**

Responsible for carrying out the sustainability  
strategy by inspiring, leading and setting an example  
with wider sustainability group.

## **Managers and employees**

Opportunity to influence sustainability issues  
through collaborative meetings and daily operations.



# Management of material topics

Sustainability topic	KPI's	Key guiding principles and policies
Continuous development of services through stakeholder engagement	Customer experience and satisfaction (NPS) and Open feedback from a customer (testimonial or citation)	Company strategy, sustainability strategy and roadmap, Quality management system ISO 9001:2015
Increasing knowledge on sustainable properties	Customer training days (d/a) and Examples of our webinaars/trainings for customers (date, theme, instructor's name)	Company strategy, sustainability strategy and roadmap, marketing and education plan
Positive impact to property wellbeing	Green building certifications (pc/a) and Inspections contributing to property wellbeing (pc/a)	Company strategy and sustainability strategy Personnel wellbeing
Personnel wellbeing	Employee satisfaction (eNPS) and Safety of employees (TRI)	Company strategy, sustainability strategy, personnel policy
Inspiring company culture with personnel development	Gender diversity (she index from 2024) and Personnel training days (d/a)	Strategy, sustainability program, general human rights principles, equality principles, training plan
Profitable business and economic growth	Turnover (€)	Company strategy, sustainability strategy
Positive impact to environment through our services	Renewable energy delivered to customers with Geolo (tCO <sub>2</sub> /a) and Energy related services contributing to energy reduction (kWh)	Company strategy, sustainability strategy, ISO 14001:2015 Environmental Management System, Sales and Delivery Process
Our own carbon footprint	Raksystems' CO <sub>2</sub> emissions in total (tCO <sub>2</sub> /a)	Company strategy, sustainability strategy, roadmap to carbon neutrality, procurement policy, ISO 14001:2015 Environmental Management System
Sustainability reporting and EU-taxonomy	Yearly sustainability reporting including EU- taxonomy	Company strategy, sustainability strategy



5

Economic sustainability







**Properties are often a significant part of the wealth of their owners.**  
By keeping them in better shape for longer, we conserve financial and natural resources, creating longterm economic stability.  
Companies can no longer pursue results at all costs.

Economic sustainability supports longterm business performance without damaging the community's social, environmental, and cultural aspects.

At Sustera, we aim to balance economic growth, resource efficiency, social equity, and financial stability.



## 5 – Economic sustainability

# Continuous development of services to create impact

**Sustera is a leading Nordic property lifecycle management company. With our expertise, buildings will stay in better shape, last longer, and have less impact on the environment – while increasing their value. How will we continue to invest in our core competencies:**

Sometimes, demolishing and rebuilding can be more profitable than repairing. However, this is often not the case – especially when a building has been well maintained. By keeping them in good condition and for longer, we reduce the need for new construction in a world where urbanization inevitably leads to bigger cities.

By using less capital, energy, and raw materials, we curb using natural resources and the growth of housing costs. This way, we make affordable and environmentally friendly housing available to more people.

Careful lifecycle management also creates financial security for property and homeowners. Uncontrolled repair debt can drive a property owner or housing association into trouble. On the other hand, timely measures avoid unexpected costs and help a building maintain or increase its value.

Our energy services, for their part, improve the energy efficiency of both new and existing buildings and accelerate the transition to renewable energy. This helps to reduce future energy costs and environmental impact.

Lastly, our project services ensure that your construction or renovation project stays on budget, target, and schedule. Your building will be ready for a new, more sustainable era with us.





# 5 – Economic sustainability

## Customer satisfaction is on an excellent level

We offer various services for consumers and different real estate operators. Our operations are based on customer service, so providing an excellent customer experience is our priority. In the past years, we’ve sought to continuously improve and develop our services to meet the needs of our customers based on their feedback & stakeholder engagement.

We constantly monitor our customer satisfaction with our operations and the services we provide. We collect feedback through customer service, social media, and daily customer engagement.

2023, the combined NPS (Net Promoter Score), including Sustera

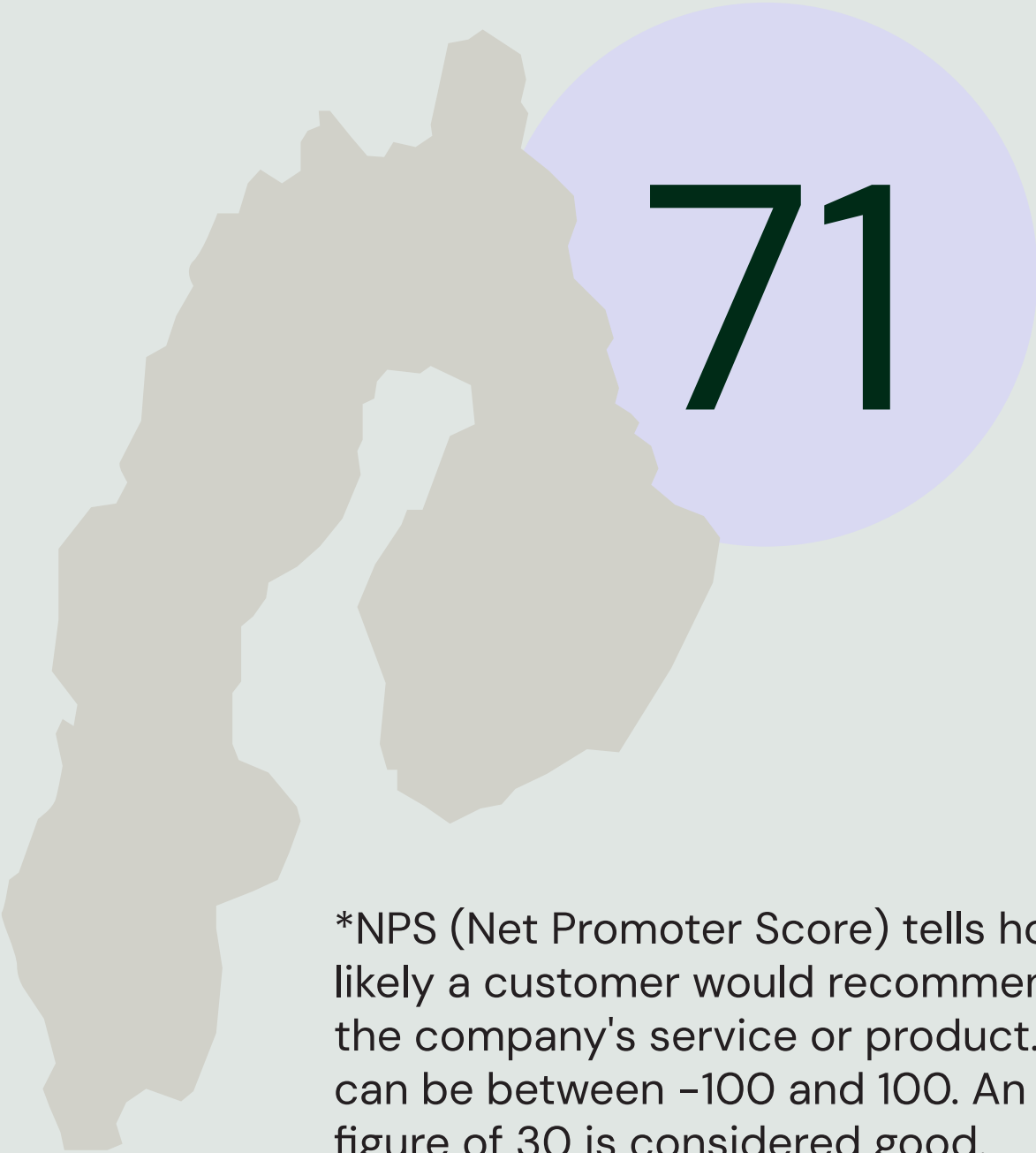
Finland and Sustera Sweden, was 71 for 2023. This excellent result significantly exceeds the target threshold of 60. The response activity for the measurements has increased compared to the previous year. Reminders were introduced in automatic measurement at the beginning of 2023, directly boosting the response activity.

NPS measures customer experience based on a recommendation scale of zero to ten, divided into groups. These groups include promoters (9–10), neutrals or passives (7–8), and detractors (0–6). The score is calculated by subtracting the percentage of detractors from the percentage of promoters. NPS can range from –100 to 100. Generally, NPS scores between 0 and 30 are considered good.

“We have improved in all aspects we measured, and the NPS for all our areas has increased from the previous year,” says Jenna Joensuu, Customer Service Manager at Sustera Finland.

One of our sustainability targets is to develop a plan to expand the score of NPS measurement to include a growing number of services and business operations throughout Finland and Sweden. In 2023, more services were included in the total NPS score; some were still in the testing phase at the end of the year. The plan is to start considering how to implement NPS measurement in the acquired companies. Overall, there will be significant developments in measurement in 2024.

Raksystems Group ie Raksystems Finland and Raksystems Sweden the combined NPS figure for 2023 was



\*NPS (Net Promoter Score) tells how likely a customer would recommend the company's service or product. NPS can be between –100 and 100. An NPS figure of 30 is considered good.



**“Sustera has, with several specialists, assisted Heimstaden in investigating which environmental certification best suits our Swedish property portfolio. The work has resulted in improvements in the property where the pilot project was conducted and our management routines and painting work.**

**The project stood out for its fast and clear communication, responsiveness to the client’s needs, and great commitment from the initial contact to the finished product! This has led to trust for more assignments at Heimstaden, where Sustera is included in the plans as a future partner.”**

**– Thule Brahed,  
Heimstaden.**



# New As Oy Hiililaskuri Innovated with our partners

Our secret behind new services and innovations is extensive cooperation with customers and stakeholders. Together with our partners, Sustera has developed a new service named As Oy Hiililaskuri.

The service was launched during the summer of 2023. It aims to incorporate emissions into housing companies' financial statements and their annual monitoring. The vision is to find ways for housing companies to significantly reduce their emissions and ultimately contribute to reducing Finland's overall emissions.

"The share of emissions from buildings in Finland is about 30%. The significance of housing companies' emissions to the overall emission volume is considerable, as over 60% of residences are located in housing companies," says Simo Skogberg, Head of Green Building Services at Sustera Finland.

The Carbon Calculator for housing companies is a tool that allows housing companies to assess their carbon footprint, provides specific recommendations for reducing it, and suggests various measures to improve energy efficiency.

The calculation covers the responsibilities of housing companies and related emissions, such as heating, waste management, and maintenance services. The goal is to monitor and reduce the carbon footprint annually, for example, through annual targets. The calculation will also measure carbon handprints or the housing companies' positive actions to impact their carbon footprint positively.

The Carbon Calculator makes emissions transparent and ensures regular reporting, offering housing companies actionable insights and proposals for monitoring emissions. It highlights potential savings by reducing water consumption, optimizing recycling, and adjusting heating systems.

**Oy Hiililaskuri service** is one example of our services, which have been developed through our stakeholder engagement. This solution greatly impacts property wellbeing, people, and the environment.





# At the heart of it all is a healthy property

Our core mission is to help property owners take care of their buildings. Our goal is to measure our positive impact on the wellbeing of properties for years to come. At the same time, our business is on a sustainable footing: as the building stock ages and environmental regulations become stricter, the demand for building lifecycle services is growing.

