



# Sustainability report 2024

## Sustera Group



# Sustainability is at the core of our business model.

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

With well-designed, well-built, and well-maintained buildings, we can positively impact people, the environment, and the economy. At the same time, we want to take all the ESG aspects into account as we develop our own impactful business.

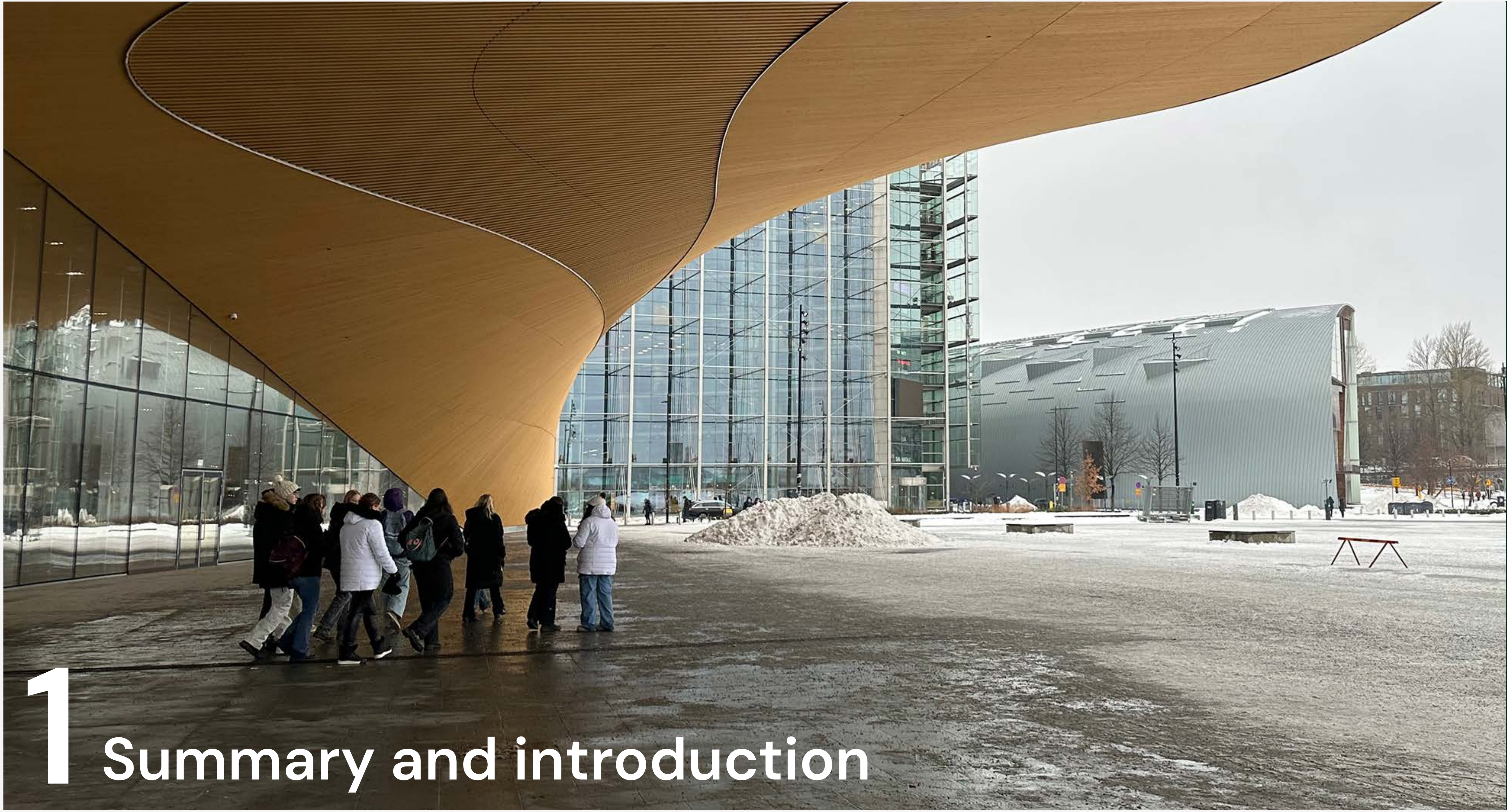
This is Sustera's third sustainability report. In this report, we describe the sustainability and impact work we carried out in 2024, including our successes and challenges.

We hope you enjoy our report!



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# 1 Summary and introduction

# Sustera in brief

We are a leading Nordic specialist in sustainable property lifecycle management. With the expertise of over 550 professionals in Finland and Sweden, we ensure buildings remain in optimal condition, endure longer, and minimize environmental impact – all while enhancing their value. Our services enable clients to maintain the sustainability of their properties throughout their entire lifecycle, from new construction to ongoing use.

## Construction phase

- Environmental assessment
- Budgeting and financing
- Construction
- Technical planning
- Quality control and supervising



## New property

- Technical commissioning
- Operational audit
- Warranty inspections
- Property management



## Operation and maintenance

- Property value creation
- Transactions
- Tenant rotation and changes in building use
- Extension and renovation projects



## Lifecycle optimization

- Property development
- Maintenance and repairs
- Emission reduction
- Energy efficiency
- Increased circularity and improved waste management



Planning and construction  
2–10 years

Maintenance and property development  
50–100+ years

# Foundations of our strategy

Our aim is to make new construction and existing buildings healthy for people, the environment, and the economy. Through our three business areas, we can achieve this goal and create a significant impact.



# 1 – Summary and introduction

## The why

**Our vision** is to accelerate the change towards more sustainable construction and building management.

The expertise is needed, because the building stock is aging, regulations are increasing, health awareness is growing and sustainability targets are tightening.

## The what

**Our mission** is to ensure buildings increase their value, stay healthy for people, and become more environmentally friendly.

## The impact

- Wellbeing & productivity
- Energy & financial savings
- CO<sub>2</sub> emission reduction
- Property value growth

## The how – our values



### Expertise

We are experts at what we do and we 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 make a positive impact on the environment, people, and communities around us by making buildings more sustainable and better places to live and work, and by applying good governance in our daily operations.



### Wellbeing

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

# From Raksystems to Sustera – Leading specialist for sustainable property lifecycle

**In April 2024, 500+ enthusiastic Raksystems coworkers arrived at the Cable Factory in Helsinki. They picked up their blue and white nametags at the entrance, sat comfortably in the auditorium and listened to the first keynote speaker of our very first “All employee event”.**

That same day, those same coworkers walked out of that same hall with a different nametag, holding green-coloured umbrellas and filled with a whole lot of new impressions and thoughts. What just happened?

Raksystems became Sustera. The visual identity had shifted 180 degrees, and the blue sky became green nature, and the white snow became beige soil. The sustainable approach was obvious and the path in front of us pointed towards the handprints we lay and the footprints we leave.

