



Responsibility report 2021

Enabler of opportunities

Contents

Enabler of opportunities – responsibility at the core of business



Customer satisfaction visits

16,931

Number of personnel

13,367

Turnover

EUR 319.75 million

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1 Responsibility highlights of the year

Year of responsibility actions 2021

We declared 2021 the year of responsibility actions. During SOL's responsibility year, we did good deeds both nationally and locally. All the regional units were involved in the responsibility work, and they themselves came up with and carried out responsibility actions that support their local communities. We also participated in climate change mitigation and committed to reducing our carbon footprint. SOL has made a promise to become carbon neutral by 2035. SOL's responsibility is borne of by the entire personnel, a total of 13,367 people.



Investments in training and education

- SOL invested in cooperation with several educational institutions. For example, the Tampere Adult Education Centre (TAKK) launched service design coaching for the supervisors of SOL Palvelut in the Pirkanmaa area.
- Online training for further vocational qualification in cleaning and property services was launched with the vocational education centre Taitotalo.
- SOL became a key partner of Laurea.
- An act worth mentioning in 2021 was the establishment of an "apprenticeship-like" training package for the further vocational qualification for caretakers. The emphasis of the training is on learning alongside work, with the theoretical parts being carried out in cooperation with educational institutions.
- SOL also participates in the EU-funded Malva project, which promotes the employment and working-life skills of people with an immigrant background in Päijät-Häme and Uusimaa.
- More emphasis was also placed on online orientation at SOL. In order to ensure a good and safe first day at work, SOL introduced a system of pre-orientation for service providers and professionals before their employment relationship.



Sunny employees

- SOL's well-being mentors ensure that information flows smoothly between supervisors and employees. In the exceptional year, the important role of well-being mentors was to support employees' joy and well-being at work.
- SOL Palvelut and SOL Kiinteistöpalvelut also invested in internal communication by introducing the Omanumeron personnel portal, which enables a faster and more open flow of information.
- SOL started an international tutor programme promoting equality. Adil Khan was appointed as the first international tutor.

Read more: www.sol.fi/solisti/monikulttuurisuus/international-tutor/

1 Responsibility highlights of the year



Meaningful work during the pandemic

- The second consecutive year of the COVID-19 pandemic increased the importance of cleanliness and hygiene.
- The work of SOL was appreciated, for example, at the COVID-19 vaccination stations of Messukeskus, Metro Areena and Ratina, where hygiene plays an important role.
- The SOL Aisti service was deployed in the security services. The service provides a pre-analysed snapshot for security patrols and guards.
- We developed a cost-effective service based on wireless measurement technology that can monitor indoor particle concentrations and utilise information in cleaning planning.

Read more at www.sol.fi/blogi/siivouksen-vaikutus-sisailmaan

Responsibility year actions

- Cooperation with the Tukeva Foundation's SEPPÄ work coaching services began in the SOL Palvelut Varkaus region. The project aims to employ skilled professionals, which was an immediate success in the first year.
- The idea of a cultural interpreter was also launched in Kainuu as an idea for a responsibility action. SOL's Service Supervisor Valeriia Iankovskaia developed new methods of international recruitment and support for employees who have moved to Finland.
- Certain teams in Helsinki and Jyväskylä started Finnish language training for immigrants.
- In Tampere, SOL Palvelut joined the PYRY project, which develops new perspectives on work and inclusion. The project aims to promote the employment of people with partial work ability and those graduating from vocational education and training institutions who need special support.
- In the spring, sunny SOL employees cleaned up the environment. The neighbourhood of Pohja in Seinäjoki was cleaned, and in Rovaniemi, 150 litres of rubbish was collected in two hours from the Lainaankanta park area.
- In Helsinki, SOL started running a football club for schoolchildren. The employees of the Helsinki region started coaching the football club for the Kankarenpuisto school. During the autumn, the activities of the football club expanded to the Keinutie primary school.

Read more at www.sol.fi/vastuullisuus/vastuullisuus-on-tekoja



Towards carbon neutrality

- SOL was approved to participate [in the Finnish Chamber of Commerce's Climate Commitment Emission Reduction System](#), in which companies commit to carbon neutrality by 2035. Companies and communities that have been admitted to the system prepare a carbon footprint calculation and an action plan to reduce emissions.
- SOL has introduced a number of new emission reduction measures since the start of 2021. Among other things, properties and premises have shifted 100% to renewable electricity, and any new cars must meet the Euro 6 emission standard.
- SOL also launched the Hiili hyvä project for its employees, in which everyone was encouraged to increase the use of public transport, walking and cycling when commuting.

Read more at www.sol.fi/vastuullisuus/ymparisto/hiilijalanjalkilaskelmat

2 Introduction

SOL is a Finnish family company

We want to constantly develop our operations and make our services more sustainable and responsible, taking into consideration the needs of our customers and stakeholders. SOL has reported on its responsibility separately since 2010. This year's responsibility report follows the GRI framework, as applicable.



In this family business, one sibling, Peppi Kaira, serves as Managing Director for SOLEMO and another, Juhapekka Joronen, serves as Managing Director of SOL Palvelut.

As a Finnish, internationally active family company, we want to take care of our employees, customers, society and nature. At SOL, responsible business operations mean self-responsibility that supports the company's business and is determined by the company's values and objectives, while also taking into account key stakeholders.

2 Introduction

What does responsibility mean to us?

At SOL, responsible business operations mean self-responsibility that supports the company's business and is determined by the company's values and objectives, while also taking into account key stakeholders.

We employ more than 13,000 people, and we take responsibility for their working environment and job satisfaction. We have extensive knowledge of working-life training, and we develop the expertise of our personnel systematically to ensure the best expertise in the field. We invest in service management and fair personnel policy by offering work opportunities to diverse individuals.

We want to be the superior service partner for our customers and take care of their needs with the help of technology. We work hard to maintain and develop our customer relationships.

In addition to SOL's Management Team and task-specific development groups, the entire personnel works for and towards responsibility. The work of a responsible corporation involves us all. Trust is the prerequisite for our cooperation, and we earn it through everyday acts.

We have extensive knowledge of working-life training, and we develop the expertise of our personnel systematically to ensure the best expertise in the field.

The figures reported below are those of the SOL Group, unless otherwise stated in the text. The Group's internal turnover has been eliminated in the Group's turnover figures. The segments are the Finnish and foreign subsidiaries, and the following services:

- SOL Palvelut Oy's business lines: cleaning and facility services,
- SOL Kiinteistöpalvelut Oy's property maintenance, technical building systems and security services – comprising retail space or facility-specific security guarding – offered to retail and residential properties,
- SOL Pesulapalvelut Oy's laundry (and dry cleaning) services, and
- Temporary staffing, recruitment and outsourcing services by SOL Henkilöstöpalvelut OY and SOL Logistiikkapalvelut Oy.

The figures of SOLEMO's subsidiary Consultor Finland Oy have been taken into account in the financial and personnel figures. At the start of 2021, Consultor Finland was transferred fully to Solemo Oy's (SOL's) ownership through a share transaction.

SOL group companies:

- SOL Palvelut Oy, Helsinki
- SOL Kiinteistöpalvelut Oy, Helsinki
- SOL Pesulapalvelut Oy, Helsinki
- SOL Henkilöstöpalvelut Oy, Helsinki
- SOL Logistiikkapalvelut Oy, Helsinki
- SOL Baltics OÜ, Estonia
- OOO SOL, Russia
- Tekniclean A/S, Denmark
- SOL Facility Services AB, Sweden
- SOLfacilitysister AB, Sweden
- DS Facility Management AB, Sweden
- Oy Renieriet Ab, Finland
- SOL Baltics UAB, Lithuania
- Consultor Finland Oy
- TrafficFlow Ltd Oy
- Nordic Henkilöstöpalvelut Oy
- Nordic HR Finland Oy
- Nordic HR Rakentaminen Oy

The figures take into account all of the Group's companies for the duration of belonging to the Group. The figures for Consultor Finland Oy consist of a full year and the figures for Nordic of two months. DS Facility Management seven months. Nordic's registered office has been moved to Helsinki.

3 Owners' greetings

Our personnel are our most important resource

In 2021, the COVID-19 pandemic continued to affect society and cause uncertainty. I would therefore like to thank the personnel of all companies and services of SOL for their dedication and hard work. Our personnel has played an important role in a challenging and uncertain year. Cleanliness and hygiene have taken on an important role, and cleaning work is now valued like never before. Under these surprising conditions, the success has been driven by our committed and dedicated experts.



"In our time, working life is being revolutionised by a variety of trends. The ways of performing and commissioning work are becoming more and more diverse at an accelerating pace. With regard to the challenge of labour shortages, our society is also at an interesting stage. Good supervisor work, flexibility of work, equal work communities, and competence in the management of international teams are now playing an increasingly important role."

Working life in the whirlwind of change

For young people, work is important, and they appreciate the relevance of work, entrepreneurship and that their work is in line with their values. Work provides rhythm in everyday life and offers the opportunity to be part of a community. For immigrants, work is important for integration and learning the culture and language. As the members of the work community come from increasingly diverse backgrounds, the sense of community and leadership also change. Changes in work and operating methods require continuous competence development and, sometimes, even re-training. SOL has extensive experience and expertise in leading heterogeneous teams, and we have been investing in competence

development since the founding of SOL. Multiculturalism and learning are in our genes. 29% of our employees in Finnish companies are young (under the age of 30) and 17% have a foreign background. We are guided by good supervisor work and competence in leading international teams when it comes to the challenge of labour shortages. Our investments in education and competence development produce results and help with the commitment of the workforce. We will continue to support the culturally sensitive management of our supervisors by increasing supervisor training and providing support for the recruitment of foreigners and training in Finnish language for those with foreign background.