We spend most of our working and leisure time indoors – in buildings that too often have inadequate conditions. As experts in the field, we understand the importance of healthy buildings in improving the well-being of individuals and communities. Well-designed, built, and maintained buildings are safe for their occupants.	productivity, reduce stress levels, and enhance overall quality of life. Starting in 2022, we have measured the positive impact of our service on healthy properties through the number of inspections and green building certifications carried out during the year. In 2023, we made notable progress in our impact assessment by specifying the	influence of our services on a team level. Moving forward, we aim to comprehend the number of individuals we positively influence through these inspections and surveys. We can refer to this as our wellbeing handprint by reporting the number or people influenced. This is a metric we began tracking at the start of 2024.
Moreover, they can improve		

### Our positive impact on healthy properties

A total of 235 Green Building Certifications were accomplished in 2023, of which 165 were in Finland and 70 in Sweden.

20,559 inspections contributing to property wellbeing were accomplished in 2023, of which 11,503 were in Finland and 9,056 in Sweden.

We help customers identify possible risks and opportunities related to property wellbeing.



# The TDD and EDD inspections for the property portfolio of over 2000 apartments acquired by Orange Capital Partners

Sustera Finland conducted Technical Due Diligence (TDD) inspections for Orange Capital Partners, which acquired a property portfolio of over 2000 apartments. Following the TDD inspections, Environmental Due Diligence (EDD) inspections were also conducted. These inspections were conducted in relation to the property transactions, as Starwood Capital and Avara sold the properties to Orange Capital Partners.

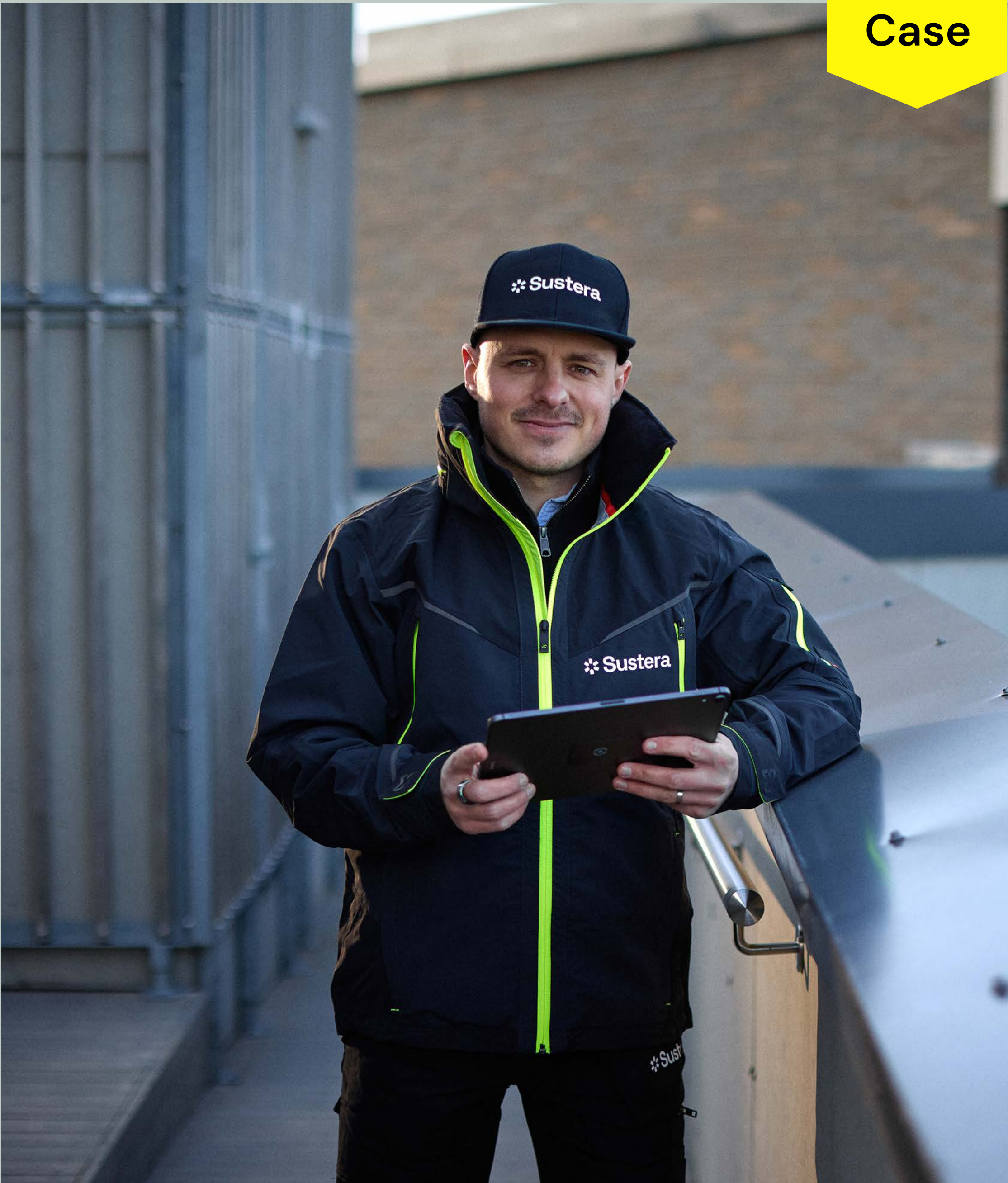
Technical Due Diligence (TDD) inspections ensure the property’s condition during the transaction, which is the cornerstone of many real estate investment companies’ operations. During property transactions, these inspections obtain valuable and objective information about the property’s condition and environment.

TDD inspections help ensure a smooth property transaction by identifying potential risks and future repair costs when you buy a property. These inspections involve structural, HVAC, and electrical engineering experts examining the building to determine its current condition.

Environmental Due Diligence (EDD) inspections aim to ensure a healthy living environment for the property,

and the report investigates potential risks related to hazardous substances on the property.

The examination includes potential hazardous substances within the building and in the soil. The department’s work included reviewing existing EDD inspections and conducting updated EDD inspections to complement the overall situation.





# SRV is utilizing the modern Geolo geothermal solution

SRV is constructing a new ward building at Jorvi Hospital in Espoo in accordance with HUS's environmental program, with a focus on low carbon emissions.

The project has selected Sustera's Geolo solution to reduce construction-related emissions and energy consumption. Geolo enables the safe utilization of geothermal energy planned for the project during the construction phase and high-quality and construction-supportive climate control throughout the year.

The Geolo energy solution, utilizing geothermal energy, enables emission savings and year-round optimization of conditions. As the geothermal field is charged with thermal energy in the

summer, the site cools down, while in the winter, working conditions remain consistently warm. This ensures efficient work performance and materials and structures can be installed under stable and appropriate conditions.

The solution is separate and brought to the site for the duration of construction, so the technology remaining in the property is new to the end user. The functionality of the geothermal field is ensured for the planned life cycle.





# The Vantaa logistics center, Avialogis, received an Excellent-level BREEAM environmental certification

The international property asset management company ABRDN's property fund owns Barona's new logistics center, Avialogis, located in Viinikkala, Vantaa, right next to the airport.

The building was completed in the fall of 2022 and received an Excellent-level BREEAM environmental certification in the spring of 2023. The total size of the logistics center is almost 34,000 m<sup>2</sup>.

The environmental certification process for the construction project began with a pre-study in 2020. "Initially, the goal was to achieve a Very Good-level BREEAM environmental rating, but the strong determination and commitment to sustainability from the property owner encouraged the team to aim for an Excellent rating," says Nea Kantoluoto, an expert from Sustera's energy and sustainability division who served as the project manager for the certification.

Consultation work for the project started in March 2021. Incorporating sustainability into a construction project requires a wide range of expertise and close collaboration.

"The project progressed with good team spirit from the pre-study phase to site management and the certification application phase," Kantoluoto notes.

Thanks to the property owner's strong support and Sustera's team's expertise, the Vantaa logistics center received an Excellent-level BREEAM certification, demonstrating the property owner's high commitment to reducing environmental impact and sustainability.





# Sustera as a construction consultant in the construction project of Turenki School Center Väkky

A new modern school and multipurpose center with bright and adaptable teaching spaces were completed in Janakkala, Finland. The building, named Turenki School Center Väkky by the students, was inaugurated at the beginning of the academic year in August 2023.

Sustera played a significant role in the construction, overseeing project management from the tendering phase. We also supervised electrical work and provided services for moisture and cleanliness management.

The tendering process for the construction project kicked off in early 2020, led by Sustera's project manager. The tendering process was conducted through a competitive negotiation procedure to ensure the functionality of the building. The tendering process lasted approximately one year.

YIT Suomi Oy was selected as the contractor for the project, which began construction of the school in the summer of 2020. The school building was completed according to schedule during the summer of 2023. Students could start their studies in the building at the beginning of the academic year on August 9, 2023.

"Despite the challenging global situation, the project went well overall. Construction progressed smoothly and on schedule," says Harri Turunen, Project Manager for Janakkala Municipality's Property Services.





# Optimized building heating for efficient drying and improved environment in the customer’s project in Sweden

In one of our customer’s projects, it was challenging to distribute heat evenly in the building and create favorable drying conditions. Sustera assisted the customer in planning a drying system to create a more efficient production environment.

We identified that the heat from the construction heaters did not reach all areas required to develop a good drying environment, and by connecting hoses to the construction heaters and directing the hot air through them into all apartments and spaces, air circulation and drying of all materials in the building improved.

The solution ensured uniform temperature throughout all floors. This drying solution, in turn, enabled RBK measurements in the concrete to be performed at the correct

temperatures. Sustera’s solution improved air circulation in the customer’s project and ensured consistent temperature. Using this heating method, we achieved more efficient drying of building materials, resulting in a reliable drying time and keeping the customer’s project on schedule.

An important part of the service delivery was integrated climate logging, which provided a detailed overview of the drying climate throughout the project. This allowed

the customer to react quickly when any deviations occurred and ensured that no valuable drying time was lost at an early stage.

With Sustera’s solution, the project could ensure its drying process. In addition to maintaining schedules and providing a consistent climate, the solution has also contributed to energy savings, saving money for our customers, and reducing environmental impact.









# Raising awareness of sustainable property management

**As an expert organization, we want to raise awareness about sustainable buildings.**

### **Customer training days to increase knowledge**

We actively communicate our activities and current affairs through social media, direct mail, and press releases, and we participate in customer events. In 2023, there were 18 press releases and 164 media hits in Finland. The potential reach of media hits was 148 million people. In addition, we arrange multiple customer training days and webinars in Finland and Sweden. In 2023, 71 training sessions with 1,650 people were organized in Finland. The total amount of training was 47 in Sweden.

### **Actively networking**

We are also active in many organizations closely related to our industry and their committees, such as the Green Building Council Finland. This is how we can share information and knowledge on things we work with every day. These events also allow us to learn new things. In 2023, we participated in 19 external events in Finland organized by different federations and associations.

The overall grade for the training days was 4,8 on a scale of 1–5 in Finland.