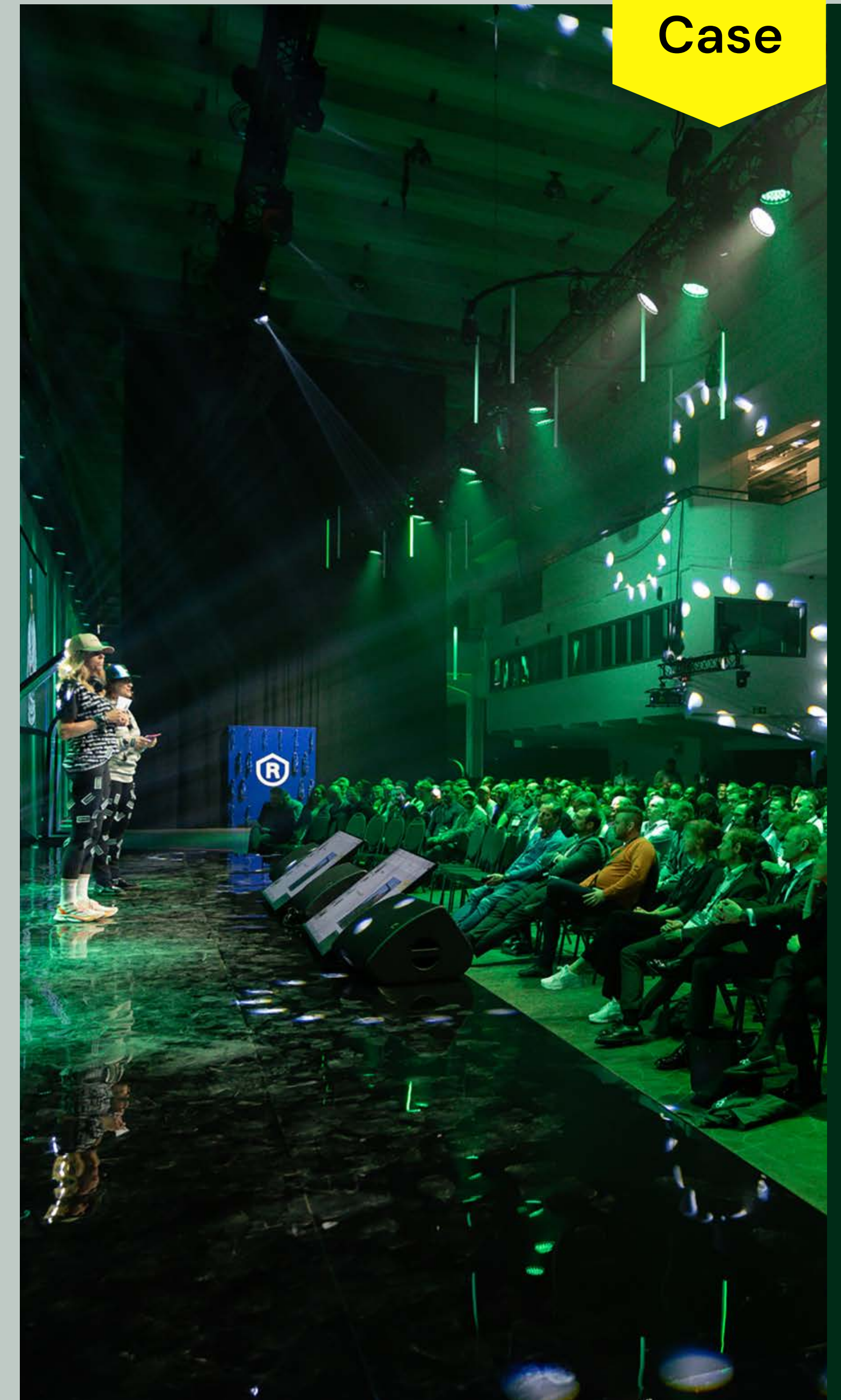
Our roots are deep in the world of impact, we aim to make a difference, social, economic, and environmental impact. Our goal of creating a Sustainable Era made the choice of name – Sustera – clear and natural.

Our visual identity was next and a big part of that are colours. For all the “not so creative” – as well as the “I’m into the details” – people, colours play a huge part in creating an overall feeling and story. From an array of colours, the sophisticated deep green connects us with nature, lighter earthy tones of beige add ground and soil to the mix, the vibrant explosion of yellow speaks of intensity, and the calmness of violet sets the customer at ease.

There you go, a colour ensemble of intense Expertise, serene Wellbeing and environmental Impact. Even better, they go hand in hand with our core values.

Clearly there is so much more to a brand than name and colour, but the journey has truly begun with a strong visual identity, a clear mission, and an inspiring vision. The new name and visual identity are perfectly tied to Sustera’s long-term strategy of making new construction and existing buildings healthy for people, the environment, and the economy. The change took us from a strongly rooted Finnish brand to a new level that can reach the international market in a more relatable way. Now being a company with a growing presence in Sweden and Finland, Sustera as a name and brand invites all the acquired companies in both countries to join together. So many identities are now merged into one brand, one company, and one clear future.

A brand, just like most things, needs to evolve to keep its vibrancy, to stay relevant, and to follow the ever-changing market needs. This work continues and all of us 500+ co-workers entering the Cable Factory in Helsinki on the 29 April keep filling Sustera with meaning, heart, and a whole lot of professional impact.



## 1 – Summary and introduction

# CEO's message

**At Sustera, sustainability is at the heart of our business. We are committed to ensuring that our services not only drive our success but also create lasting value for our customers and contribute positively to our operations. In 2024, we made significant strides in measuring, developing, and strengthening our impact, ensuring that our growth aligns seamlessly with both environmental and social progress.**

As experts in the lifecycle of buildings, our mission is to enhance their long-term value, promote occupant wellbeing, and minimise the buildings' environmental footprint.

This year, we introduced the Carbon Handprint, Wellbeing Handprint, and Savings Handprint – structured frameworks designed to assess and amplify our positive impact. We also refined our measurement methodologies and published our first GRI-level sustainability report, a key milestone in transparency and accountability.

To further embed sustainability in our company culture, we launched Impact Academies in Finland and Sweden, empowering our employees with the knowledge and tools to integrate sustainability into their daily decision-making. Strategically, we aligned our efforts with the EU's Corporate Sustainability Reporting Directive (CSRD) through a comprehensive double materiality assessment, ensuring we address the most pressing environmental and social challenges.

A major achievement in 2024 was the publication of our Science Based Targets initiative (SBTi)-approved near-term emission reductions targets, reaffirming our commitment to reducing emissions in line with global climate objectives. We also successfully met our targets in Green Building Certifications and the number of Inspections and Surveys conducted, further solidifying our leadership in sustainable development.

These accomplishments reflect our unwavering dedication to creating a better, more sustainable future. I extend my sincere gratitude to our customers, employees, and key stakeholders for their invaluable contributions in driving meaningful, measurable change.

In 2025, we will continue on this ambitious path. Our vision remains clear: to accelerate the transition towards more sustainable construction and building management.

**Thank you for being a part of our journey!**

**Tuomas Qvick,  
Group CEO**



# Our performance highlights 2024

We initiated concrete impact work, measurement, and development:

- Carbon handprint
- Wellbeing handprint
- Savings handprint



Q1/2024

We rebranded ourselves as Sustera and clarified our strategy to be the leading specialist for sustainable property lifecycle.