3 Owners' greetings

Enabler of opportunities – responsibility at the core of business

The marginalisation of young people and people with foreign backgrounds is an unfortunate social phenomenon that affects us all. Getting to work provides a very important rhythm to people's everyday life and is a part of their overall well-being. We provide many young people and people with foreign backgrounds with their first job, and the threshold for getting the first job should not be too high. As a strong working life trainer, we make it possible to become proficient and develop careers in our service sectors.

For us, it is extremely important to cherish and develop an equal work community where it is possible to grow, train and work in accordance with your values, regardless of your gender, age, nationality, background or religion. By bringing families together, we also offer equal and fair employment to the women and girls of the family.

We declared 2021 the year of responsibility actions. The aim was to do everyday acts that have local and social significance. And these actions were indeed taken! The responsible actions conceived by the regions create, for example, jobs, recreational opportunities for children, and a cleaner environment.

By joining the Climate Commitment System of the Finnish Chamber of Commerce in the autumn, we are committed to achieving carbon neutrality by 2035. We have taken environmental matters into account in our procurements and

solutions since the beginning, which is evident in our small carbon footprint. The most significant was the switch to 100% renewable electricity in the properties and premises of SOL. In the future, we will only acquire cars that meet the Euro 6 emission standards. We also developed an incentive system that encourages our employees to travel by bike, on foot or by public transport.

Mergers to boost growth

In line with the strategy, in addition to organic growth, we also seek growth through acquisitions. At the beginning of the year, 100% of the shares held by Consultor were purchased by SOL. Consultor, a provider of IT expert services, helps customers in the management of information system projects, demanding system development and improving the capacity for knowledge-based management. In Sweden, SOL's operations grew when Solreneriet AB acquired the entire share capital of DS Facility Management AB, a company that offers property and facility services. On 1 November 2021, SOL Henkilöstöpalvelut Oy acquired the entire share capital of Nordic Henkilöstöpalvelut Oy in Pirkanmaa, offering temporary staffing and recruitment services for the industrial sector. Nordic Henkilöstöpalvelut focuses on temporary staffing for the industrial sector and direct recruitment of experts. With the acquisition, we will strengthen the business of SOL Henkilöstöpalvelut and become one of the most significant temporary staffing companies in the sectors of industry, logistics and construction.

In SOL Services, Jussi Holopainen, a long-term SOL employee previously serving as the Business Director of SOL Palvelut, was appointed Managing Director, while Juhapekka Joronen took over as Chairman of the Board.

SOL Group's turnover increased by 9.8% to EUR 319.8 (291.3) million. The Group's operating result for the year was good, totalling EUR 12.6 (15.0) million. The Group's domestic business turnover was EUR 255.4 (228.3) million. The operating result before appropriations was EUR 10.2 (11.3) million. Temporary staffing and logistics services in particular, as well as IT expert services, increased their total turnover, as planned, compared to the previous year. The operating result was partly influenced by timely adjustment measures. The turnover of foreign businesses was EUR 74.7 (63.1) million, and the operating result before appropriations was EUR 3.7 (1.2) million.

The aim of the Group is to continue to expand to new industries in addition to the current business sectors and lines, and to continue our internationalisation. Expansion through business operations and enterprise acquisitions will also be further explored. At SOL, we look to the future with confidence as a Group.



4 SOL's future vision, strategy and mission

Our vision is to be a superior partner to our customers and to provide positive experiences

Our management philosophy is based on a sunny, positive image of humankind. Every one of us wants to develop as a person and in our work and be good at what we do. Professional development, goal-setting and remuneration at SOL are based on these principles.



Key factors include delegating responsibility and decision-making as close to the grass-roots level as possible, avoiding unnecessary bureaucracy, goal-oriented leadership, monitoring key areas, and rewarding and encouraging creativity and positivity. People are at their happiest when they have succeeded and achieved something that they initially thought to be unattainable.

5 Creating added value at SOL

Our values are:

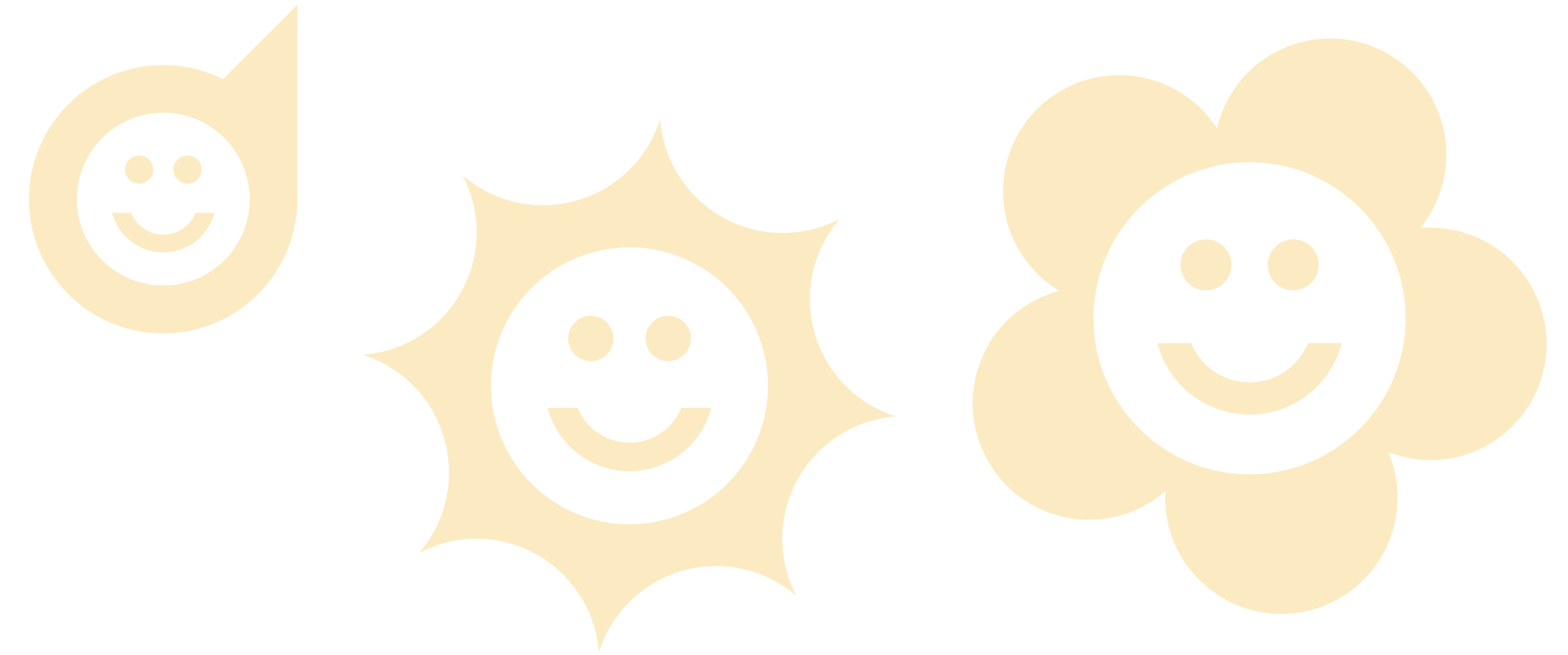
SUNNY AND SATISFIED CUSTOMERS are the goal for all of our operations. Good service makes customers and employees feel good. This means high quality. Job satisfaction is linked to one's whole life.

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

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

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

ENTERPRISING SPIRIT is important. We succeed when everyone serves the customer in the best possible way, as though each of us were running our own business.



Responsibility is reflected in our values

We create value for all our stakeholders: customers, employees, subcontractors, partners and owners.

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

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

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

5 Creating added value at SOL

Our solar system



Our intangible assets: SOL culture, long-term customer relationships, career paths, development of competence, cooperation with educational institutions, locality and brand



Our most important resources:

- Skilled and motivated employees
- Tolerance
- Flat organisation
- Family company values

Other resources:

- Equity, tools and equipment

Reliability

Everyday creativity

Sunny and satisfied customers

SOL's value generating processes:

- Fair, equal and inclusive management model
- Acting as a cultural interpreter
 - Working life trainer
 - Cooperation
- Inclusive customer cooperation model

Enterprising spirit

The joy of working

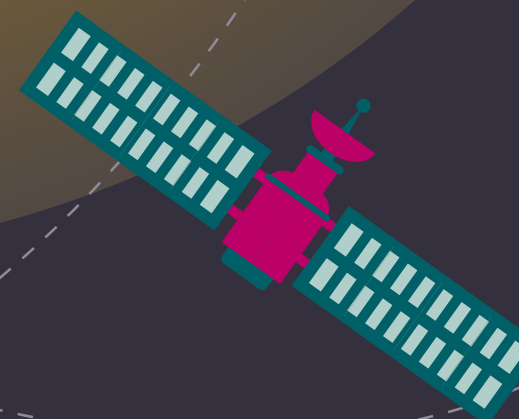
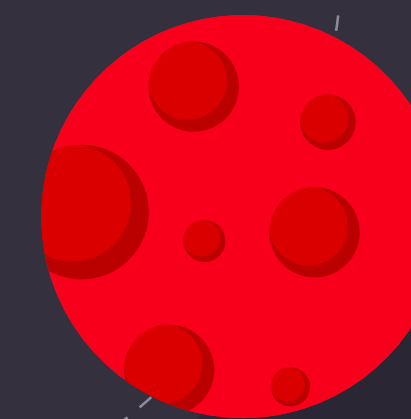


Impact on personnel and society:

- Participation in Finnish society
- Integration into Finnish society
- Working life skills
- Competence
- Confidence in the future

Effects on the customer:

- Safety, i.e. health and hygiene
- Reliability
- Development
- Locality
- Flexibility
- Participation in integration and the prevention of exclusion





Service-minded and coaching management is close to the customer and personnel

The management organisation is as flat as possible in order to be close to the customer and personnel. The Development Group of each service sector is responsible for monitoring operational management and for development and improvement projects. At SOL, we aim for service-minded and coaching leadership. Giving responsibility, trust, and supporting a functional work community are some of the essential mindsets.