# Withdrawals from customer trainings

### The carbon footprint of the housing company and its impact potential

- March 30, 2023
- Jonna Tappola, a specialist in Environmental certifications for existing properties

### Moisture and microbial damage: origins and investigation

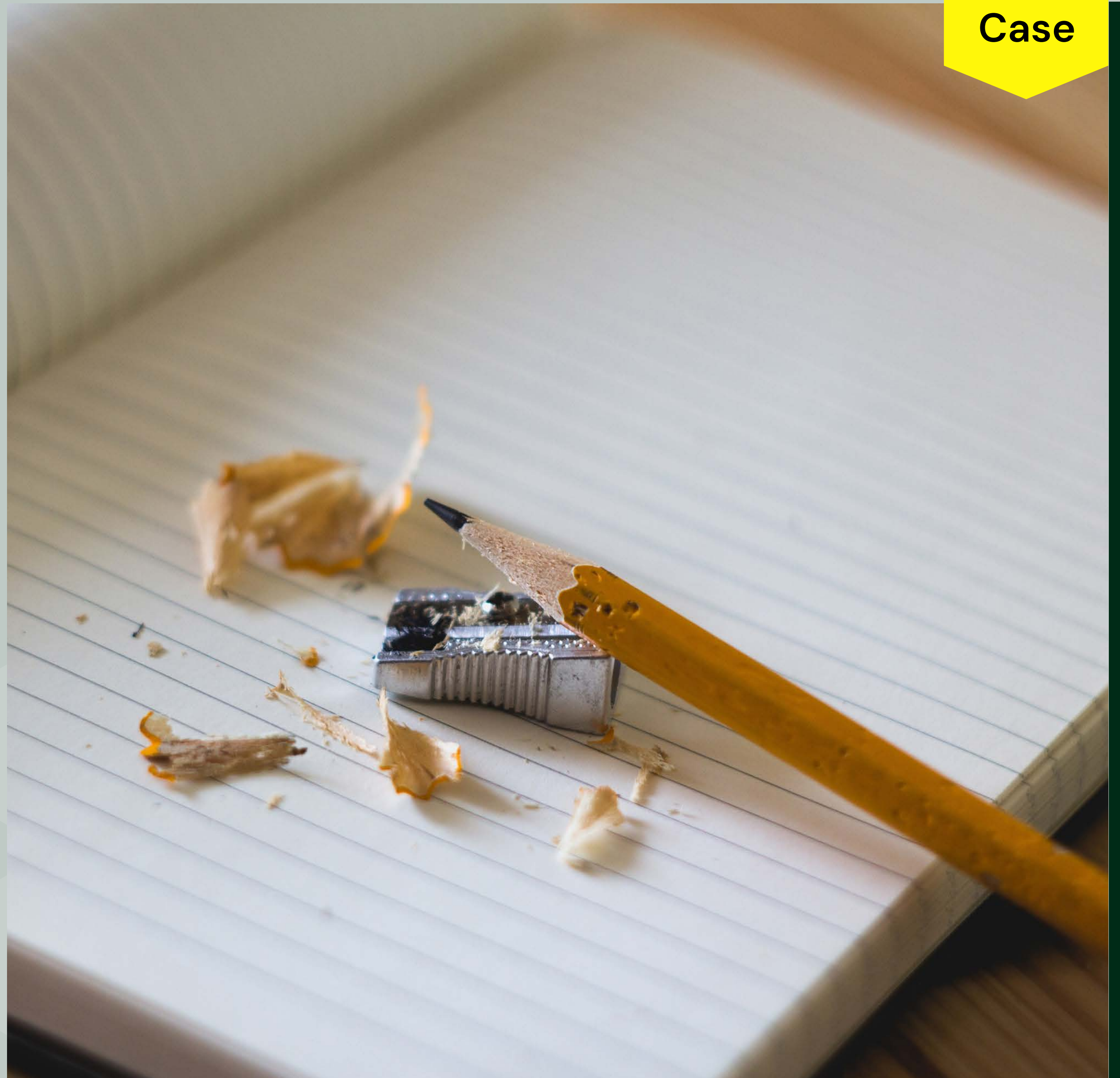
- October 26, 2023
- Antti Heimlander, Team leader, Inspections & Surveys

### Svanen v4. vs. Miljöbyggnad 4.0.

- September 25, 2023
- Tomas Johansson, Group Manager for Environment & Katja Nevalainen, Environmental Consultant

### Sustera participated in many external events in 2023 e.g. in Metropolia's Recruitment Event

In November 2023, Sustera actively participated in the Kira Recruitment Event organized by Metropolia. The event served as a valuable platform for our company to connect with students in the field and share insights into various career opportunities within our organization. During the event, five dedicated Sustera employees engaged with attendees, discussing our company's dynamic possibilities for professional growth. It was an excellent opportunity to meet aspiring professionals, exchange experiences, and showcase the diverse career paths available at Sustera.





# 6

## Human sustainability









**We ensure human wellbeing with the best expertise in the Nordics; our efforts for better buildings, including our employees, contribute to people's health, safety, and productivity.**



# Wellbeing starts with ourselves

We know that a successful business is built on skilled and thriving staff. That’s why it’s especially important to us that our employees feel good at work, enjoy a safe and equal working environment, and, therefore, can serve our customers in the best possible way.

## Personnel satisfaction is on a good level

We improve our employees’ motivation and job satisfaction by allowing them to organize their working hours in a way that suits their circumstances and by encouraging them to maintain and develop their professional competence.

We conduct an annual company-wide survey to gather employee feedback. This survey is a crucial tool that allows our team members to share their thoughts and help identify areas for improvement and growth. Engaging our employees in the survey is crucial for us as a company to understand their motivation, satisfaction, and commitment to the organization and teams better.

Our latest employee survey from 2023 shows that our employee satisfaction and well-being are good.

The employee’s net recommendation index or eNPS value was +20 (between -100 and +100), which is on par with the previous year. A grade between +10 and +30 can be considered good.

## Occupational health plays a central role in maintaining work ability

We have invested in our employees’ health and working capacity by issuing a working capacity insurance policy. We provide occupational health services to all our employees, including part-time staff. Besides Finland’s mandatory occupational health care, our employees also have access to comprehensive occupational health services. Occupational health includes specialist doctor appointments, psychologists, occupational health nurses, physiotherapist services, and individualized laboratory and imaging studies. Sustera also covers the cost of seasonal flu, COVID-19, Tivovac,

and hepatitis vaccinations for those interested. In addition, we’ve secured the most comprehensive protection for employees in case of accidents during their leisure time. There are no restrictions on sports activities in the insurance; only professional sports are excluded.

By offering comprehensive occupational health services, we aim to prevent work-related illnesses and accidents, promote health and safety at work, and maintain employees’ functional capacity throughout their careers. Together with occupational health care, we invest in preventive practices. Occupational health care regularly monitors the factors that affect the health and safety of employees.

In 2023, the number of work-related injuries was 15, and the number of work-related fatalities was zero. The total amount of days lost due to

injury was 14. This means the Total Recordable Incident Rate (TRIR) was 2.8 in 2023. The average TRIR in the private industry sector was 2.7 in 2021, according to the U.S. Bureau of Labor Statistics (BLS) (<https://www.bls.gov/iif/home.htm>). Sustera needs to prevent workplace injuries among our employees. Sustera’s ambition is for the TRIR to be equal to zero.

Our employee’s net recommendation index (eNPS) was +20 in 2023

Our Total Recordable Incident Rate (TRIR) was 2.8 in 2023





# Our inspiring company culture

One of the cornerstones of our business is good management, including ethical business conduct and responsibility throughout our value chain. Our company’s longterm value proposition is our unwavering trust in our employees and their willingness to learn and develop.

We deliver quality and build trusting relationships with our customers. Our Code of Conduct describes the key principles driving our business ethics, social responsibility, and environmental performance. It was published in 2023 and will be monitored from 2023 onwards.

At the end of 2023, Sustera Group had 621 employees. 64% of our employees work in Finland and 36% in Sweden. Approximately 29% of our employees are women, and 71% are men.

## We want to improve our gender equality

At Sustera, employee equality is fundamental to our daily management practices. We deeply respect all individuals within our organization and strive to cultivate a safe and positive atmosphere. Our commitment

extends to equal pay and fostering an equitable and secure work environment. We unequivocally denounce all forms of discrimination, unethical conduct, harassment, or inappropriate treatment.

We began measuring the SHE Index during the year 2023. SHE Index score focuses on important aspects of gender equality on a scale from 0 to 100. The index consists of six categories focused on different aspects of gender equality. The first category, Actual Gender Balance, measures the current balance of women and men at several levels of company management and employees. The other five categories measure policies, actions, gender pay gap, talent, recruitment, and general diversity and inclusion. In 2023, our SHE Index score was 20. We aim to improve gender equality and our SHE

Index score in the coming years. We also measure our gender pay gap, which refers to the difference in average earnings between men and women in the workforce. It’s typically calculated as the difference in median or average hourly wages between all men and women in a workforce.

This gap is often expressed as a percentage of men’s earnings. It’s an important metric used to understand disparities in pay between genders. Various factors, including discrimination, occupational segregation, work experience, and education differences, influence it. Closing the gender pay gap is key to achieving gender equality in the workplace. In 2023, our unadjusted gender pay gap was 13,5%.





# 6 – Human sustainability

Our unadjusted  
pay gap was  
13,5%  
in 2023

Our SHE Index  
score was  
20  
in 2023

## Personnel development is highly appreciated

The company’s growth necessitates ongoing personnel development as it enhances the significance of work and motivates our employees to expand their expertise. This is a pivotal aspect of our operations because robust professional skills enhance employees’ adaptability to the company’s evolving needs and the market. Discussions regarding employees’ training requirements take place during regular development sessions and team meetings.

During annual development discussions, 100% of our personnel receive feedback on their

performance and development opportunities. In these discussions, employees also have the opportunity to provide feedback on leadership. Development discussions, including goal-setting and performance evaluation, are utilized in Finland and Sweden. These discussions are part of our management model.

During development discussions, we cover topics like an individual’s skills, motivation, career goals, and the effectiveness of leadership and teamwork. We also create a personal development plan. The goal is to provide feedback on performance, support personal growth, and encourage continuous improvement.





# Digital Marketing Manager at Sustera Sweden

**Annelie, a Digital Marketing Manager at Sustera Sweden, has been in the industry for 13 years, starting her career journey at Sustera Real Estate (former Raksystems Independia).**

During that time, she worked in customer support and coordinated inspectors across Sweden. Annelie has since worked in all departments within the company, which has provided her with a solid foundation of experience and knowledge.

Three years ago, she wanted to shift her focus but preferred to remain within the company.

“I’ve always been fascinated by the digital realm and love learning new things. When I had the opportunity to work in Marketing at Independia and

later at Sustera, I gladly took on the challenge. Now, three years later, I have the luxury of having a fun, diverse, and challenging job. I see my many years in the industry as a huge advantage in my daily work,” says Annelie.

According to Annelie, a recipe for success is surrounding oneself with people and colleagues who uplift and challenge you. “I have that privilege within Sustera. Here, I have driven, humble, and dedicated colleagues, and together we are creating a better future for ourselves and our planet!”





# Department Manager, Inspections & Surveys B2C, at Sustera Finland

**Antti Heimlander works at Sustera Finland in the Inspections & Surveys of B2C business as the Department Manager for inspection operations.**

He is responsible for product management for all building inspection services in Finland. Additionally, he oversees the inspection department's business operations in Vantaa. He holds a Bachelor's in Engineering from the mechanical wood processing program.