Q2/2024

We developed our common principles and practices, improved the measurement of our sustainability work, and published our first GRI-level sustainability report.

We started our Impact Academies both in Finland and Sweden to train our employees in sustainability and impact.



Q3/2024

We published our climate roadmap, which includes our near-term emission reduction targets approved by Science Based Targets (SBTi).



Q4/2024

We initiated our strategic sustainability work in line with the EU's CSRD guidelines by starting our double materiality assessment.

Carbon footprint  
6,585  
tCO<sub>2</sub>e

Green building certifications accomplished  
330 pc

Wellbeing handprint  
249,000 people

Carbon handprint\*  
66,474  
tCO<sub>2</sub>e

Inspections & surveys conducted  
21,093 pc

\*Carbon handprint describes the positive impact of our services on the climate, meaning the emission savings we create for our clients through our services.

# 2 The world around us



# Key trends impacting our landscape

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 consulting.

### Ageing building stock

Approximately 40% of Europe's total energy consumption comes from buildings. There are a total of 220 million buildings in Europe, of which 75% are energy inefficient and also suffer from indoor air quality problems and ageing technology. In northern Europe alone, there are more than 60 million buildings, many facing increasing renovation debt. Only 1% of the buildings are renovated annually, and massive investments are needed to meet the regulation. 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.

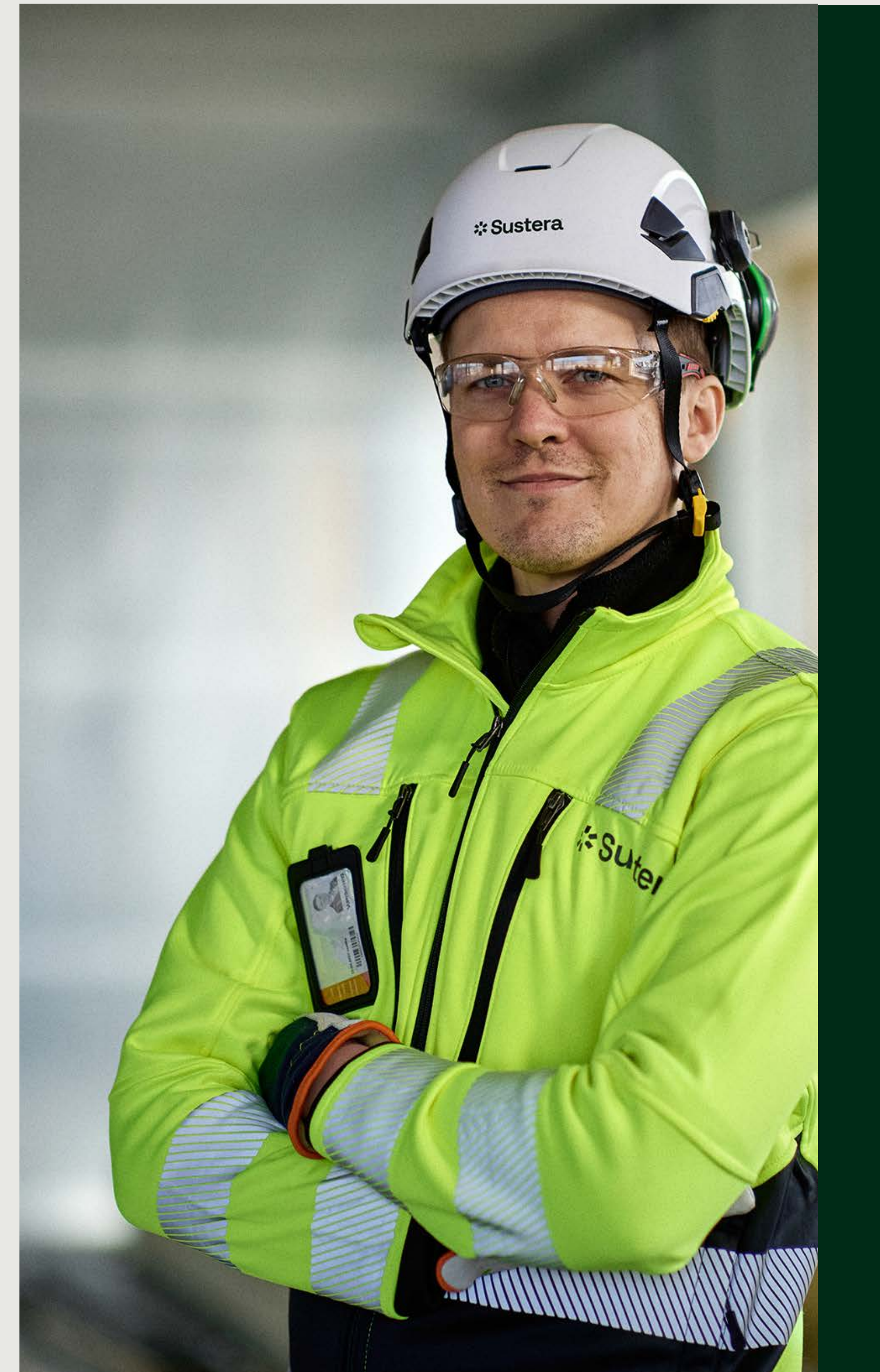
Sustera is well-positioned to address these key trends and challenges with a broad offering to support property owners in their green transition. We are a Nordic market leader in building services, driving sustainability and quality of buildings. We have the largest number of certified green building experts in Finland, and we continuously work new innovations to reduce and optimize our customers' carbon emissions.

### 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

The increased pressure on property owners to achieve greenhouse gas emissions reduction is speeding up efforts to decarbonize buildings. Tightening sustainability targets are driven by regulatory demands, but also increased pressure from investors and larger commercial tenants, while the uncertain financial development also puts pressure on them to drive down costs for energy. This will increase the demand for green building services that lower emissions throughout a property's lifecycle.



# Stakeholder engagement

Open discussion with our stakeholders is very important to us. We communicate regularly with our stakeholders and carefully consider their feedback to develop our operations.

Who do we work with?	How do we communicate?	What kind of expectations are there for our operations?
Our customers (B2B) and consumers (B2C)	Open dialogue with our customers is at the core of our operations. In addition to regular and continuous communication, we monitor our customer’s views through open feedback and customer surveys.	Our customers expect us to take a proactive approach in meeting their needs. They expect us to be the best experts in what we do, as well as excellent customer service providers. Listening to customers and creating new ways of working are key factors.
Personnel	In addition to daily interactions and regular meetings, we monitor our employees’ views, expectations, and feelings through quarterly employee surveys.	Our employees expect a healthy, safe, and inspiring work environment, as well as fair and equal treatment. They especially value opportunities for continuous learning and development.
Owners and board representatives	We hold regular reviews and meetings with the representatives of our main owners. The board is informed about matters in regular board meetings.	Our main owner, Trill Impact, expects us to develop our business in a way that positively impacts people and the environment. Owners and board representatives also expect financial results as well as strong and international business growth.
Our partners and subcontractors	We communicate regularly with our partners and subcontractors in project-related meetings. Expectations and ideas are monitored through regular stakeholder surveys.	Our partners and subcontractors expect cooperation and communication. They value ethical business practices and operational reliability. Brainstorming and creating new ways of working together are key factors.