Our operating system is based on the ISO 9000:2015 quality standard, the ISO 14001 environmental management standard, the ISO 45001 safety standard and the ISO 31000 risk management standard. Each company has its own operating system that complies with the Group's core system. Our customers audit our operating system, which serves as a foundation for developing operations. The Operating System of SOL Sweden is also based on the ISO 9000:2015 quality standard, the ISO 14001 environmental management standard and the ISO 31000 risk management standard. SOL's Estonian and Latvian companies have quality certificates. The well-being programme is integrated into the SOL Life wellbeing at work programme.

The parent company's Board of Directors comprises Juhapekka Joronen, Chair, and ordinary members Peppi Kaira, Anja Eronen and Oona Kaira. SOL's Management Team comprises Anja Eronen, Chair of the Board, the Managing Directors of the Finnish companies, Timo Sairanen, Director, HR and Legal Issues and Mika Martola, Chief Commercial Officer. The Management Team also includes representatives of senior salaried employees, salaried employees and other employees.

Jussi Holopainen is the Managing Director of SOL Palvelut Oy, Elina Jalonen is the Managing Director of SOL Pesulapalvelut Oy, Juhana Olkkola is the Managing Director of SOL Henkilöstöpalvelut Oy and SOL Logistiikkapalvelut Oy, Peppi Kaira is the Managing Director of SOLEMO Oy, Juha Savolainen is the Managing Director of SOL Kiinteistöpalvelut Oy, Markus Andersson is the Managing Director of Consultor Finland Oy, and Toni Asikainen is the Managing Director of Nordic Henkilöstöpalvelut Oy.

The company's auditor is KPMG Oy Ab, Authorised Public Accountants, with Toni Aaltonen as the lead auditor.

6 SOL and responsibility management

Responsibilities to customers – high-quality service in a timely manner

SOL offers high-quality services in a timely manner according to contracts. We meet our contractual obligations, which can be monitored in almost real time by our customers through the electronic services provided by Vastuugroup. The services are developed in accordance with the customer's expectations and preferences. Productivity and efficiency are important goals in developing SOL's processes. All our service sectors in Finland have a personnel recruitment and substitute system in electronic format.

Responsibilities to employees – personnel play a key role

At SOL, employees have a key role in everything we do. SOL bears responsibility for safeguarding employment in the future, too.

Personnel are rewarded for good work performance, which is followed up by customer satisfaction and other weighted indicators. Rewards for successful work performance have been given, for instance, to the service district of the year, the vendor of the year, the service instructor of the year, the service supervisor of the year and the service director of the year. SOL organises an annual Quality Award competition with separate categories for service supervisors, service districts and sales personnel. Awards are also given for the environmental

and well-being at work categories. Competition entries are submitted in the form of applications showing budgets, results and the previous year's figures. The Quality Award is based on a competition by the Finnish Quality Association, which has been adapted to suit SOL's needs.

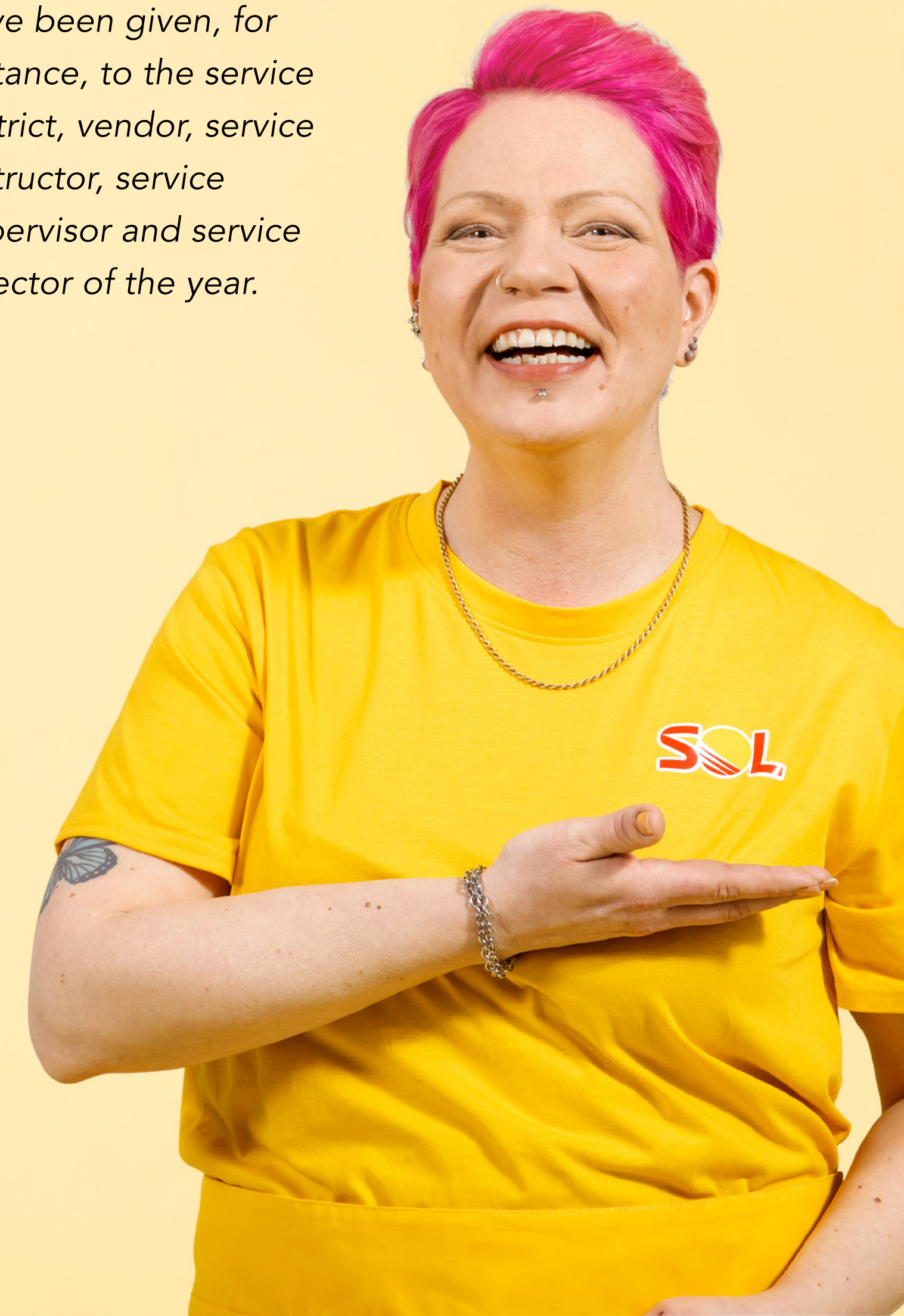
We have launched a messaging channel for our employees, encouraging them to report both success stories and any misconduct they might observe. The HR and legal teams review the messages with the management and consult the person in charge, if needed.

Respecting good contractual practices

SOL purchases products, services and energy for its business operations and subcontracting services, such as delivery and laundry services, outdoor area property management services and a variety of made-to-order cleaning services. Products and services necessary for running the administration and operations are also purchased. SOL's General Terms and Conditions apply to all suppliers, and invoices are paid according to the terms of payment. Good contractual practices are monitored by internal controls and audits, in accordance with the SOL operating system.

Foreign purchases from outside the EU, service purchases within the EU, and supply purchases within the EU (production) were made only to Finland. SOL's operations have significant indirect impacts, especially in smaller towns. SOL is the primary client for many entrepreneurs and, thus, affects the economic well-being of subcontractors' employees.

Rewards for successful work performance have been given, for instance, to the service district, vendor, service instructor, service supervisor and service director of the year.



7 SOL and social responsibility

Our personnel are our resource

SOL is a multicultural and inclusive workplace.

We offer low-threshold jobs and prevent marginalisation.

We offer jobs that provide rhythm to everyday life and overall well-being. We provide many young people and people with foreign backgrounds with their first job. As a strong working-life trainer, we make it possible to become proficient and develop careers in our service sectors. We cherish and develop an equal work community where it is possible to grow, train and work in accordance with your values, regardless of your gender, age, nationality, background or beliefs. By bringing families together, we also offer equal and fair employment to the women and girls of the family.