Antti joined Sustera as a building inspector and indoor air quality investigator in early 2006. Over the years, his role has evolved significantly. Initially focused on technical product development, his responsibilities

have expanded to include frontline management following his recent promotion.

Antti is also responsible for many internal and external training programs, such as developing our building inspection reporting software.

Antti has enjoyed his time at Sustera and states that his great colleagues are the best part of his job. He has always appreciated the flexibility to plan his schedule, allowing him freedom in his personal life.





**“The freedom to schedule my day as needed requires self-awareness to avoid overloading myself. It’s been great for me that there hasn’t been just one task, but the work has always been diverse and never boring.”**

– Antti Heimlander,  
Department Manager of Inspection Operations,  
I&S Business, Sustera Finland.



**“Working with learning in various ways is close to my heart. Within Sustera, there is an incredible amount of knowledge and experience across different fields. Being able to help spread that knowledge internally and externally, including to our customers, is somewhat of a mission for me. We are creating a bright future for people and the environment!”**

– Helena Mindedal,  
Business Area Manager, Academy, Sustera Sweden.





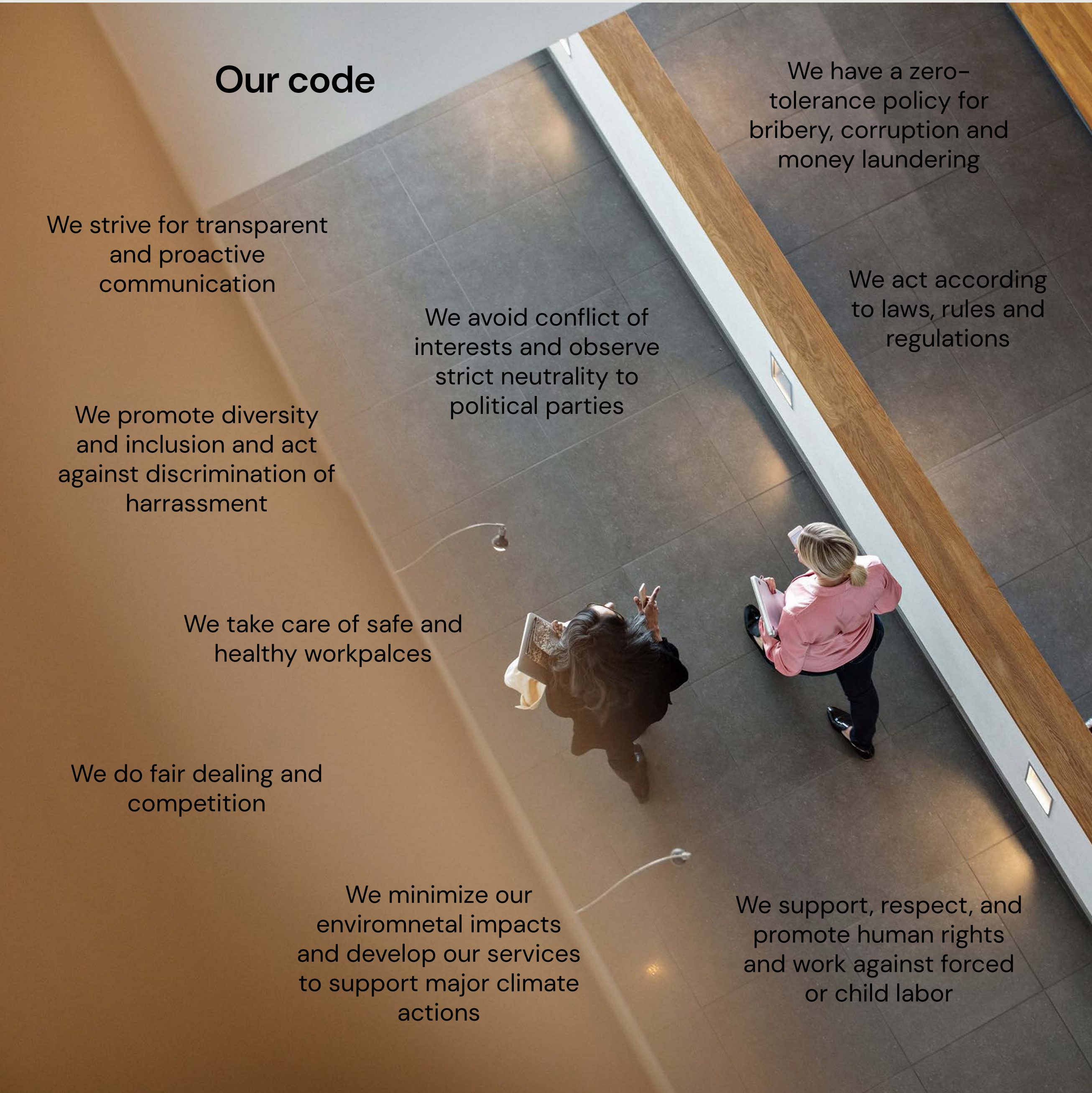
# We make sure that our business is ethical through the value chain

Good corporate governance, including ethical business practices and responsibility throughout our value chain, is the foundation of our operations. We place strong trust in our employees and their commitment to learning and development, forming our proposition’s basis to create lasting value. Our approach involves taking action, delivering quality, and fostering customer trust.

## Code of Conduct outlining our principles

Our most crucial corporate principles regarding business ethics, social responsibility, and environmental performance are in our Code of Conduct (“Code”), approved by the Sustera Board of Directors in 2023. The Code is a compendium of commitments, rules, and guidelines underpinning our operations. It delineates how we conduct business

and how we conduct ourselves as employees. We adhere to a unified company approach, meaning that we operate in accordance with our values, policies, and principles across all domains and in all interactions with our stakeholders. The Code applies to all employees in Finland and Sweden, as well as to management and Board members. We also work diligently to ensure our key suppliers commit to the principles outlined in this Code.





**Supplier Code of Conduct outlining principles for our suppliers**

During 2023, we outlined our Supplier Code of Conduct to set principles, standards, and guidelines for our suppliers and business partners who we work with. These principles are based on our “Code” and cover various areas such as ethical business practices, human rights, and compliance with laws and regulations. The Supplier Code of Conduct ensures that our suppliers align with our values, policies, and principles.

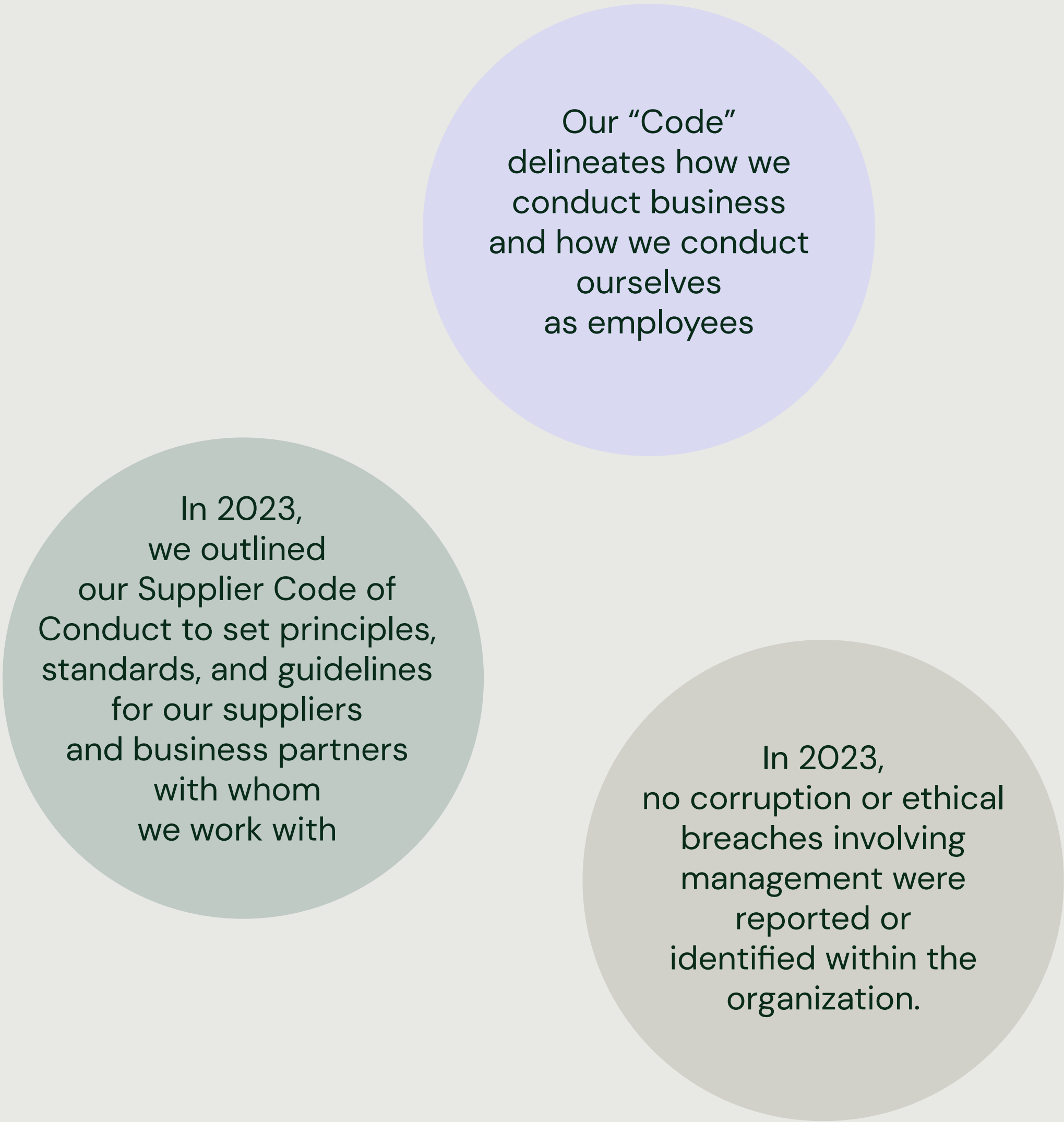
In the coming years, we plan to continue developing our Supplier Code of Conduct to include sustainability guidelines for our partners. This will allow us to enhance aspects such as carbon footprint calculation. We will attach the Supplier Code of Conduct to all new contracts.

**Whistleblower channel encouraging to report misconduct and unethical behavior**

We established a whistleblower channel and policy to encourage all employees to report misconduct, unethical behavior, suspected legal violations, and breaches of our Code of Conduct. This channel was launched at the start of 2023 and offered a confidential way for employees to report any activities or behaviors that might violate our Code of Conduct. The whistleblower channel features an easy-to-use, confidential reporting form.

We have been monitoring whistleblower cases since 2023. Whistleblower Software ApS maintains the whistleblower channel. This independent company ensures that all information is handled confidentially and enables anonymous reporting.

The main objective of managing the whistleblowing function is to address any harm linked to the organization. We track the number of whistleblower cases and incidents reported in accordance with the Code of Conduct. Whistleblower cases are reported to the board. In 2023, no corruption or ethical breaches involving management were reported or identified within the organization.





# Positive impact through profitable business and economic growth

We expect our business to be financially profitable and stable, creating the conditions for longterm work for our customers, employees, and owners. Our growth strategy supports job creation in Sweden and Finland, which also makes us a contributor to social welfare.