# Double materiality assessment

Our strategic goal is to develop our business to be more sustainable, while also helping our customers in their sustainability transition. This is why we have conducted a preliminary double materiality assessment (DMA) to identify our most relevant sustainability topics.

The Corporate Sustainability Reporting Directive (CSRD) and its European Sustainability Reporting Standards (ESRS) provide a framework for the strategic development of sustainability efforts, operational development, and sustainability reporting. The foundation of these standards is a thorough double materiality assessment, which identifies our impacts on the environment and society, as well as the sustainability-related risks we face and the opportunities we can leverage.

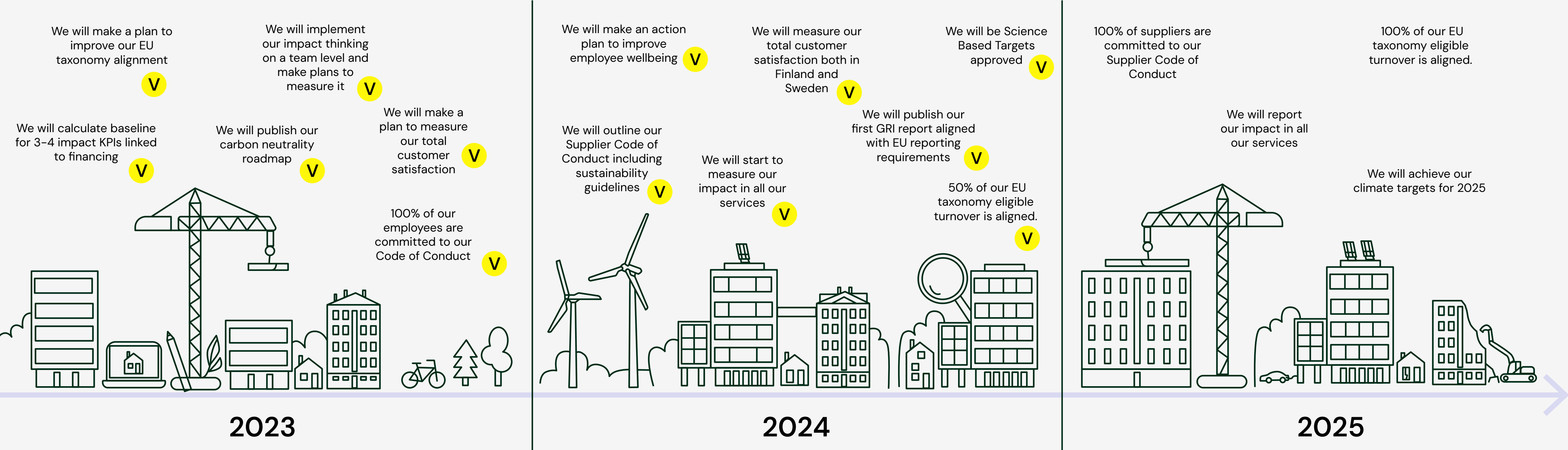
At Sustera, we have made a strategic decision to assess, develop, and report the impacts, risks, and opportunities of our business. We began our double materiality assessment in the autumn of 2024, and will further develop it during the spring of 2025. The high-level outcome of our DMA is shown in the matrix aggregated by ESRS\* topics. In total, 36 impacts, risks, and opportunities (IROs) have been assessed as material.

\*ESRS = European Sustainability Reporting Standards

Sustera’s preliminary DMA

Financial materiality	Crucial	E5 Circular economy S2 Workers in value chain		E1 Climate change S1 Own workforce S4 Consumers and end-users G1 Business conduct
		E4 Biodiversity and ecosystems		E2 Pollution
		S3 Affected communities	E3 Water and marine resources	
	Immaterial			
		Immaterial	Significant	Crucial
		Impact materiality		

# Sustainability roadmap



**V** Target achieved

# How we manage sustainability

We are strongly committed to sustainable business and have integrated the management of our sustainability focus areas into our operations throughout the organization. As part of our regular operations, Sustera’s sustainability is 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 that they believe positively impact people and the environment. Trill Impact requires regular and consistent responsibility management and measurement also.

## 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 2024, there were five people on Sustera’s board: Samir Kamal, Johan Lundén, Marko Malmivaara, Olov Schagerlund, and Carina Qvarngård, along with 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 is a representative of the main owner. The board consists of 4 male and 1 female members and one female deputy member. The nomination of the board takes place at the annual general meeting.

One member of the board represents the main owner, and minority shareholders also have the opportunity to elect their representatives to 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. The CEO of Sustera Group is Tuomas Qvick.

Sustera has rules of procedure for the board of directors and CEO, which state that Board members, executives, and the CEO may not participate in matters that could lead to conflicts of interest. Both board members and the CEO must report any 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, and both of the countries have their own sustainability manager or coordinator. During 2024, numerous operational principles and policies were developed and updated such as the Code of Conduct, Supplier Code of Conduct, Quality Policy, and Environmental Policy. We will continue drafting these guidelines and policies in the coming year as well.

## Impact Champions inspire all the employees

Sustera’s Impact Champions and wider sustainability group implement 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, guided by sustainable development principles. Trill Impact launched the Impact Champion programme in the autumn of 2022.

## Our risk management

The company management must report identified risks and actions to the board annually. 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 supported by increasing the organization’s awareness of various opportunities and threats.



# 3 Value creation impact strategy

# Our impact contribution with our customers

We are creating shared value and a positive global impact through our services.

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 five most essential goals closely related to our sustainability work. Through these five goals, we can positively impact the planet and society.

## Good health and well-being

We ensure healthy and safe property conditions during the use and construction of buildings, reducing air pollution and hazardous chemicals. (SDG Target 3.9)

## Affordable and clean energy

We improve energy efficiency and encourage renewable energy, helping our customers reach their climate goals. (SDG Targets 7.2 and 7.3)

## 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. (SDG Targets 8.1 and 8.2)

## Sustainable cities and communities

We build and maintain healthy and sustainable properties. Our services and expertise contribute to inclusive, safe, resilient, and sustainable cities. (SDG Target 11.3)

## Climate action

The well-being of the environment is at the core of our services. We aim to have a significant positive impact on climate and biodiversity. (SDG Targets 13.1 and 13.3)



### 3 – Value creation impact strategy

#### Maintaining excellent customer experience

Our greatest impact is achieved through our customers when we help them operate more sustainably with our services. For this reason, we want to maintain and further develop our services to meet our customers’ expectations and needs.

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.

In 2024, the combined NPS (Net Promoter Score), including Sustera Finland and Sustera Sweden, was 67 (71 in 2023). This excellent result significantly exceeds our target of 60. However, the figure is not fully comparable to the previous year, as new subsidiaries are included in the measurement.