Through our activities, we are meeting the UN Sustainable Development Goals:

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

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

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

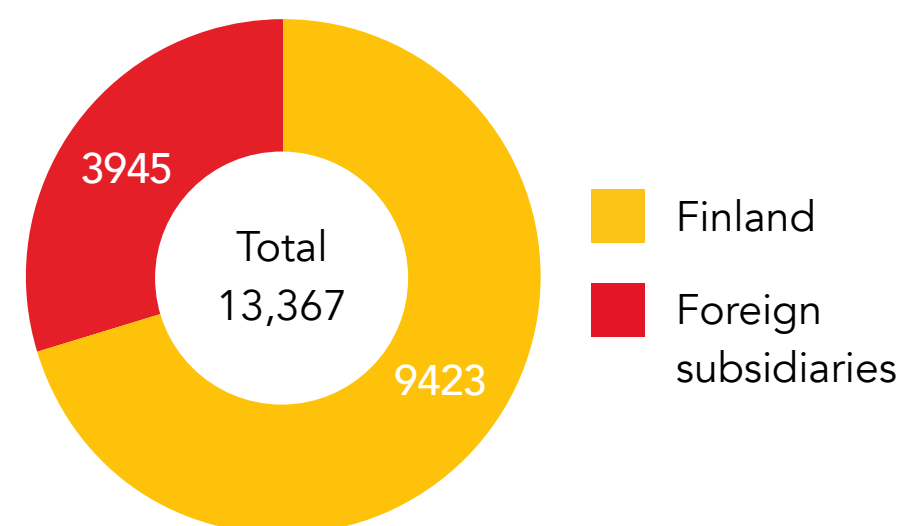
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

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

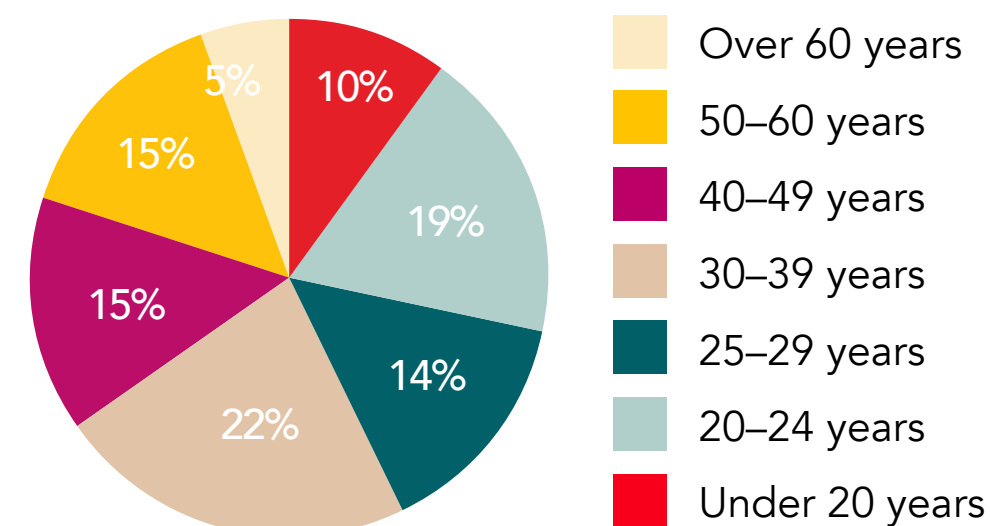
Goal 5: Achieve gender equality and empower all women and girls.

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

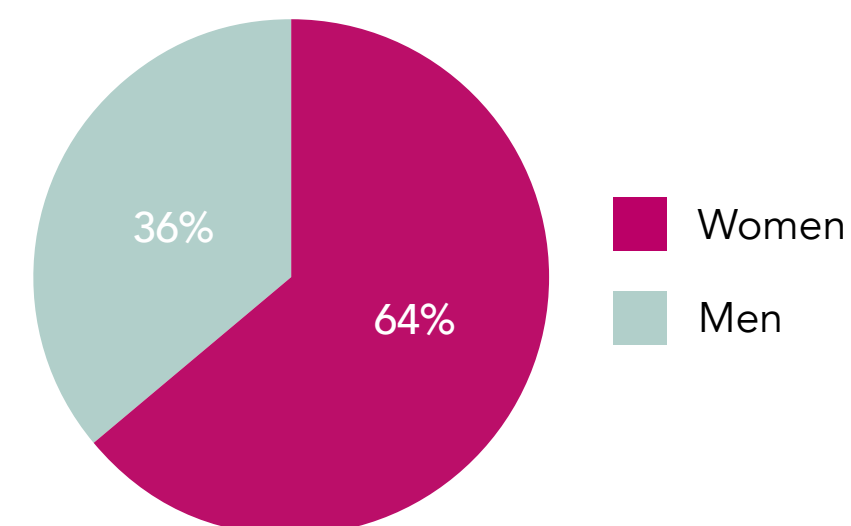
Number of personnel



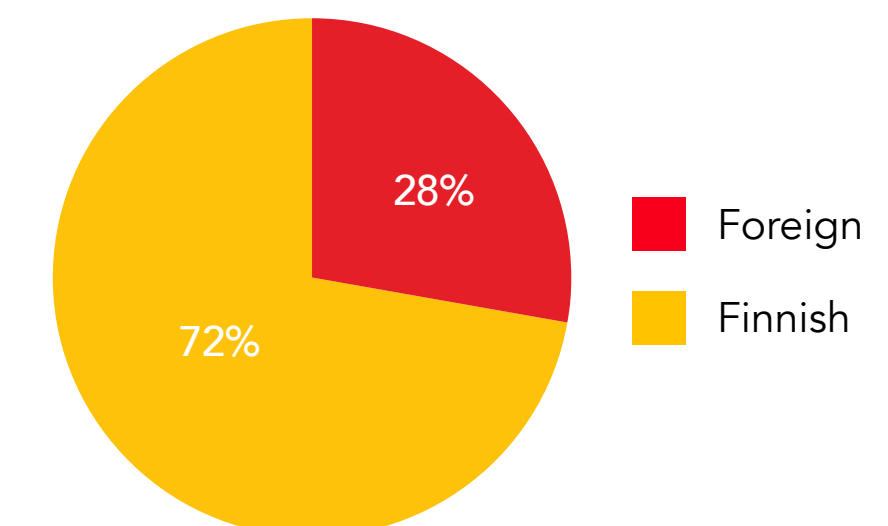
Age structure of personnel in Finland



Employee distribution by gender



Proportion of persons with foreign background in Finland



7 SOL and social responsibility

Investing in personnel's work ability – SOL Life supports employees

The SOL Life Caring Model helps supervisors to intervene with work ability problems at an early stage. The most important aims include preventing sickness absences, reducing the number of accidents and minimising disability pensions.

Success discussions help in setting goals, achieving results and developing operations, and they also facilitate the personnel's self-development. A scorecard is used for monitoring and controlling the accomplishment of goals. The employee-specific quality passport, in which positive customer feedback is documented with a laughter or smile symbol, continues to be used as a feedback tool.

The joy barometer is the SOL employee satisfaction survey that allows the employees to influence the development of their own work. The joy barometer survey has been developed over five years with professor Marko Keski as part of the Quality of Working Life (QWL) project. In 2021, we also used QWL analysis to identify HR risks related to disabilities, fatigue, sickness absences and employee turnover, for example. In 2021, the joy barometer was conducted four times a year; three times as a pulse survey and once as a more extensive questionnaire. This gave us up-to-date information about the employees' job satisfaction and allowed us to react more quickly when developing job satisfaction.

The goals of SOL's age programme are to support the work ability of different age groups, maintain good work fitness and reduce sickness absences, as well as to promote positive cooperation between different age groups. We pay special attention to young people and "yellow panthers", offering job opportunities to those who have already passed the retirement age. Another goal is to raise the average retirement age.

At present, the employees of SOL's Finnish companies retire on old-age pension at an average age of 62.7 years. In 2021, the average age of people who retired from SOL on disability pension was 58.3 years.

In 2021, we launched the SOL Sopiva työ (Suitable Work) project, which aims to find work assignments for people with precise work ability. We want to offer versatile work for everyone. Our aim is to design and define the light tasks available at SOL to suit the different situations of our employees.

In 2021, as part of the SOL Life model, we continued our Kuntokuuri programme, which was launched in 2018. The aim of the SOL Life exercise programme was to increase physical activity with a pedometer.

In 2021, SOL spent about EUR 185 per employee on the prevention and treatment of illnesses in Finland. SOL monitors the percentage of sickness absences in relation to the number of

The joy barometer is the SOL employee satisfaction survey, which enables employees to influence the development of their own work.

hours worked. In 2021, the sickness rate in Finland was 3.4%.

The most important causes of sickness absences were musculoskeletal diseases (about 40% of all sickness absences). Absences due to mental health issues have not increased significantly in the Finnish companies.

During the year of the pandemic, our sickness rate remained under control, thanks to effective support measures. For example, we have compiled special instructions related to COVID-19 as service-specific packages within the Group.

In 2021, we organised a work ability management pilot project for the Service Managers of SOL Palvelut in cooperation with occupational health services and an employment pension company. We trained Service Managers in more in-depth work ability management skills. We involved our Service Managers more in the everyday challenges of work ability management and support for supervisors. As an important result of the pilot, our Sirius work ability management system was implemented in a new way, and early signal recognition and supervisor alerts were addressed at an earlier stage.



Development of competence and training – tutors supporting personal development

The development of the personnel's competence focuses on orientation and training that support the employees themselves and the satisfaction of customer-specific needs. These are monitored on an area-, customer-, employee- and training event-specific basis.