## Our economic value added for stakeholders

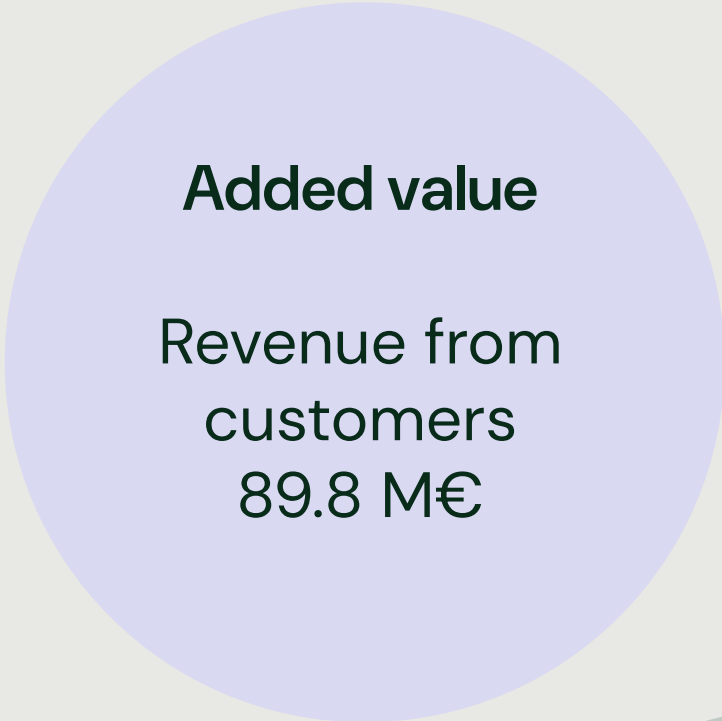
Our financial responsibility is demonstrated through our commitment to providing fair and equal pay to our employees and fulfilling our tax obligations to society. Careful lifecycle management creates financial security for property and homeowners.

Uncontrolled repair debt can drive a property owner or housing association into trouble. On the other hand, timely measures avoid unexpected costs and help a building maintain or increase its value. This aspect, linked to the previous points and leading to cost savings for clients, is our savings handprint for our customers (M€).

This is a metric we will commence measuring in the year 2024.

In 2023, we achieved revenue of EUR 89.8 million from our customers, marking a substantial 22% increase compared to the previous year, partially driven by add-on acquisitions. Approximately 45% (compared to 32% in 2022) of our turnover was attributed to our Green Building Services, indicating a significant increase.

Additionally, 30% (compared to 36% in 2022) of our revenue came from our Inspections & Surveys division, while the remaining 25% (compared to 32% in 2022) was generated from Project Services.





## 6 – Human sustainability

We paid a total of  
39.2 million euros  
in taxes  
during the year  
2023

### Our tax handprint

Sustera’s companies in Finland and Sweden are subject to statutory auditing, and an audit report is issued. We adhere to applicable local tax laws and regulations. We operate responsibly and do not engage in or support any involvement in money laundering or tax evasion in any way. In 2023, Sustera Group’s income taxes in Finland amounted to 22.7 million EUR and 16.6 million EUR in Sweden. The group’s effective tax rate was 44%.

In addition to income taxes, we pay property and asset taxes, customs duties, vehicle taxes, and employer contributions to social security and pensions. We also collect and remit value-added taxes, withholding taxes, and employee contributions to social security and pensions. By paying taxes in the countries where we operate, we support society and maintain essential services. We can enhance our financial stability and facilitate the development of profitability by taking measured risks and maintaining effective risk management practices.





7

Environmental sustainability







**As buildings account for 40% of our energy consumption and 36% of CO<sub>2</sub> emissions over their lifecycle, we must start a new era of more sustainable construction and responsible building management.**



# Services with a positive impact to the environment

In all our operations, we seek solutions that reduce our or our clients’ carbon footprint, for example, by improving the energy efficiency of buildings. A carbon handprint can measure our positive climate impact. A carbon handprint expresses the climate benefits of using a product or service instead of a carbon footprint, which describes the negative climate impact of a company’s activities.

## Our carbon handprint

We measured our positive environmental impact through our carbon handprint as early as 2022. Our carbon handprint consists of the emissions savings our services generate for our customers. Our carbon handprint comprises three levels: the identified savings potential for our customers, the savings delivered to customers, and the renewable energy provided through the Geolo heat production solution.

In 2023, the carbon handprint of our services amounted to approximately 51,756 tCO<sub>2</sub>. The identified potential savings for our customers totaled 22,551 tCO<sub>2</sub>, while the savings

delivered to our customers through energy renovations reached 27,162 tCO<sub>2</sub>. The total amount of renewable energy produced and provided to our customers through the Geolo heat production solution was 2,043 tCO<sub>2</sub> in 2023. It’s important to note that the carbon handprint figures are not directly comparable to those from the previous year due to refinements and standardization of the calculation methodology undertaken throughout the year.

We aim to incorporate the carbon handprint more comprehensively into evaluating our services in the coming years. We have estimated that the potential carbon handprint for the year 2023 could have been as high

as 160 000 tCO<sub>2</sub> if we had managed to include all our services in Finland and Sweden. A detailed description of the calculation scope and content is provided on page 78-79.

Our emissions savings generated by our services was 51,756 tCO<sub>2</sub> in 2023





**“The built environment is a major source of carbon emissions and a consumer of natural resources. Our services help developers, property managers, and homeowners combat climate change and protect the environment by reducing greenhouse gas emissions and mitigating biodiversity loss. We aim for net zero in our operations by 2025 and assess our environmental impact yearly.”**

– Keijo Leppävuori,  
Country Manager, Sustera Finland.



# We concretized the impact of our services

**We have ambitiously continued our sustainability and impact work over the past year, encouraged by our majority owner, Trill Impact.**

We have taken significant steps forward by concretizing the impact of our services on our Finnish business operations. This work was advanced with the entire staff, from team leader training to the expert level. In working groups, we were able to concretize the significance and impact of expert services and agree on concrete metrics for management.

**As a result of impact work, we have concretized the impact of our services into three different categories:**

### **1. We reduce our clients' emissions**

Through our expert services by identifying the energy-saving potential and implementing measures to improve energy efficiency.

Additionally, we help our clients avoid emissions through early carbon footprint guidance in construction projects and the Geolo heat production solution. This aspect of impact we can refer to as our positive carbon handprint (tCO<sub>2</sub>e).

### **2. We ensure safe and healthy properties**

At the same time, our experts conduct comprehensive property condition surveys and inspections for both consumer and corporate sectors, identifying potential issues.

We provide various design commissions and repairs to ensure property users' safety and wellbeing proactively. This aspect of impact we can refer to as our wellbeing handprint (person).

### **3. We help our clients ensure sustainable business**

Through our expert services by identifying property issues and anticipating them through various design commissions and repair measures.

Planned and proactive maintenance of properties saves property owners an estimated 25% compared to situations where maintenance is not planned. It also reduces property repair backlog, a growing problem in Finland. This aspect leads to client cost savings, which we can refer to as our savings handprint (M€).



**“In the future, our impact work will be part of our comprehensive sustainability efforts. We will set goals and regularly monitor the development of impact using the metrics we have defined.”**

– Lotta Kauppinen,  
Sustainability Manager, Sustera Finland.





# Our action to mitigate climate change

We recognize the urgent need to take action to mitigate climate change by reducing our carbon footprint. Therefore, we have taken the next step in our sustainability journey and have committed to setting near-term Science-Based Targets (SBTi) to guide our efforts to mitigate our negative impact on climate.

We have created a roadmap that represents our actions in 2021–2025 for reducing our carbon footprint. At the end of 2023, we started updating the roadmap as a part of our SBTi process, and we will continue with this work in 2024. The Science-Based Targets initiative (SBTi) will validate the roadmap, providing credibility and accountability to our sustainability initiatives.





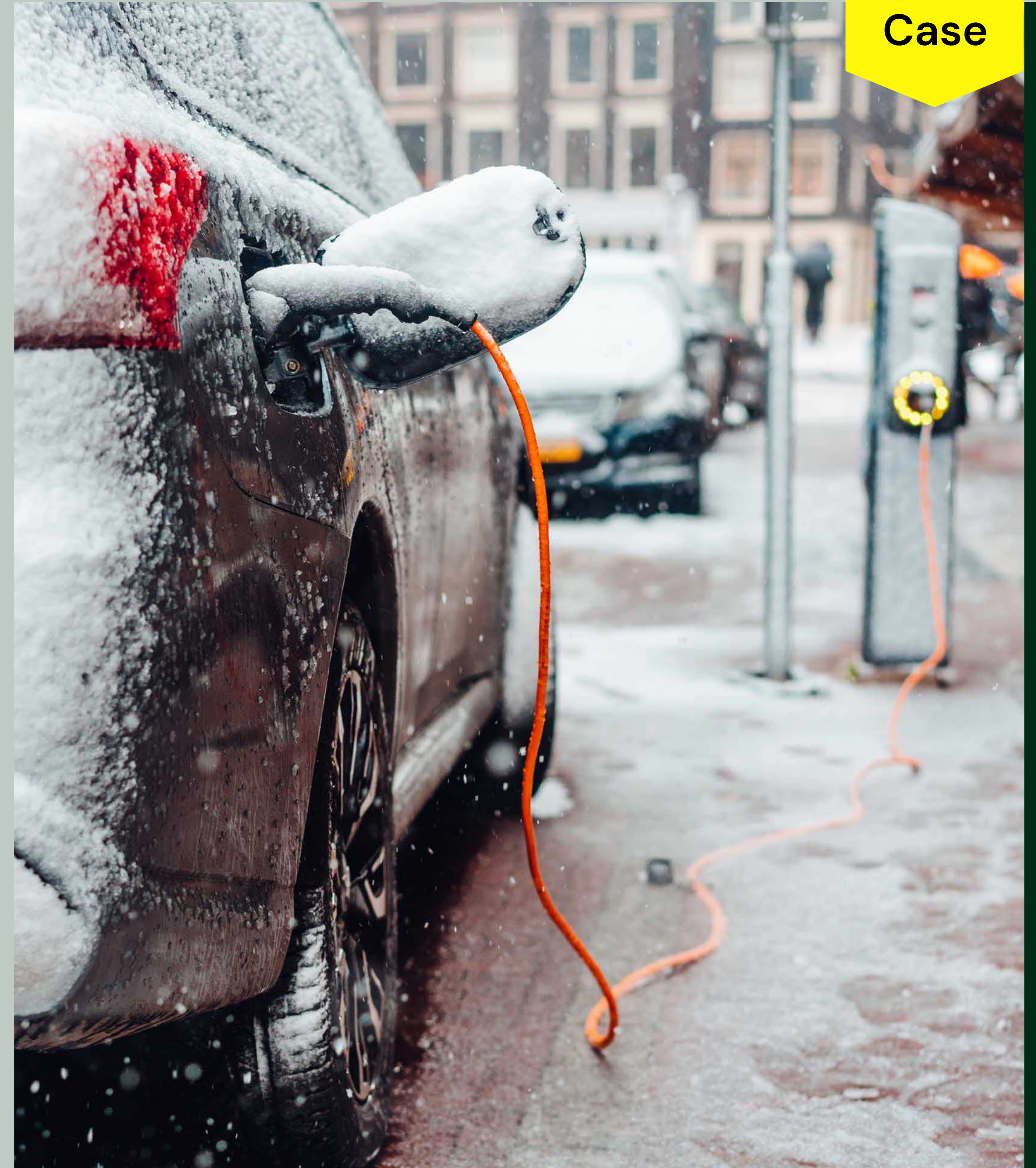
# Commitment to Science-Based Targets

The Science-Based Targets initiative (SBTi) is a collaborative effort between CDP, the United Nations Global Compact (UNGC), the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). It is aligned with the latest climate science, ensuring that our emissions reduction targets are ambitious and in line with limiting global warming to below 2°C above pre-industrial levels.