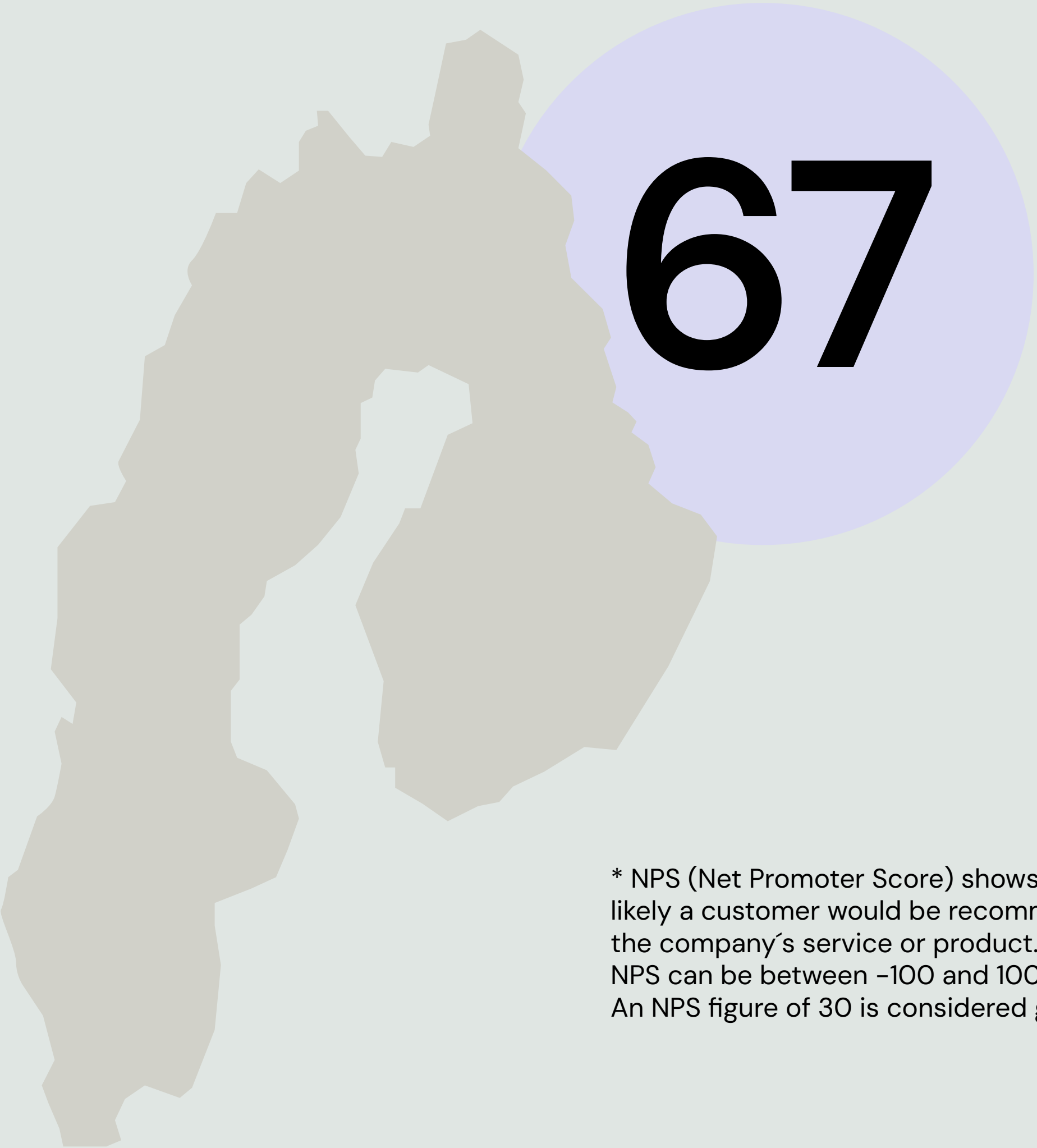
“When we, together with Sustera, deliver a project or service to the client, we know it is of the highest quality. Both companies possess high competence and expertise in their respective fields, and through our collaboration, we provide the client with a first-class and seamless delivery.  
A one-stop-shop, simply!”

– Johan Asterdahl, Head of Operations, Reomti

“Sustera feels like a colleague to me. Although they offer a service, their high level of service creates a feeling of friendship and camaraderie.”

– Martin Jarhäll, Mäklarhuset Töreboda & Mariestad

The combined NPS, including Sustera Finland and Sustera Sweden, for 2024 was



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

# Our impact focus areas

Through our three areas of business – Energy & Sustainability, Inspections & Surveys, Projects & Supervision – we can make existing buildings healthy for people, the environment, and the economy. We are creating a significant impact.



## Enhancing energy efficiency and reducing carbon footprint of our customers

We enhance energy efficiency and promote the use of renewable energy to help our customers achieve their climate goals. Through services like energy renovations and the Geolo solution, we aim to make a significant positive impact on the climate and biodiversity.



## Enhancing well-being and quality of life of property users

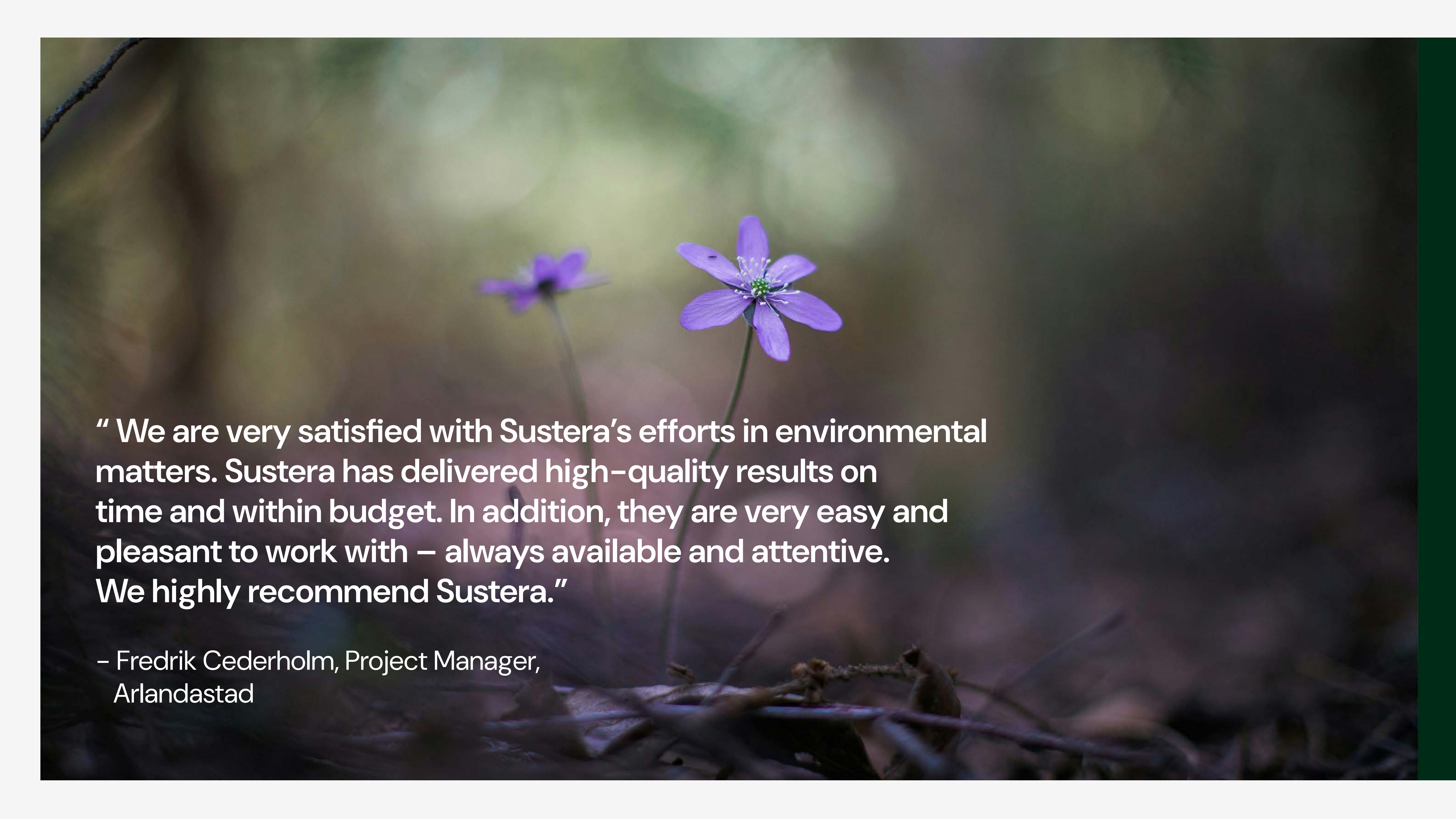
We perform thorough property inspections and surveys, identifying and addressing any potential issues. Through our property inspection and survey services, we help create cities that are inclusive, safe, resilient, and sustainable.