The coaching and training sessions are supported on a personal level by competence assessment and a learning passport. Every new employee starts their job with online onboarding. The onboarding continues on a site-specific basis, and the supervisor, together with a tutor, continues the orientation and guidance to work in a safe and healthy manner, in accordance with the service description. Method training is a part of site-specific onboarding. Continuous dialogue and caring ensure the well-being of the personnel. At the end of their trial period, each SOL employee also attends the SOL IN training in their district.

For a long time, SOL has had trained tutors that support the development of competence and act as work counsellors in addition to their own work. Since the beginning of 2015, their role has grown in providing site-specific training and ensuring competence. The development of salaried employees is supported through mentoring and coaching.

Our aim is to offer opportunities for job rotation and career advancement within the Group. The individual's own views and their desire and intent to develop and move forward are discussed in the 'From goals to results' performance discussions.

Around 30% of the employees in our Finnish companies hold a vocational qualification or a further or specialist vocational qualification. SOL's trainers are qualified as teachers, in addition

to knowing the subject matter and having extensive work experience. Our own experts and external training partners and educational institutions also serve as trainers.

We take the needs and requirements of the customers, companies and personnel into account in the planning of competence development. The plans are refined into an annual training plan that is used by supervisors to prepare a competence plan for their own personnel as part of the action plan. The number of training days amounted to an average of two days per employee in Finland, and a total of 9,000 employees attended training.

Business Akatemia coaching continued in 2020–2022. The aim of the programme is to take management to the next level. The emphasis is on customer and personnel experience, communications, service-oriented leadership, competence management, career paths, and LEAN, as well as the profitable and goal-oriented management of operations.

We organise business sector- and theme-specific training and expertise days every year. Personnel training at SOL is integrated to correspond to the basics of qualifications and, therefore, promotes the completion of practical examinations and cooperation with apprenticeship offices and institutes. In 2021, SOL trained 34 new tutors to help the supervisors guide and coach both new service providers and those who have served in the position for a longer time. The annual planning of competence needs was carried out with the training managers and service management in area-specific meetings. The implementation of the programme is the responsibility of the districts themselves and the training team with regard to trainer-led trainings.

7 SOL and social responsibility

Focus on online training

The online training platform for salaried employees, Aurinkoakatemia, has been renewed annually since 2020. In 2021, study paths, an improved course search feature, and a new visual appearance were added to Aurinkoakatemia. Last year, we also improved the integration and monitoring of completed training modules through HR systems. In the year of registration, we prepared five new online training modules for salaried employees and renewed the content of seven online courses. We also renewed the online introductions in Finnish and English for SOL Palvelut and SOL Kiinteistöpalvelut, and we renewed and implemented new training modules for service managers and property managers. We also develop customer-specific online training modules.

The goal is to develop online training modules further and add more short webinars. The development of competence is divided into targeted and long-term training, which maintains or deepens knowledge and is implemented as modular online training. However, 80-90% of learning takes place at work, in connection with various challenges, problems, ideas and development. Representatives of our partner institutions and other partners are also involved.

Degree-oriented and apprenticeship training – towards practical examinations

Our aim is to pave the way for an opportunity to take a practical examination leading to a qualification, and to identify and recognise the training provided by SOL and the competence

acquired through work in the preparation of a personal plan. Our diverse personnel challenges us to develop our training programmes and cooperation continuously. In addition to classroom coaching, we invest in the development of online training and webinars. We renewed and prepared different customer-specific videos and a total of seven training courses that require special expertise for service managers and experts, for example, in Finnish and English.

About 200 SOL employees have participated in apprenticeship training, taking various degrees, including:

- Vocational Qualification and Further Vocational Qualification in Textiles and Fashion
- Vocational Qualification, Further Vocational Qualification and Specialist Vocational Qualification in Cleaning and Property Services
- Vocational Qualification in Equipment Maintenance
- Further Vocational Qualification in First-Level Management
- Specialist Vocational Qualification in Business Management and Leadership
- Vocational Qualification in Safety and Security
- Further Vocational Qualification in Safety and Security
- Specialist Vocational Qualification for Security Officers
- Further Vocational Qualification in Business
- Specialist Vocational Qualification in Product Development

SOL also has employees who have completed the practical examiner training. They and the workplace instructors have the skills to assess employees' previous skills in relation to their duties and official degree requirements, and to evaluate the completed degrees.



7 SOL and social responsibility



Strong educational cooperation

We cooperate with major educational institutions across Finland with regard to the vocational training and qualifications in the property services sector. Our most long-term partners are Keuda, Live, Taitotalo, TAKK and Laurea. Our evolving partnerships with Keuda and Live have lasted for 18 and 12 years, respectively.

In 2021, we continued our recruitment TE VOS training for unemployed job-seekers in Pirkanmaa with TAKK. The aim is to continue using a new vocational recruitment model that emphasises three-tier cooperation between the company, educational institution and employment services. The key objectives are to support the recruitment process and, from the student's point of view, the sufficient and appropriate content of the training.

In particular, we want to monitor the success of the recruitment and develop the model further. Further career paths are enabled through apprenticeship training with TAKK. We also trained workplace instructors within the same project. In 2020, we implemented the Vocational Qualification in First-Level Management, which ended in 2021, as well as customer experience and service design coaching.

The Manager of Training at SOL acts as the chair of the working life committee of Cleaning and Property Services, appointed by the Board of Education until 31 December 2023.

Diversity as strength in a multicultural company

SOL is a multicultural work community that offers equal opportunities to all employees. More than 37% of SOL Palvelut employees have a foreign background. We promote the equality of all employees and prevent discrimination in all forms. For example, discrimination due to age, origin, nationality, language, religion, conviction, opinions, political activities, trade union activities, family relations, health, handicaps, sexual orientation or any other reason arising from a person is strictly prohibited.

Our multicultural development group was founded in 2007. Its objective is to promote the integration of employees from different environments into the operating culture at SOL and to improve the understanding of diversity. The multicultural work group has, for example, prepared an annual global calendar which includes the holidays of different religions. In cooperation with PAM (Service Union United), the work group has produced a video for new employees with the intent of introducing the employee to many important issues.

Versatile training for people with special needs

SOL has participated in many different development projects and support functions with different stakeholders as part of the vocational training reform. The cooperation models that have been applied with Live are the TEPPPO project, the Onnistuneesti työuralle project and the Malva project.

7 SOL and social responsibility

Special attention for occupational safety

With regard to occupational safety, we have paid particular attention to the reduction of accidents, safety observation reports and carrying out risk assessments on our customer sites. We ensure that the information and instructions for our personnel are up to date so that they can work safely at our customer sites. In the reporting year, we arranged two event days to gain more ideas about safety observations and work. We also organised joint training sessions with the Centre for Occupational Safety on hazard and risk assessment. A webinar series on the use of personal protective equipment and the importance of protective classes in different work tasks was also completed during the reporting year. All SOL companies participated in the World Day for Safety and Health at Work. Observing, preparing for and protecting against occupational safety risks related to COVID-19 were the most important tasks of the Occupational Safety Manager in 2021.

The Occupational Health and Safety Committee operates nationwide and convenes five times a year. Each SOL employee is responsible for safety, and preventive measures are the foundation of safety at SOL. The Occupational Safety Officer reviews the monthly accident statistics and adds new measures or instructions, as needed. The sickness and accident statistics are regularly presented in management reviews.

In the customer sites and premises of SOL Henkilöstö- ja Logistiikkapalvelut, occupational safety is the customer's responsibility, but we develop it in cooperation with the customers. All our companies monitor compliance with occupational safety practices and the frequency of accidents.

SOL's goal is zero accidents. The most important thing in achieving this goal is that everyone follows the given regulations and instructions, and exercises care in working and moving. Order and cleanliness can also affect occupational safety.

The management of SOL has signed its own occupational safety commitment for the development of occupational safety, and thus invests in occupational safety in an exemplary way.

Freedom of association

In Finland, the provisions of the current collective bargaining agreement between the Finnish Real Estate Employers and the Service Union United PAM for employees in the property maintenance sector applies to SOL's salaried employees in the cleaning, property and facility maintenance services. The collective bargaining agreement for employees in the property maintenance sector primarily applies to SOL's security service employees. The collective bargaining agreement for the textile care industry applies to the laundry personnel, and the collective bargaining agreement for the chemical sector to the laundries'

Observing, preparing for and protecting against occupational safety risks related to COVID-19 were the most important tasks of the Occupational Safety Manager in 2021.

salaried employees. SOL Henkilöstöpalvelut Oy is a member of Service Sector Employers Palta and SOL Logistiikkapalvelut Oy is a member of Finnmedia.

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

Since the countries of the foreign subsidiaries do not have collective bargaining processes similar to Finland, local labour legislation and SOL's internal practices are applied to their work. SOL Palvelut Oy is a member of the employer union Real Estate Employers, SOL Pesulapalvelut is a member of the Yleinen Teollisuusliitto ry, and SOL Henkilöstöpalvelut Oy is a member of Service Sector Employers PALTA ry.

8 SOL and environmental responsibility

Decision-making that respects nature

SOL wants to provide services in a manner that aims to conserve natural resources and reduce environmental impacts. We are aware of the environmental impact of our services and of our responsibility as the user of products and the producer of waste, and we take these into account throughout our decision-making processes. We follow applicable legislation and regulations of the authorities in our operations. We are committed to continuously improving our operations and reducing environmental impacts.



We have taken environmental matters into account in our procurement and solutions since the beginning, which is evident in our small carbon footprint.