We are committed to validating the near-term targets at the end of 2024. This requires finalizing our new road map and setting clear reduction targets for the coming years.

These actions will include emission reductions, purchasing green energy, engaging our suppliers, and monitoring and reporting the progress of our goals.

Case





# Our carbon footprint

We have comprehensively calculated our greenhouse gas emissions (GHG) as part of our commitment to Science-Based Targets. In 2023, we expanded our GHG indirect emissions calculations to encompass emissions from our entire value chain (scope 3) across Finland and Sweden.

Our operations primarily revolve around service provision, resulting in our carbon footprint predominantly comprising office energy consumption, travel, and purchased services. In 2023, our carbon footprint was 6,791 tCO<sub>2</sub>e, 25% more than in 2022.

The increase is due to business growth through acquisitions and business recovery to normal levels after the COVID-19 pandemic. Our relative emissions were 75.6 tCO<sub>2</sub>e/1M€ revenue and 10.9 tCO<sub>2</sub>e/employee (FTE).

Most of our emissions stem from the indirect emissions of our value chain (scope 3). Approximately 77% of the emissions in our value chain arise from purchased services and products. In comparison, about 8% come from business travel using vehicles not owned by the company. Emissions from company-owned vehicles account for approximately 9% of the company's total emissions. Emissions from electricity and heating in our offices represent only about 2% of our total emissions.

A total of 79% of our emissions originate from operations in Finland. Sweden's notably smaller carbon footprint is attributed to lower electricity production emissions and a different service provision approach. We engage several subcontractors in Finland and utilize more service providers, particularly in energy renovation projects. Additionally, Finland's calculations include emissions at the Group level.

Our carbon footprint was 6,792 tCO<sub>2</sub>e in 2023

Our carbon footprint per employee was 10.9 tCO<sub>2</sub>e in 2023

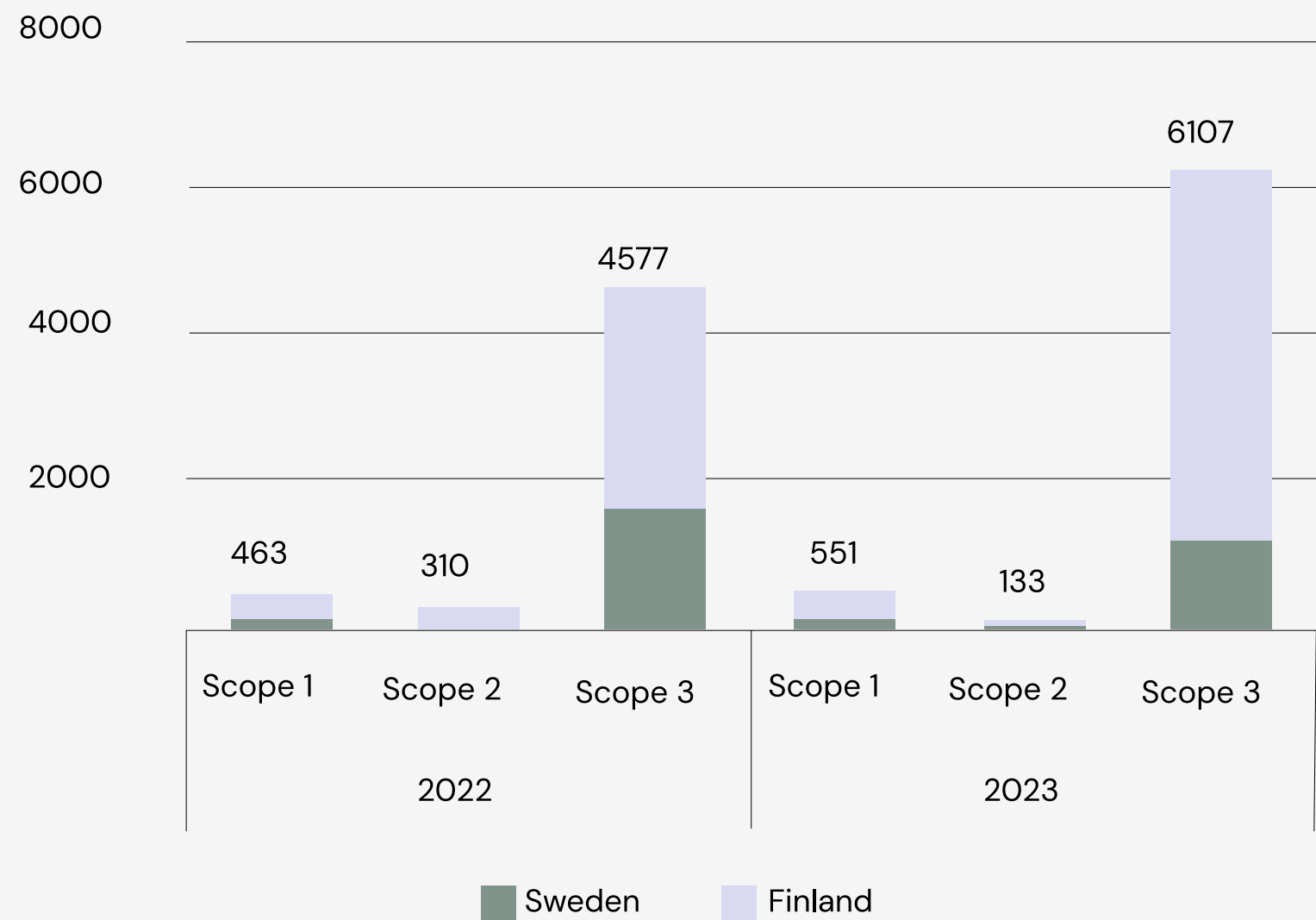
Our carbon footprint per 1M€ revenue was 75.6 tCO<sub>2</sub>e in 2023



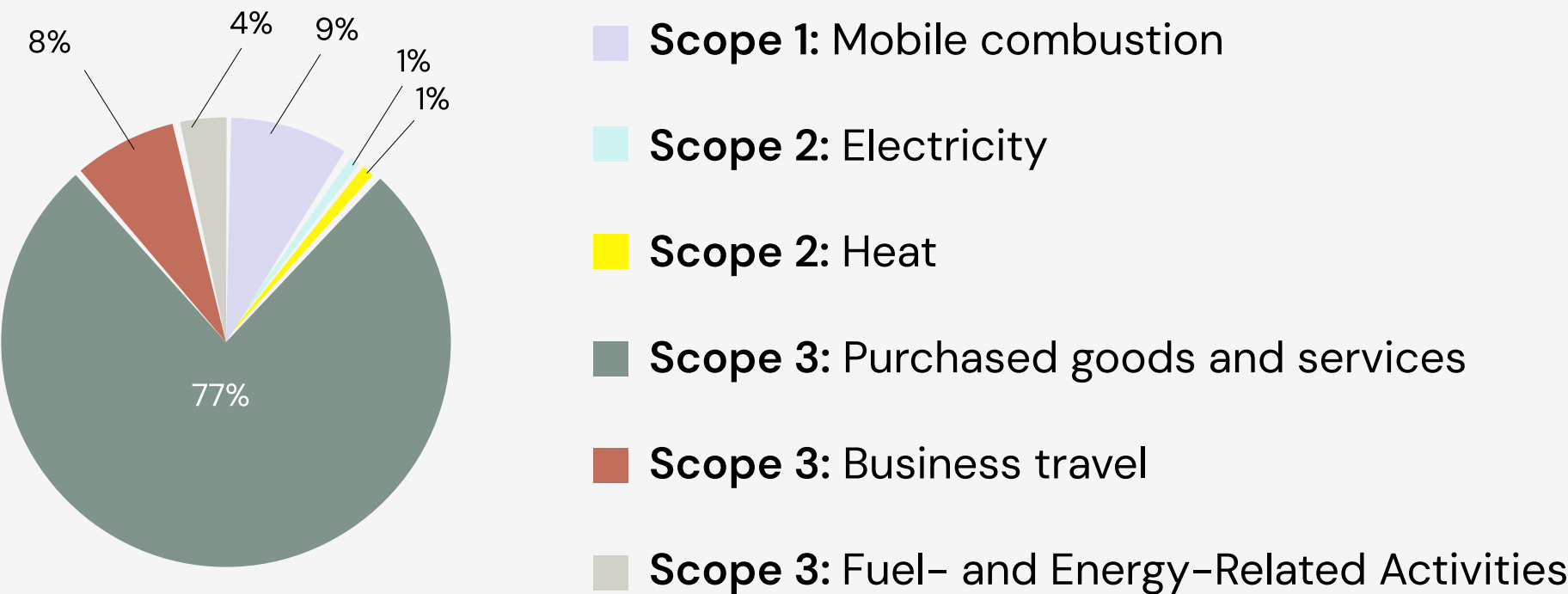


# 7 – Environmental sustainability

Our greenhouse gas emissions in 2022 and 2023 (tCO<sub>2</sub>e):



The distribution of our greenhouse gas emissions:



**Scope 1:** Direct GHG emissions that occur from sources that are controlled or owned by an organization (for example, emissions from our cars)

**Scope 2:** Indirect GHG emissions associated with the purchase of electricity and district heat for our offices

**Scope 3:** Other indirect GHG emissions in our value chain



# Using sustainable IT devices

**Computers, phones, and other IT devices are crucial in expert companies like Sustera. We have aimed to ensure that their environmental impact is minimized.**

We lease all our IT equipment, such as computers and phones, from the service provider 3StepIT. The typical lifespan of computers and phones is 2–3 years, and 3StepIT refurbishes returned devices in good condition for reuse. Devices that can no longer be used are responsibly recycled, significantly reducing lifecycle emissions and decreasing waste.

In 2023, we switched to Lenovo computers, whose carbon footprint has been offset by the manufacturer. In Sweden, we're exploring the possibility of transitioning to completely carbon-neutral computers in 2024.





# Improving our EU taxonomy alignment

The EU's taxonomy is a classification system that defines which economic activities can be considered environmentally friendly or sustainable. Its goal is to promote investments in sustainable projects and to assist investors and companies in assessing and reporting their environmental impacts and sustainable activities.

Our services are mainly consultancy, which inherently does not generate emissions. We have identified that our professional energy services, energy renovation services, and Geolo innovation, which provides geothermal heating and cooling, fall under the EU taxonomy. In 2023, 17% of our turnover was eligible for EU taxonomy classification. This indicates an increase in the proportion of our eligible services compared to the previous year (5.5% in 2022). Additionally, in 2023, we introduced new services, such as consultancy for physical climate risk management and adaptation, which also fall under the EU taxonomy.