## Maximizing cost savings and economic growth of our customers

We support inclusive and sustainable growth by developing and maintaining healthy, eco-friendly properties. Our services, such as property inspections, encourage customers to take a proactive approach to maintenance, saving them significant costs. Additionally, our renovation projects help reduce the backlog of needed repairs.



A photograph of two small, five-petaled purple flowers with white centers, growing from a forest floor covered in dry leaves and twigs. The background is a soft, out-of-focus green and brown, suggesting a dense forest. The lighting is natural, highlighting the delicate structure of the flowers.

**“ We are very satisfied with Sustera’s efforts in environmental matters. Sustera has delivered high-quality results on time and within budget. In addition, they are very easy and pleasant to work with – always available and attentive. We highly recommend Sustera.”**

**– Fredrik Cederholm, Project Manager,  
Arlandastad**



# Enhancing energy efficiency and reducing carbon footprint of our customers

**In all our operations and services, we seek solutions that reduce our clients’ carbon footprint. We help our customers to reach their climate goals. This is what we call our carbon handprint – our positive impact on the climate.**

We measure our positive impact on the climate as our carbon handprint, which consists of the emissions savings our services generate for our customers. We measure it on three different levels: the identified savings potential for our customers, the savings delivered to customers, and the renewable energy provided through the Geolo heat production solution. The total carbon handprint includes only the latter two components mentioned.

Our total carbon handprint, calculated by the savings delivered to customers as well as the renewable energy provided, was 66,474 tCO<sub>2</sub>. This was more than double the amount compared to the previous year. This is equivalent to the annual emissions of approximately 8,633 people or more than 475 million kilometers driven by a passenger car.

\*includes only numbers from Finland, emissions reductions implemented for clients as well as avoided emissions.

\*\*Please look to the page 53 for more information.

A total of 330 green building certifications were accomplished in 2024

Our carbon handprint\* in 2024 was 66,474 tCO<sub>2</sub>

Identified annual carbon emission savings potential: 22,451 tCO<sub>2</sub>

Carbon emission savings delivered to our customers during the lifecycle\*\*: 62,569 tCO<sub>2</sub>

Renewable energy provided to our customers: 3,905 tCO<sub>2</sub>





# Actual Savings Clearly Surpassed Target Level – Energy Renovation in Ärrävaara

A Sustera energy audit was carried out on the office and production property real estate company Ärrävaara, owned by Sagax, followed by a project-managed energy renovation aimed at improving energy efficiency in 2023.

## Versatile Property Along Vihdintie

Located in Koivuvaara, Vantaa, along Vihdintie, the property company Ärrävaara is an industrial building from the 1970s that also serves office use. Originally built as the headquarters for Rautakirja, the building has a gross floor area of 37,653 square metres.

Ärrävaara is a versatile property that includes extensive office space, storage, a newspaper dispatch centre, a lunch restaurant, a gym, and a swimming pool area. The site has many tenants, and the A-wing, used for office purposes, has seen numerous alterations and refurbishments over the years, carried out by the tenants.

## Energy Efficiency Improved Through Multiple Measures

The energy renovation began with a targeted walkthrough to identify the property's savings potential. During this process, significant opportunities for savings in the existing technology were identified.

As part of the renovation, the air handling units in the high-ceilinged warehouse were replaced. The old units were swapped for energy-efficient, demand-controlled ventilation systems that allow for the use of recirculated air.

A new heat recovery system was also installed to utilise the heat from exhaust air that was previously vented outdoors, thereby reducing the need for purchased energy.

In addition, old ventilation fans were upgraded to more energy-efficient models, and modifications and expansions were made to the building automation system. These allow the building to operate more efficiently and ensure full benefit from the new equipment.

"It was particularly important in this project to ensure user comfort, especially in terms of ventilation, as the building remained in normal use by tenants throughout the renovation. The measures were successfully implemented on the tenants' terms," says Henri Nyroos, Team Leader of Energy Projects at Sustera.

The energy renovation will reduce annual energy costs and CO2 emissions by more than ten per cent.

## Monitoring the Actual Impact of the Measures

The property's new systems are controlled by automation and operate according to set values. After the renovation, the building entered a 12-month post-monitoring period overseen by Sustera's energy manager, which concluded at the end of 2024.

The post-monitoring ensured the systems were functioning smoothly and that the expected savings were being achieved.

In early 2024, minor system adjustments were made to help increase the accumulated savings. Additionally, small changes were made to regional ventilation and air volumes based on tenant feedback.

"We have successfully carried out energy renovations for several Sagax properties over the years. This project was also brought to a successful conclusion through close cooperation with the owner and tenants. We met all targets in terms of schedule, costs, and quality," says Nyroos.

# Significant savings with Geolo at Viherkallio Kindergarten

Espoo's Viherkallio daycare construction project demonstrates the city's commitment to innovative and sustainable building practices. By integrating Sustera Climate Solutions' Geolo system for on-site heating during construction, the project has achieved remarkable savings in energy costs and CO<sub>2</sub> emissions.

## Exceptional energy and emissions savings

In just eight months, the Geolo solution has reduced purchased energy consumption by 76% compared to traditional heating methods.

The CO<sub>2</sub> savings amount to 267,765 kg, equivalent to approximately 1,915,000 kilometres driven by a passenger car. This achievement is a significant contribution to Espoo's goals of combating climate change.