8 SOL and environmental responsibility

Environmental Goals according to the Climate Commitment of the Finnish Chamber of Commerce

The companies based in Finland joined the Chamber of Commerce's climate commitment programme in autumn 2021. Under the commitment, we have prepared company-specific plans for becoming carbon-neutral by 2035. Based on a calculation made with the Finnish Chamber of Commerce, over 90% of our emissions come from traffic, and driving for work purposes is the largest source. The calculation was based on figures from 2019 and 2020.

Total carbon footprint decreased by 5% for each employee

Relative to the increased turnover and number of employees, the total carbon footprint decreased by 5% for each employee in 2020 and by 6% relative to turnover. The use of renewable electricity has been crucial in reducing the carbon footprint. From 2021 onwards, we started using only renewable energy in the premises and properties of our Finnish companies. In total, the Finnish companies have more than 100 properties and premises.

Since the beginning of 2021, we have only acquired cars that meet the Euro 6 emission standards. The renewal of the fleet will take about four years, after which the WLTP emissions of our cars will decrease by approximately 20%.

In the procurement period 2021–2023, the emission limit for new vehicles is 161 g/CO₂/km (WLTP). We have also switched to My

Diesel for company cars, the use of which has increased 3.5-fold since 2020.

Our Group-level long-term target is a 5% reduction in the emissions from traffic at the workplace and driving for work purposes. We support the target through supervisor incentives and monthly follow-up. We have also built our own incentive programme to encourage our employees to use public transport in their commuting. These metrics and personal rewarding ensure the commitment of each employee and help us achieve the 5 per cent target. The opportunity to work from home of salaried employees also promotes our environmental policy.

With regard to driving at work, we compare the average consumption of each car and driver to the target consumption of the vehicle. We also organise courses on economical driving in cooperation with our insurance company. The annual reduction target is 5%, which we measure by monitoring the average fuel consumption.

The overall carbon footprint of SOL companies based in Finland is 9,242.61 tCO₂e according to the climate commitment of the Finnish Chamber of Commerce. The carbon footprint decreased by 5% for each employee in 2020 and by 6% relative to turnover.

Read more about company-specific calculations:

www.sol.fi/vastuullisuus/ymparisto/hiilijalanjalkilaskelmat

Use of materials and detergents – environmentally conscious choices

The detergents and materials used in our own operations represent less than 3 per cent of the Group's carbon footprint. This is due to our environmentally friendly acquisitions and the requirement to take the carbon footprint into account in everything we do.

In Finland, we are ahead of schedule in achieving our target for Nordic Swan ecolabelled detergents – their share of all detergents is 92 per cent. Our target for 2025 is 95%.

Our working clothes are made from recycled materials. Last year, recycled materials helped us save 16,638 kg of CO₂ compared to "virgin polyester".

Multiple-use waste sacks

We are currently using some 2,000 multiple-use rubbish bags. The use of permanent bags has seen steady growth, while the number of plastic bags has decreased.

11 recycled plastic bottles are used to make one multiple-use waste sack. If it is not possible to use multiple-use waste sacks, we choose sacks made from circular economy plastic, which reduces our CO₂ emissions.

The products are collected in Finland, they are recycled and reworked into raw materials, and finally they are used in the manufacture of products in Finland.

8 SOL and environmental responsibility

Commitment 2050

– Swan label-certified hotel cleaning

SOL Palvelut was the first in Finland's hotel cleaning business sector to be awarded the Swan label. Getting the renowned Nordic environmental labelling was one of the promises in SOL's environmental programme 'Sitoumus 2050'. Swan label is an official sign to our customers of the quality of our services.

In order to obtain the Swan label, our services has to meet the very strict conditions for the whole life cycle. The evaluation took into account, among others, the origin of the materials, the energy consumption of production and use, the use of chemicals and the generation of waste throughout the whole production and consumption chain. In cleaning services, the Swan label emphasises the use of cleaning agents that have environmental labelling and the limitation of chemicals because, in the cleaning process, cleaning agents comprise the largest environmentally taxing agent. Other criteria included minimising the environmental impact of transport.

Responsible laundry services

The Group's laundry services company, SOL Pesulapalvelut, invests in eco-friendliness in both machinery and detergents. SOL Pesulapalvelut is constantly renewing its machinery and replacing old machines with more environmentally friendly technology. At the moment, about 45 per cent of all dry

cleaning machines use environmentally friendly, non-toxic and biodegradable detergents. New, computer-controlled water washing machines use strictly specified amounts of detergents and water. The detergents are as environmentally friendly as possible. The use of machinery is optimised in each laundry shop and the water and electricity consumption is monitored with a detailed set of indicators.

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

Compensated carbon footprint of transports

Posti Ltd is our logistics partner, and we have agreed on the compensation of all the carbon emissions caused by our transports with them. As a result, the carbon footprint of our transport is zero.

Integrating environmental knowledge into onboarding

An online course on environmental knowledge is part of our compulsory onboarding training. In addition, each area has its dedicated environmental coordinator who communicates environmental matters and development to the personnel

and keeps them up-to-date on regional topics, such as waste decrees. We use the environmental audits to monitor whether our operations meet SOL Group's Environmental Goals and measure our performance at the district, business sector and customer-specific levels. Our environmentally friendly operations are guided by the development perspective.

According to our plan, personnel training in economical driving was carried out during 2021. As part of our Climate Commitment with the Finnish Chamber of Commerce, we will increase our personnel's awareness of the impact of our personal choices on our carbon footprint, which will enhance their environmental awareness.

Regular customer audits

As part of our customer audits, we monitor whether the operations meet SOL's Environmental Goals and measure our performance at the district-, business sector- and customer-specific levels. Our environmentally friendly operations are guided by the development perspective. Environmental audits are carried out with the help of the electronic system of SOL.



A strong impact on society is created by stable economic management

Growth is financed from income. Our equity ratio of 52.7% allows for cost-effective liquidity fluctuations. Good liquidity safeguards SOL's payment obligations to stakeholders and also builds in flexibility for any quick acquisitions needed. SOL's liquidity has remained at a good level.

In addition to paying employees' contributions and public payments, the Group has been able to finance investments and other acquisitions from income, in accordance with set plans. SOL wants to ensure that it meets all payment obligations according to the agreed payment terms without delay, and also expects the same punctuality from customers with regard to their payments.

Our liquidity is measured with the Quick ratio, which in 2021 was 1.5, meeting our objective. All of SOL's services are produced locally, and the operations have been organised accordingly. SOL's business management, as well as the financial and HR administration of SOL City, SOL headquarters in Finland, support our local operations. Some of the financial administration operates in Seinäjoki, Kouvola and Hämeenlinna.

9 SOL and financial responsibility

Market position - the SOL of the future

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

Similarly, the number of personnel in Finland is expected to grow to some 20,000 people and to also increase significantly in the foreign subsidiaries.

We anticipate that as many as 60 per cent of our employees will be of non-Finnish origin by 2030. Employees are increasingly expected to have multi-expertise where different work tasks are combined. In addition to property maintenance, key jobs will be in the sectors of logistics, industry and commerce. The skills and development of the personnel are ensured by investing in training.

Our age programme, in turn, takes into account the employment needs of different age groups. The programme connects the life situations of different groups with work tasks suited to those life situations.

Taxes in Finland and permits in order

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

Responsibilities to authorities

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

Value-added taxes, withheld tax and income tax paid by SOL's Finnish subsidiaries in 2021

EUR 69.7 million

In 2020, the corresponding amount was EUR 65.8 million

Wages and items reported as wages in 2021

EUR 199.7 million

In 2020, the corresponding amount was EUR 183.9 million

Social insurance contributions in 2021

EUR 34.9 million

In 2020, the corresponding amount was EUR 28.5 million

9 SOL and financial responsibility

Procurement practices

In our procurement, we consider the environmental impact of the products and operate in a cost-efficient manner. We use established partners and carry out supplier audits to ensure that our partners operate in an environmentally friendly manner. We use Posti Green services, which means that all our letters, parcels and logistics shipments are transported 100% carbon neutrally.

Anti-corruption

SOL employees are expected to promote SOL's interests and act in a responsible manner. SOL employees must avoid all situations that might result in a conflict of interests.

The corruption and bribery ban permeates all SOL operations. SOL and its employees may not make or offer bribes or unlawful payments to customers, managers, national or local authorities or other parties to gain or retain business, or for any other equivalent reason.

SOL does not grant direct or indirect support to political parties, organisations or individual politicians.

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

Gifts and hospitality may be acceptable if they are:

- not offered on a regular basis, and given or received openly and without an obligation and/or expectation of a favour in return
- approved by stakeholders and able to withstand public scrutiny
- legal, ordinary and of moderate monetary value.

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

With regard to the public sector, we follow the hospitality instructions of the Ministry of Finance.

Examples of acceptable hospitality include attendance at occasions such as birthday and retirement receptions organised by a partner. In these circumstances, gifts in keeping with convention are acceptable. Also acceptable are parties and cultural events in the context of meetings and training courses.

Gifts or benefits exceeding a value of EUR 100 offered to a SOL employee must be authorised by a Service Director, Business Director or Managing Director.

Benefits must not be accepted if:

- The value of the benefit exceeds conventional business practices
- The benefit is in conflict with SOL's interests and values
- The benefit may impair or be seen to impair the other party's independence or impartiality
- The benefit is likely to arouse suspicions regarding the giver's motives or its impact on decision-making or outcomes of business
- The benefit could generate negative publicity for SOL.