Furthermore, we successfully enhanced our alignment with the EU taxonomy in 2023. 93% of our eligible turnover aligns with the taxonomy, compared to 0% in 2022. This achievement indicates that we met our target of 50% alignment by 2023. We achieved a remarkable improvement in EU taxonomy compliance by taking actions to meet social minimum criteria and by conducting climate risk assessments for our services. In 2023, we also examined our company's social risks and developed a code of conduct for our suppliers. We intend to continue our work to improve EU taxonomy compliance in the coming years.

Total of 17%  
of our turnover  
is eligible for  
EU taxonomy  
classification

93% of our  
eligible turnover is  
EU taxonomy  
aligned

We achieved  
a remarkable  
improvement  
in EU taxonomy  
compliance



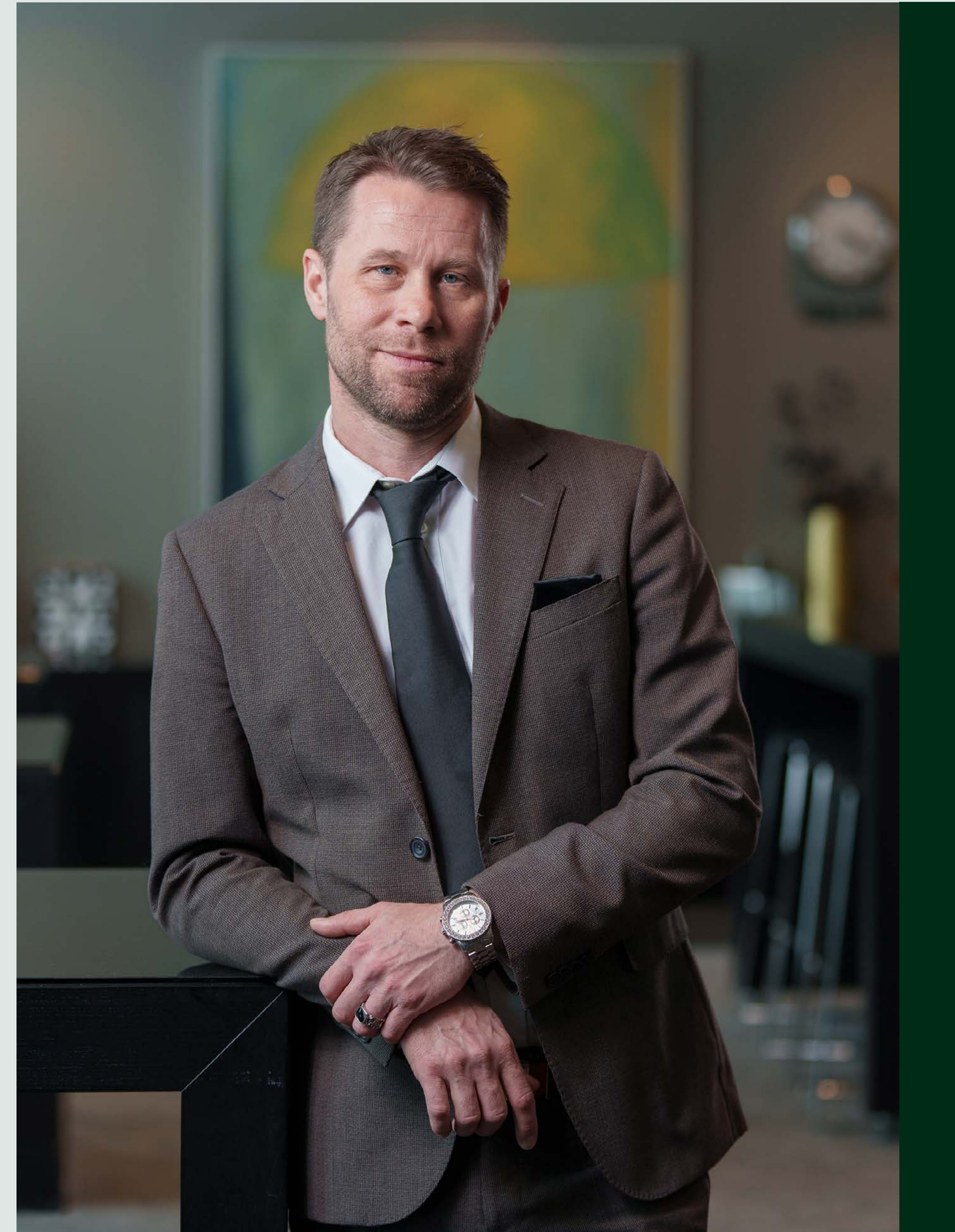


## 7 – Environmental sustainability

**“At Sustera, I see a company characterized by great responsibility, high quality, and entrepreneurship while also having fun in our daily work.**

**We are a company with a youthful spirit, extensive expertise, and the ability to, together with our customers, create real sustainability in an industry where it means so much for our future and the environment.”**

– Robert Kühnel,  
Country Manager, Sustera Sweden.





8

## Our sustainability in figures







# Reporting principles

This is Sustera Group’s second Sustainability Report. The first report was published on 30th of May 2023 with the previous brand, Raksystems Group. The most significant change from the previous report is the adoption of the new GRI standards for reporting. Some of the key figures only apply to specific companies. These indicators are addressed in the “initial data” section.

- The report has been prepared in accordance with the Global Reporting Initiative (GRI) standard.
- This sustainability report has not been verified.
- Date of the report: 18.6.2024
- For more information about the report and our sustainability efforts, please contact:

**Tuomas Qvick**  
Group CEO,  
tuomas.qvick@sustera.com

**Lotta Kauppinen**  
Sustainability Manager Finland,  
lotta.kauppinen@sustera.com

**Elina Magnusson**  
Sustainability Coordinator Sweden,  
elina.magnusson@sustera.com

This sustainability report details the economic, social, and environmental impacts of the company’s operations for the financial period from January 1 to December 31, 2023.

The corporate responsibility themes and aspects discussed in the report have been defined to provide the most comprehensive picture of Sustera’s sustainability aspects. Materiality analysis and sustainability targets were updated in 2022 and will be upgraded to double materiality in 2024.

In addition to the sustainability program, this report outlines the measures taken in 2023, assessed using selected indicators. The report focuses exclusively on issues within the control of the Sustera Group,

covering only sustainability figures directly related to the company’s operations.

More detailed calculation limits are provided in the initial data. The achievements for the year have been compared mainly with the previous year, i.e., 2022.

This report includes all the companies that were part of the Raksystems Group (Sustera Group) during the year 2023:

- Green BidCo Oy, Finland
- Raksystems Group Oy, Finland
- Raksystems Holding Oy, Finland
- Green Building Partners Oy, Finland
- Raksystems Climate Solutions Oy, Finland
- Raksystems Insinööritoimisto Oy, Finland
- Suomen radonhallinta Oy, Finland
- EcoReal Oy, Finland
- KnowTek Oy, Finland
- EcoCapital Oy, Finland
- Raksystems AB, Sweden
- Raksystems Projektledarhuset AB, Sweden
- Raksystems Dry-IT AB, Sweden
- Raksystems Consulting AB, Sweden
- Raksystems Besiktning AB, Sweden
- Raksystems Independia AB, Sweden
- Raksystems Byggkonsultgruppen AB, Sweden
- Raksystems qb3 projekt AB, Sweden
- Aquademica AB, Sweden



# Initial data

## Financial figures

The financial KPIs in the Sustainability Report cover Sustera Group’s operations, including all the companies outlined in reporting principles. The figures are directly related to the company’s operations and are based on accounting and financial statements. The figures have been audited.

## Social figures

• NPS: Customer satisfaction has been described using the NPS figure. The NPS figure measures whether customers recommend the company or its services to their friends. The NPS figure is formed by classifying the grades (0–10) according to the customer satisfaction survey into three groups: 0–6 detractors, 7–8 passive, and 9–10 promoters,

and subtracting the proportion of promoters from the percentage of detractors. The total NPS for customer satisfaction in 2023 included companies in Sweden, Raksystems Insinööritoimisto Oy in Finland, EcoReal Oy, and Knowtek Oy. The total number of responses was 2244.

• The number of employees refers to the number of employees at the end of the financial year (31st of December 2023).

• Total Recordable Incident Rate (TRIR):  $\text{Number of Incidents} \times 200,000 / \text{total number of hours worked a year}$ . The annual working time is calculated by first subtracting the number of holiday days equivalent to five weeks of vacation (five working days per week) from the total number of working days in a year, which is 251, resulting in 226 working days. Assuming a working day

is 7.5 hours long, the total number of working hours per employee is 1695. The total recordable incident rate was calculated based on the total number of employees at the end of the year (621 employees).

• eNPS: Employee Net Promoter Score (eNPS) is a metric used to measure employee satisfaction and engagement within an organization. To calculate eNPS, employees are asked a single question: “On a scale of 0–10, how likely are you to recommend Sustera as a workplace?” Based on their responses, employees are categorized into three groups: promoters (score 9–10), passives (score 7–8) and detractors (score 0–6). The eNPS is calculated by subtracting the percentage of detractors from the percentage of promoters. The resulting score can range from –100 to +100, with higher scores indicating higher employee

satisfaction and engagement levels.

• SHE Index: The SHE Index score focuses on important aspects of gender equality on a scale from 0 to 100. The index consists of six categories focused on different aspects of gender equality.

• Gender Pay Gap: The gender pay gap refers to the disparity in earnings between men and women. It denotes the average wage difference between women and men, usually calculated as a percentage of men’s earnings.

## Environmental figures

### Carbon handprint:

• The identified savings potential includes only the energy certificates issued by Raksystems Insinööritoimisto Oy during 2023. The savings are calculated by energy type



## 8 – Our sustainability in figures

using SYKE’s emission factors (CO<sub>2</sub> data/allocation method), considering an energy scenario for 25 years. Emissions are reported for a single year only.

- The realized emission savings encompass only the energy renovations conducted by EcoReal Oy. The savings are calculated for each energy renovation using SYKE’s emission factors (CO<sub>2</sub> data/allocation method) according to the equipment lifecycle (15–30 years). Emissions are reported for the duration of the equipment’s lifecycle.
- The amount of renewable energy produced includes the energy generated by the Geolo geothermal solution, which amounted to 6439

MWh in 2023. The impact of emission savings is calculated based on this figure using Motiva’s emission factor.

**Carbon footprint:**

- Our carbon footprint is calculated by a third party (Normative), encompassing all scope 1, 2, and 3 emissions.
- In 2023, we expanded our GHG indirect emissions calculations to encompass emissions from our entire value chain (scope 3) across Finland and Sweden. Due to this new calculation boundary, 2022 was also recalculated; hence, the results have significantly changed from last year’s report.
- Scope 1 emissions occur from

business travel with Sustera’s fleet, which includes full-benefit cars. The data is collected from our driving logs and travel expense management systems, such as kilometers driven or fuel costs.

- Scope 2 emissions occur from our energy consumption in our offices and apartments, specifically electricity, heating, and cooling. The location and the market-based methods were used to calculate energy-related emissions. The marked-based method takes into consideration whether the purchased electricity was origin-labeled. For green electricity, the emission factor for origin guarantees is used (0 g CO<sub>2</sub>/kWh); otherwise, the residual mix is used (Finland 520 g

CO<sub>2</sub>/kWh, Sweden 38.95 g CO<sub>2</sub>/kWh). For district heating, emissions are calculated from the local production mix.