**“ It is important for us to ensure that our projects achieve high-quality construction and sustainable solutions. New innovations like Geolo, which support these goals, are warmly welcomed.”**

– Juho Varelius, Unit Director at Jatke Toimitilat Oy

#### **A modern and modular daycare for over 250 children**

Viherkallio daycare, set to open in October 2024, will be one of Espoo’s largest daycares, with a gross area of 3,000 m² and capacity for 256 children. Designed as a modular building, it features six wings, each with separate entrances and facilities for individual daycare groups. This design minimizes the spread of infections and creates a more personalized daycare experience. The building incorporates Espoo’s innovative design principles, ensuring every room has a window overlooking the green, wooded surroundings. Pertti Juntunen, project manager from Espoo City’s Facilities Services, highlights that these features significantly enhance children’s experience.

#### **Geolo: A key to Espoo’s carbon neutrality goals**

Espoo has adopted the Geolo geothermal heating system for construction-phase heating and climate control. The system utilizes water-circulated geothermal energy, which has delivered nearly double the anticipated savings in both cost and emissions during the long winter and cold spring.

According to Janne Vanhanen, CEO of Sustera Climate Solution, traditional oil-based heating would have been the alternative for this project.

**The Geolo system not only reduces emissions but also prepares the geothermal system for operational use after construction, ensuring higher efficiency and long-term savings.**

The system also enables cooling during warm periods, enhancing working conditions while pre-loading the geothermal field. This improves the system’s efficiency once the building is operational.

#### **Contractor insights and innovations**

The construction company Jatke Oy has embraced Geolo as part of its commitment to sustainable building and high-quality construction. Site foreman Esa Martikainen highlighted the system’s reliability and praised additional measures like cellular dust walls, which improved air quality on-site.. Beyond heating and dust control, Sustera also managed moisture control, installed sensors across the building, and conducted comprehensive monitoring. Some sensors will remain in place for lifecycle management after construction, further supporting long-term sustainability.

Viherkallio daycare exemplifies how innovative technologies like Geolo can enhance sustainability in construction.



**"A professional and confident impression, yet warm and relaxed atmosphere throughout the entire inspection."**

– Housing inspection customer from Lohja

# Enhancing well-being and quality of life of property users

Our core mission is to help property owners take care of their buildings. With our services, we ensure that people live in or use healthy and safe buildings. This is what we can call our well-being handprint – our positive impact on people.

We measure our positive impact on people and communities through the number of inspections and surveys conducted for our customers. In 2024, we conducted a total of 21,093 inspections and surveys for our customers which is approximately 2.6% more than the previous year. Approximately 62% of these inspections and surveys were conducted in Finland and 38% in Sweden.

Moving forward, we also started to measure the number of individuals we positively influence through inspections and surveys in Finland at the beginning of 2024. This wellbeing handprint is measured on three different levels: inspections and surveys conducted, identification of significant issues in the properties, and building services engineering design assignments and repairs conducted for customers. We aim to incorporate our wellbeing handprint more comprehensively when evaluating our services in the coming years.



# Indoor air renovation transforms a detached house into an energy-efficient home

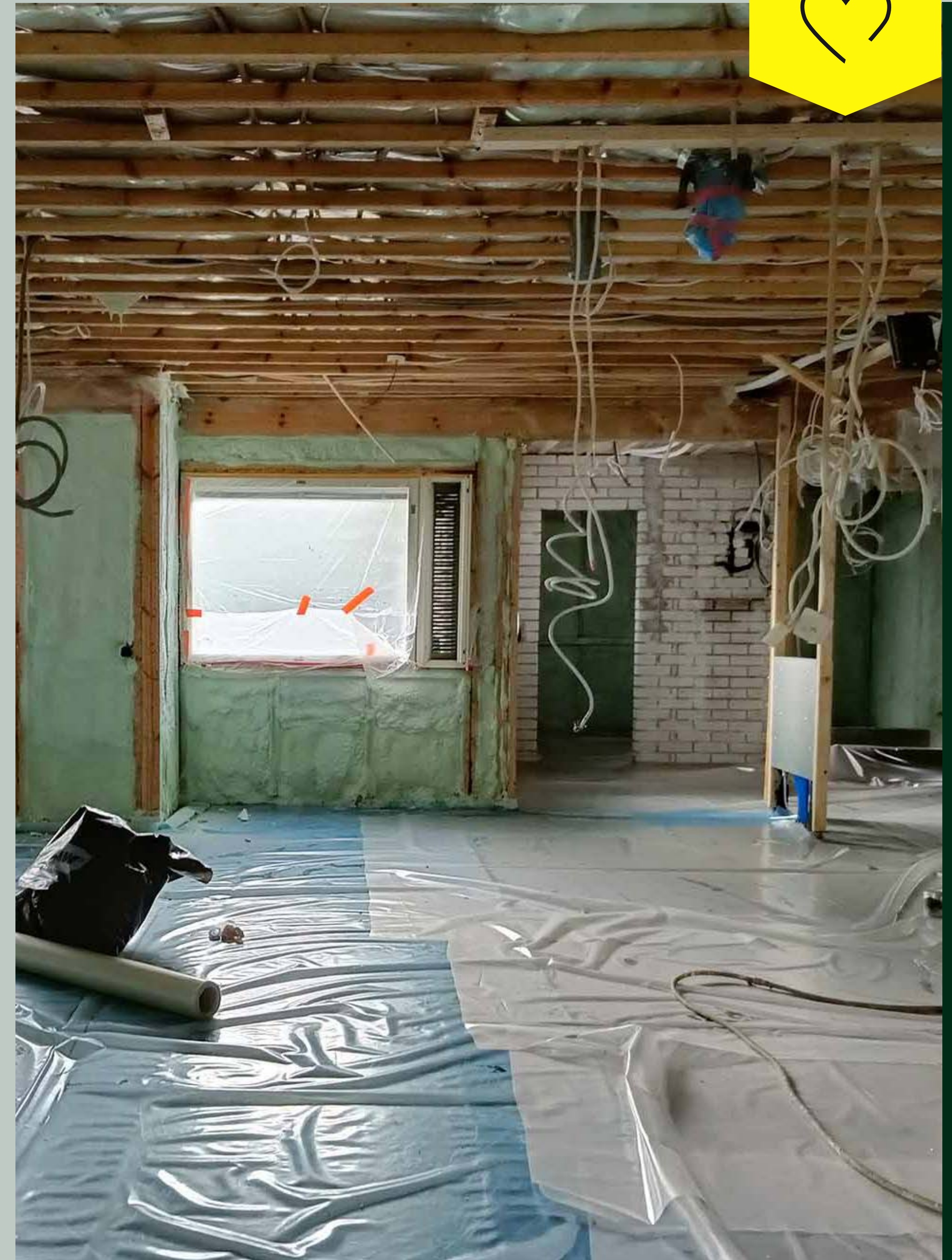
The Nieminen family from southern Finland experienced indoor air issues in their detached house. Following thorough investigations, they faced two options: either demolish the house or carry out a comprehensive renovation. The renovation resulted in a home that matches the energy efficiency and air-tightness of a new build.