As a general rule, SOL will cover the costs of any travel related to events and travel organised by external parties.

In the event of confusion regarding the appropriateness/legal-ity of giving or receiving a gift, it must be declined.

SOL employees are expected to promote SOL's interests and act in a responsible manner. SOL employees must avoid all situations that might result in a conflict of interests.

SOL Palvelut

Customer satisfaction

Laughter 73.8%

Smile 25.8%

NPS

77.8%

Turnover

MEUR 154.8

Onboarding and employee support are important focus areas in cleaning and facility services

SOL Palvelut Oy's services comprise cleaning and facility services. We offer our customers solutions for cleanliness and a high hygiene level. We serve Finnish businesses in all sectors, as well as public administration and municipalities.

We develop the expertise of our personnel systematically and offer new onboarding to employees at sites with high hygiene and cleanliness requirements. We focus on onboarding and customer site-specific training, which ensures that our employees are committed to and understand the required quality level. As an enabler of opportunities, we offer low-threshold jobs for young people and immigrants. It is important for young people and immigrants to integrate into the Finnish culture and learn the Finnish language. We have identified a need to train foreign employees and support their onboarding and integration into Finnish society. Moving to and working in Finland requires a residence permit process, acquiring a place to live, and precise work onboarding. In all this, our service supervisors act as cultural interpreters and support integration into Finnish society. SOL's cleaning personnel represent no fewer than 73 different nationalities. Employees from countries such as Bangladesh, the Philippines and Nepal often come to Finland alone. We have supported the reunification of the families of our employees with

foreign backgrounds by employing both parents and helping them to obtain work visas. In this way, those who have worked alone in Finland have been able to bring their spouse and children to join them.

We have increased integration training for employees with foreign backgrounds by organising a weekly webinar in English on employment relationship matters. As part of our integration programme, we have trained two service instructors from foreign backgrounds to work as tutors in onboarding. We have also developed an extensive shift planning programme to make it suit our service better. This allows us to improve the working hours of our personnel and minimise errors related to salaries.

As part of the year of responsibility actions, SOL Palvelut carried out local and socially significant actions that have led to, for example, jobs, recreational opportunities for children and a cleaner environment.



10 SOL Palvelut

“We cherish and develop an equal work community where it is possible to grow, train and work in accordance in line with your values, regardless of your gender, age, nationality, background or beliefs. By bringing families together, we also offer equal and fair employment to the women and girls of the family.”

SOL Palvelut is committed to the Group's environmental goal of being a carbon neutral company by 2035. In all the properties we manage, we have switched to 100% renewable electricity, and we only acquire cars that meet the Euro 6 emission standard. We also encourage our employees to travel by bike, on foot or by public transport.

The turnover of the company decreased by -0.2% year-on-year. On 2 May 2020, SOL Palvelut Oy was partly demerged, and the property and security services were transferred to SOL Kiinteistöpalvelut Oy. The company's comparable turnover increased by 4.4% from the previous year. Our services in hotels, restaurants, and event centres and on ships were minor until the early summer, because these services have been closed or open only to a limited extent. We have continued the adjustment efforts caused by the pandemic, which have played a positive role in maintaining profitability.



Future outlook – the role of hygiene becomes more important

The role of cleaning and cleanliness and our competence will become even more important in the future. The need for hygiene has been identified, and the growth prospects of cleaning services are good. We will continue to invest in AI and robotics-based functions to make our work smoother. However, the core of our operations will remain the same: we focus on personal service relationships and encounters and a flexible way of working.



CASE: Cultural interpreters help international employees

SOL's cultural interpreter Valeriia Iankovskaia, based in Sotkamo, has developed new methods of international recruitment. Due to a shortage of employees, she has started looking for suitable people. In addition to recruitment, she has helped new employees with, for example, the residence permit process and searching for a place to live. In addition, she has given precise onboarding for both the job and Finnish working culture in general.

Read more at www.sol.fi/uratarina/kulttuuritulkki

SOL Kiinteistöpalvelut

Customer satisfaction

Laughter 67.7%

Smile 32%

NPS

66%

Turnover

MEUR 19.9

11 SOL Kiinteistöpalvelut

SOL Kiinteistöpalvelut invests in staff training and provides low-threshold jobs

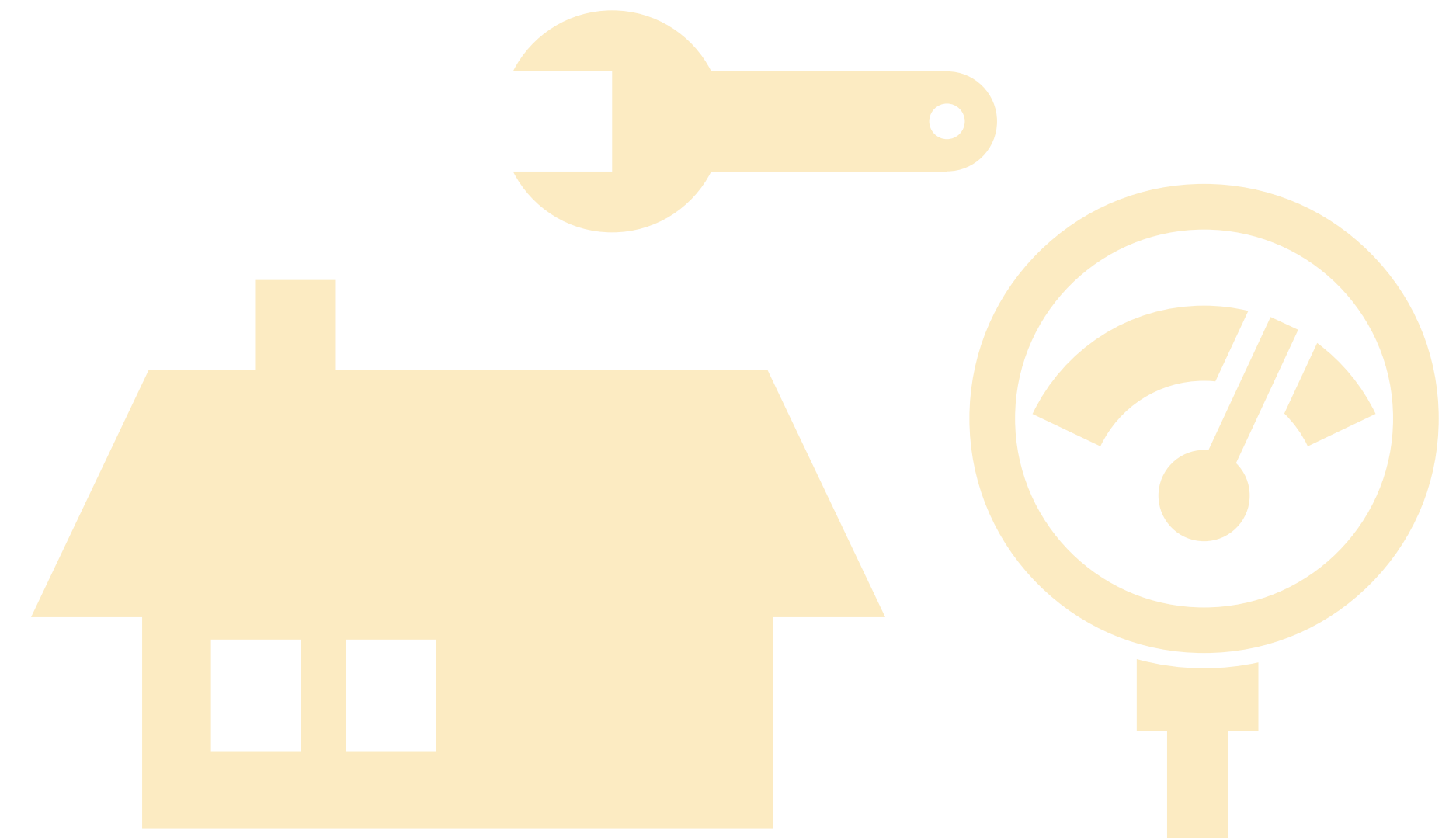
SOL Kiinteistöpalvelut is responsible for the overall maintenance of properties, taking into account technical maintenance and safety. The remote monitoring of properties allows us to track and optimise technical building systems, energy consumption monitoring, traffic control, camera surveillance and security. Our lifecycle services provide expertise in all the different stages of properties, from new buildings to challenging renovation projects.

SOL Kiinteistöpalvelut has continued its strong and profitable growth. We have further developed the personnel's professional skills and commitment, as well as their involvement and joyful work, which are key for business growth and development. The development work has been carried out with the help of renewed and extensive training programmes and the measurement data of the joy barometer.

Responsibility priorities have been strongly focused on developing the competence and training pathways of the personnel. SOL Kiinteistöpalvelut provides low-threshold jobs for young people. An act worth mentioning in 2021 was the establishment of an "apprenticeship" training package for the further vocational qualification for caretakers. The emphasis of the training is on learning alongside work, with the theoretical parts being carried out in cooperation with educational institutions.

The target groups are young people at risk of marginalisation, people switching between sectors, people who do not necessarily enjoy school, and people who want vocational education but do not like studying. The goal is to employ and train future property service experts.