- Scope 3 emissions include business travel, employee commuting, purchased goods and services, deliveries, waste management, and water consumption. Business travel includes privately owned cars as well as public transportation, ferries, flying, and taxis. Travel data is obtained from travel expense management systems. Employee commuting data is obtained through questionnaires conducted for employees. Waste management and water data were obtained from service providers for main offices and estimated for others based on that. Other scope 3 emissions are estimated based on monetary values.







Data tables

Employees

	Finland	Sweden	Total
Total number of employees at the end of the reporting period (31.12.2023)	400	221	621
Men	290	152	442
Women	110	69	179
Other	0	0	0
Permanent employees	391	221	612
Men	283	152	435
Women	108	69	177
Other	0	0	0
Temporary employees	9	0	9
Men	7	0	7
Women	2	0	2
Other	0	0	0
Non-guaranteed hours employees	9	0	9
Men	7	0	7
Women	2	0	2
Other	0	0	0
Full-time employees	381	213	594
Men	281	147	428
Women	100	66	166
Other	0	0	0
Part-time employees	16	8	24
Men	7	5	12
Women	9	3	12
Other	0	0	0

Economic value generated and distributed

	2023	2022
Economic value generated		
Revenue from customers	89.8 M€	73.6 M€
Economic value distributed		
Suppliers	33.5 M€	28 M€
Employees	52.3 M€	43 M€
Creditors	8.3 M€	5.4 M€
Public sector	0.6 M€	0.6 M€
Owners	0.8 M€	

The age and gender distribution of the board

	2023
Total	5
Women	1
Men	4
Under 30 years old	0
30 to 50 years old	1
Over 50 years old	4

Social indicators

	2023
Employee's net recommendation index (eNPS)	+20
Number of work-related fatalities	0
Total amount of days lost due to injury	14
Total Recordable Incident Rate (TRIR)	2.8
SHE Index	20
Gender pay gap	13,5%



8 – Our sustainability in figures

Tax handprint

	2023	2023	2023	
Total	FIN	SWE	GROUP	Information
Directly paid taxes	5 930	451	6 381	
Indirectly paid taxes	231	108	339	
Taxes to be remitted	16 404	16 038	32 442	
Received grants	85	0	85	
Total	22 650	16 596	39 246	
Directly paid taxes				
Income taxes	252	0	253	
Employer contributions	5 634	451	6 085	Pension costs and other personnel-related expenses
Transfer taxes	41	0	41	
Other taxes	2	0	2	Public broadcasting tax *included in income taxes
Total	5 930	451	6 381	
Indirectly paid taxes				
Imputed electricity and energy taxes	17	11	28	Approximately 1% of rents
Other taxes	214	97	311	Fuel excise tax for vehicles, estimated at approximately 62% of the pump prices (VAT 0%)
Total	231	108	339	
Taxes to be remitted				
Taxes related to salaries	6 623	7 67614	299	Withholding taxes and employee ancillary costs
Vehicle taxes	1	73	74	Vehicle taxes
Net value-added taxes	9 780	8 289	18 069	VAT calculations
Total	16 404	16 038	32 442	
Received grants				
Grants and compensations	85	0	85	
Total	85	0	85	



## 8 – Our sustainability in figures

### Remuneration policies for members of the highest governance body and senior executives

		2023
Fixed pay and variable pay	Board	Fixed annual salaries. Trill Impact representatives do not receive board remuneration.
	Senior executives	Fixed monthly salaries. The CEO of the group has the opportunity to earn an annual performance bonus if the financial and sustainability targets are met.
Sign-on bonuses or recruitment incentive payments	Board	No
	Senior executives	No
Termination payments	Board	No
	Senior executives	The CEO of the group is entitled to severance pay equivalent to 6 months' salary in the event of termination.
Clawbacks	Board	No
	Senior executives	No
Retirement benefits	Board	No
	Senior executives	No

### EU-taxonomy indicators

	2023	2022
<b>Total turnover, M€</b>	<b>89.8 M€</b>	<b>73.6 M€</b>
Taxonomy eligible	17 %	5.5 %
Taxonomy alignment	93 %	0 %
<b>CapEx, M€</b>	<b>14.6 M€</b>	<b>N/A</b>
Taxonomy eligible	15 %	N/A
Taxonomy alignment	8 %	N/A
<b>OpEx, M€</b>	<b>78.8 M€</b>	<b>N/A</b>
Taxonomy eligible	16 %	N/A
Taxonomy alignment	90 %	N/A



## 8 – Our sustainability in figures

### Annual total compensation ratio

	2023
Annual total compensation ratio	2.7
The change in the annual total compensation ratio	N/A

### Compliance with laws and regulations

	2023
Total number of significant instaness of non-compliance with laws and regulations	0
Total number and monetary value of fines for instances of non-compliance with laws and regulations	0

### Collective bargaining agreements

	2023
Percentage of total employees covered by collective bargaining agreements / Sweden	29 %
Percentage of total employees covered by collective bargaining agreements / Finland	100 %

In Sweden, the working conditions for employees not covered by collective bargaining agreements are based on the same guidelines as for those covered by one. In Finland, all the employees except some of the directors are covered by collective bargaining agreements. The terms of employment for directors who are not covered by collective agreements are determined by law and the employment contract.

### GHG emissions intensity

	2022	2023
Emissions intensity (tCO <sub>2</sub> e) per 1M€ revenue	75.6	72.7
Emissions intensity (tCO <sub>2</sub> e) per employee	10.9	8.5

### Carbon handprint, tCO<sub>2</sub>e

	2023
Identified annual carbon emission savings potential for our customers	22,551
Carbon emission savings delivered to our customers during the lifecycle	27,162
Renewable energy provided to our customers	2,043
Total	51,756

### Our impact KPI's

	2023	2022
Green building certifications (number)	235	162
Inspections contributing to property wellbeing (number)	20,559	20,094



## 8 – Our sustainability in figures

### Carbon footprint, tCO<sub>2</sub>e

	2023	2022
<b>Scope 1</b>		
Mobile combustion	551	463
<b>Scope 2</b>		
Electricity, marked based	77	266
Electricity, location based	44	45
Heating, marked and location based	44	44
Cooling, marked and location based	12	0
<b>Scope 3</b>		
Purchased goods and services	4688	2361
Employee commuting	702	1336
Business travel	471	495
Fuel and energy-related activities	224	165
Upstream transport	21	9
Capital goods	1	209
Waste	1	1
<b>Total emissions*</b>	<b>6 792</b>	<b>5 350</b>

\*Marked based electricity emissions used

### Emission factors for electricity (g CO<sub>2</sub>/kWh)

	2022	2023	Source
Location based emission factors – electricity			
Finland	95.84	82.58	AIB
Sweden	7.67	6.62	AIB
Marked based emission factors – electricity			
Finland	285.32	520.77	AIB
Sweden	76.63	38.95	AIB

### Energy consumption (MWh)

	2023	2022
<b>Electricity</b>		
Finland	522	515
Sweden	243	243
<b>Heating</b>		
Finland	596	616
Sweden	436	458
<b>Cooling</b>		
Finland	0	10
Sweden	3	98
<b>Summary</b>	<b>1800</b>	<b>1940</b>



GRI index

GRI STANDARD	Disclosure	Location & ilnformation
"GRI 2: General Disclosures 2021"	2-1 Organizational details	78
	2-2 Entities included in the organization's sustainability reporting	78
	2-3 Reporting period, frequency and contact point	78
	2-4 Restatements of information	79–80; more specific information outlined wit material topics
	2-5 External assurance	78: No external assourance
	2-6 Activities, value chain and other business relationships	15–16 and 18
	2-7 Employees	51–53 and 82
	2-8 Workers who are not employees	Information not available; will be reported from 2024
	2-9 Governance structure and composition	82
	2-10 Nomination and selection of the highest governance body	29–30
	2-11 Chair of the highest governance body	29–30
	2-12 Role of the highest governance body in overseeing the management of impacts	29–30
	2-13 Delegation of responsibility for managing impacts	29–30
	2-14 Role of the highest governance body in sustainability reporting	29–30
	2-15 Conflicts of interest	29
	2-16 Communication of critical concerns	29–30
	2-17 Collective knowledge of the highest governance body	29–30
	2-18 Evaluation of the performance of the highest governance body	29–30
	2-19 Remuneration policies	84
	2-20 Process to determine remuneration	84
	2-21 Annual total compensation ratio	85
	2-22 Statement on sustainable development strategy	10–11
	2-23 Policy commitments	30–31
	2-24 Embedding policy commitments	29–31
	2-25 Processes to remediate negative impacts	59
	2-26 Mechanisms for seeking advice and raising concerns	58–59
	2-27 Compliance with laws and regulations	58–59
	2-28 Membership associations	20
	2-29 Approach to stakeholder engagement	19–20
	2-30 Collective bargaining agreements	85
"GRI 3: Material Topics 2021"	3-1 Process to determine material topics	26
	3-2 List of material topics	26
	3-3 Management of material topics	31
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	
GRI 205: Anti-corruption 2016	205-3 No corruption or ethical breaches involving management were reoported or identified	59
GRI 207: Tax 2019	207-1 Approach to tax	60–61
	207-4 Country-by-country reporting	61 and 83
GRI 302: Energy 2016	302-1 Energy consumption within the organization	86
	302-4 Reduction of energy consumption	86
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	72 and 86
	305-2 Energy indirect (Scope 2) GHG emissions	72 and 86
	305-3 Other indirect (Scope 3) GHG emissions	72 and 86
	305-4 GHG emissions intensity	85
	305-5 Reduction of GHG emissions	70–72 and 86
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	51
	403-3 Occupational health services	51
	403-9 Work-related injuries	51 and 82,; reported as atotal recordable incident rate
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	52 ans 82
	405-2 Ratio of basic salary and remuneration of women to men	51 and 85; reported as unadjusted gender pay gap



9

Meet our Impact Champions



## 9 – Meet our Impact Champions

# Meet our Impact Champions

In autumn 2022, the Impact Champion program organized by Trill Impact was started alongside our sustainability efforts. Impact Champions are employees involved in the entire sustainability process, inspiring, leading, and setting an example for how everyday work should be carried out while being guided by the principles of sustainable development.

As Sustera's Impact Champions, we have very different roles in the company. That's why our participation introduces different points of view and facilitates the implementation of the efforts among regular employees.

The program also supports the management team in addressing sustainable development challenges and opportunities while measuring impacts. This enables us to monitor our goals more accurately and demonstrate tangible results.

To get more information about Sustera's sustainability, please contact our Impact Champions:

### Finland:

**Keijo Leppävuori**

Country Manager, [keijo.leppavuori@sustera.com](mailto:keijo.leppavuori@sustera.com)

**Sanni Isosomppi**

Marketing and Communications Director, [sanni.isosomppi@sustera.com](mailto:sanni.isosomppi@sustera.com)

**Lotta Kauppinen**

Sustainability Manager, [lotta.kauppinen@sustera.com](mailto:lotta.kauppinen@sustera.com)

### Sweden:

**Elina Magnusson**

Sustainability Coordinator, [elina.magnusson@sustera.com](mailto:elina.magnusson@sustera.com)

**Cristian Nae**

Senior Environmental Leader, [cristian.nae@sustera.com](mailto:cristian.nae@sustera.com)