We also took a big step on the education front and started to reform the property sector education system. Due to the low number of graduates, we have decided to reform education in this field ourselves. We cooperate with several vocational education institutions and, in autumn 2021, a pilot training project was launched with the aim of a degree in technical property management through an apprenticeship model. This degree model aims for a more comprehensive view of property maintenance. According to the current requirements, property maintenance is increasingly seen in a general sense, and this requires new kinds of expertise.



11 SOL Kiinteistöpalvelut

In 2021, we organised 33 different property sector training sessions for our employees, with a total of 41 participants. The target for 2022 is 40 training courses and 80 participants. Ten of the personnel completed a vocational qualification in property services, and three completed a property manager's degree.

SOL Kiinteistöpalvelut is committed to the Group's environmental goal of being a carbon neutral company by 2035. In all the properties we manage, we have switched to 100% renewable electricity, and we only acquire cars that meet the Euro 6 emission standard. We also developed our own incentive system that encourages our employees to travel by bike, on foot or by public transport.



Future outlook

The company's outlook for 2022 is fairly positive, and the operations are developing as planned. The turnover is expected to grow, and we map out growth prospects through acquisitions.

Responsibility matters are becoming more and more important in property maintenance and security services, as well. In 2022, we will invest, in addition to our own service provision, more in our ability to help customers achieve their own environmental and responsibility targets.

In terms of responsibility, our goal for 2022 is to build a personal study plan for each Kiinteistöpalvelut employee in order to develop their professional skills.

Responsibility action in property services: "Even the marginalisation of one young person is pointless"

CASE: Education advances careers

Jani Tampio, a caretaker at SOL Kiinteistöpalvelut, is excited about studying. An interesting field and the possibility of advancing his career have encouraged him to study first a vocational qualification in property management and, now, he is studying a specialist vocational qualification in the field with an apprenticeship.

Read more at www.sol.fi/uratarina/kiinteistohoitajien-koulutus



SOL Henkilöstö- ja Logistiikka- palvelut

PERSONNEL SERVICES

Customer satisfaction

Laughter 66.3%
Smile 32.6%

NPS

34.2%

Turnover

MEUR 26.7

LOGISTICS SERVICES

Customer satisfaction

Laughter 64.4%
Smile 32.5%

NPS

32.5%

Turnover

MEUR 24.8

12 SOL Henkilöstö- ja Logistiikkapalvelut



SOL Henkilöstö- ja Logistiikkapalvelut had a strong year of growth

SOL Henkilöstöpalvelut Oy provides the industrial and construction sectors with temporary staffing, recruitment, head-hunting and other customised services for the private employment sector in all areas of Finland. SOL Logistiikkapalvelut is one of the largest providers of personnel services in the logistics sector, also offering versatile outsourcing services. Our customers include companies that operate both nationally and locally.

SOL Henkilöstö- ja Logistiikkapalvelut is an enabler of opportunities

Temporary staffing jobs in industry, construction and logistics are low employment jobs. Faced with the challenge of availability of workforce, young people need flexibility in their work, in which personnel services meet the employees. For young people, getting into working life provides an important rhythm to their everyday life and an opportunity to gain more education. In this case, education is also practical and appropriate for the student. SOL Henkilöstö- ja Logistiikkapalvelut is a distinguished job-seeking coaching service provider. The goal is to help every job seeker find their own strengths and a career path towards

their dream job. We also started cooperation with Espoon Palloseura, where we bring together the athlete's career, studying and flexible working. Through us, three Japanese professional athletes have earned additional income, and we are helping a number of young people in Espoo to get a job.

With the help of international recruitment, in 2021, we employed more than 70 welders and CNC machinists in Finland. Our role is to act as a cultural interpreter. In this activity, our services cover all arrangements and official matters related to entry and integration, such as the work permit process, personal identity codes, taxes, identity cards and Kela cards, as well as bank accounts. If necessary, we also help experts with housing

12 SOL Henkilöstö- ja Logistiikkapalvelut

arrangements and make it possible for the rest of the family to enter Finland. We have also assisted the spouses of experts to find employment in Finland.

SOL Henkilöstö- ja Logistiikkapalvelut is committed to the Group's environmental goal of being a carbon neutral company by 2035. In all the properties we manage, we have switched to 100% renewable electricity, and we only acquire cars that meet the Euro 6 emission standard. We also encourage our employees to travel by bike, on foot or by public transport.

The turnover of SOL Henkilöstöpalvelut was EUR 26.7 (23.8) million, growing by 12.1% compared to the same period last year. The turnover of SOL Logistiikkapalvelut was EUR 24.8 million, growing by 10.4% compared to the same period last year. The outlook in terms of customer needs and demand are still growing in both companies, in terms of both temporary staffing and subcontracting, as well as employee recruitment services. On 1 November 2021, SOL Henkilöstöpalvelut Oy acquired the entire share capital of Nordic Henkilöstöpalvelut Oy in Pirkanmaa, offering temporary staffing and recruitment services for the industrial sector. On an annual basis, Nordic serves approximately 200 customers and has approximately 1,000 experts in its own field. In 2021, the company's turnover was EUR 16.6 million.

For young people, getting into working life provides an important rhythm to their everyday life and an opportunity to gain more education. In this case, education is also practical and appropriate for the student.



Future outlook

The outlook for 2022 is good despite the situation with COVID-19. Turnover is expected to continue to grow, and operating profit is expected to improve. The availability and permanence of personnel can increase service costs and slow down the growth of turnover. Major customer agreements can entail a potential risk to turnover. The new invoicing and CRM system has streamlined operations. The reorganisation of operations related to the new customer relationship management model is estimated to provide even more stable, segmented and profitable growth with additional regional coverage.



SOL Pesulapalvelut

Customer satisfaction

Laughter 97.3%
Smile 2.5%

Turnover

MEUR 7.2

Shops

45

+ Aurinkopesula in Hämeenlinna,
which focuses on the care of
business textiles and linens.

13 SOL Pesulapalvelut

Sustainable operations

Responsibility and environmental friendliness have been taken into account in all our operations.

In dry cleaning, we use the latest technology and the most environmentally friendly, biodegradable substances. Dry cleaning is the gentlest treatment for textiles, thanks to which they remain good for as long as possible. When selecting machines, we take energy efficiency and water consumption into account. We use recycled water whenever it is possible. In terms of lighting, we have already largely moved to LED lamps, which save energy and reduce the heat load in the space.

The use of plastic has decreased considerably each year, and we have moved more and more into durable clothing bags and sacks. Metal hangers are returnable and reusable.

Stores have received discarded textiles that have been forwarded for reuse. Similar cooperation is beginning with business textiles.

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

Due to COVID-19, some full-service laundries have been temporarily closed or have served customers with limited opening hours. The laundry shops at the Itäkeskus, Kamppi and Redi shopping centres were closed. In the Helsinki Metropolitan Area, the focus has been on home pick-up services, which have been particularly popular among older customers. Despite the adjustment measures, the pandemic affected the company's turnover and profitability.



In the Helsinki Metropolitan Area, the focus has been on home pick-up services, which have been particularly popular among older customers.



Future outlook

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

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





Consultor

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Impressive IT expertise

In 2021, the entire share capital of Consultor Finland Oy, which had been in operation for 17 years, was transferred to SOLEMO Oy. Like the other Group companies, we are a service company: our services are often designed for our customers' information systems, but both the creators and the users are human beings.

Despite COVID-19, our company grew rapidly, and the year was financially excellent. Turnover in 2021 increased by more than 20% from 2020, to EUR 7.1 million, with an operating profit of EUR 0.96 million.

Our experts were especially employed in managing our customers' IT projects and demanding system development work, and improving our customers' knowledge-based management capabilities.

The most significant clients in 2021 were Keva in the occupational pension sector, DigiFinland in the central government sector, the KEHA Centre, the Finnish Government Shared Services Centre for Finance and HR Palkeet, Statistics Finland, and the Tax Administration. In addition to these, private sector deliveries grew significantly in 2021, for example in retail trade and health care.

We are focused on strengthening and developing our customers' IT functions and digital services. By doing responsible and precise

customer work, we have contributed to ensuring that our customers' development work is smooth and reliable. We have strongly advanced the digitalisation of public administration and, over the years, we have been involved in a number of projects, the results of which have been used by all citizens.

Broad economic impact through networks

We have always acted in a heavily networked manner. In service deliveries, we have always used experts from small Finnish IT companies as subcontractors, in addition to our own personnel. In practice, this has meant that we are a customer to a large number of small IT companies or entrepreneurs. As a strong company and a good customer, we have supported a large number of Finnish companies in an industry with global competition.

Our principle is that we provide a safe working environment for our own employees and entrepreneurs in our network. As a flat

organisation, our operations are predictable for our employees and subcontractors. We strive for employment and cooperation relationships that are as long as possible.

During the COVID-19 pandemic, our employees have been working remotely. In the future, we will also move to the hybrid work model, bearing in mind that the working environment is more than tables and chairs: it is also an important social environment

In 2021, we moved our office to the premises of SOL. As a result of the move, we started using only renewable electricity and encouraging our employees to travel by bike, on foot or by public transport.



Future outlook

The aspect of responsibility is also increasingly visible in information technology companies. We will continue our responsible operations and develop them together with the SOL Group.

In 2022, the focus will be on systematic measurement of the customer experience, and in this way, we can develop responsibility with customers in mind. We are known for our long-standing customer relationships, and we want to continue this confidential activity.

In the future, we will continue to work in a networked way and invest in the well-being and enjoyment of our employees and the employees of our subcontractors.

SOL is a multicultural work community

■ Different nationalities of SOL personnel