## Initial concerns about indoor air quality

The Nieminen family noticed an unusual odour in their home early on. The house, built in the 1980s, also featured high-risk structures typical of its era, such as wooden floor joists above a concrete slab and inadequate clearance between the exterior walls and ground level. Despite earlier corrective measures, such as sealing gaps and replacing parts of the floor joists, the odour persisted.

## Investigations and findings

In February 2023, Sustera launched a thorough investigation. Initial thermal imaging revealed significant air leaks, particularly at the joints between the floors, exterior walls, and roof structures. These leaks allowed air and moisture from the ground to enter the house, damaging some structural components.





**“ This project highlights how thorough investigations, planning, and execution can turn a challenging situation into a great outcome.”**

– Piia Tamminen, Sustera Finland

#### **Decision to renovate**

Based on the findings, the family chose to renovate the house rather than rebuild it. Sustera created a detailed renovation plan, and spray polyurethane foam (SPF) was selected for its superior air-tightness compared to traditional methods.

#### **Renovation process**

The renovation began in autumn 2023 with extensive demolition down to the house's structural frame. Materials contaminated by odours were removed, and spray polyurethane foam was applied to seal and insulate the structures. Foundation gaps were filled, exterior walls were reinforced, and ventilation in the brick facade was improved.

Throughout the renovation, air-tightness tests and thermal imaging were conducted to ensure high quality. Particular attention was given to sealing all potential air leak points to eliminate odour issues permanently.

#### **Outcome**

During the renovation, the home's heating system was upgraded from direct electric heating to an air-to-water heat pump with underfloor heating. The thermal insulation and air-tightness of the walls and roof were improved to match modern building standards.

In early 2024, the renovation passed its final inspection. To protect the family's privacy, names and details have been altered.

### 3 – Value creation impact strategy

# Panattoni Park

**Logistics property aiming for at least BREEAM Excellent with ambitions to reach the highest level, BREEAM Outstanding.**

Just over a year ago, the first ground was broken for Panattoni Park Åstorp, and now, in September 2024, the property is ready for occupancy! This is a future-proof and flexible logistics warehouse with visibility along the E4 highway, just outside Helsingborg.

## Sustera's Role

"A fantastic and exciting project to be involved in with so many different types of services. We are grateful for the trust!"  
– Sustera

Sustera has also been entrusted to help the client follow up on whether the new building aligns with the requirements under the six environmental objectives defined by the taxonomy.

Sustera assists the client MVB SYD (the contractor) and Panattoni Sweden (the developer) with BREEAM AP, BREEAM Assessor, Taxonomy, Energy Services, LCA, and Moisture Services.

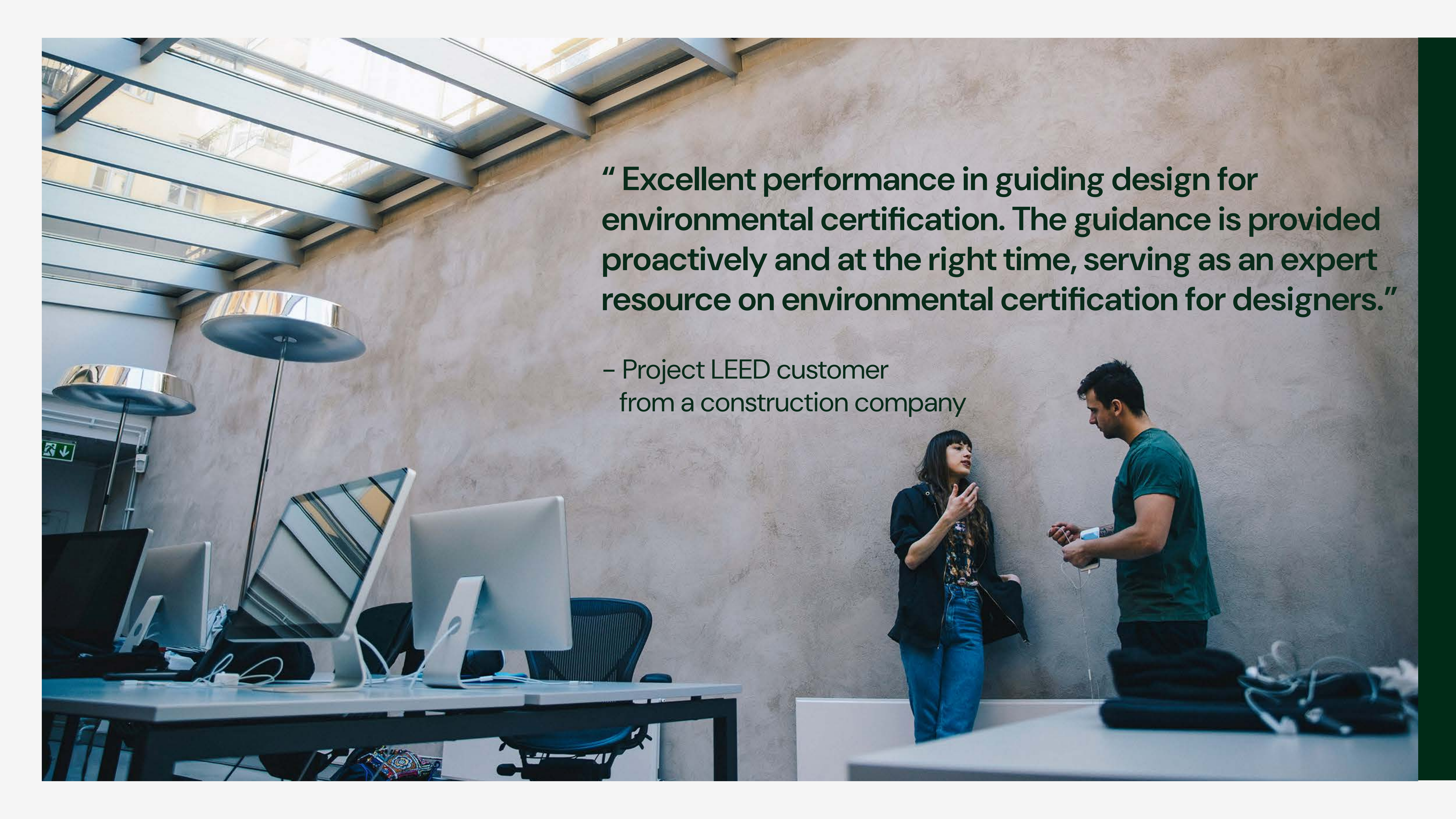
**Client:** MVB SYD (the contractor) and Panattoni Sweden (the developer)

**Location:** Åstorp, Skåne, Sweden

**Services:** BREEAM AP, BREEAM Assessor, Taxonomy, Energy Services, LCA, and Moisture Services.

**Project Completion:** September 2024



The background image shows a modern office space. On the left, there are several computer workstations with large monitors and adjustable desks. A woman with long dark hair, wearing a black jacket and blue jeans, is standing and gesturing with her hands while talking to a man. The man is wearing a green t-shirt and is looking at something in his hands. The office has a high ceiling with a large skylight and a textured, light-colored wall. Two modern, adjustable floor lamps are visible on the left side of the frame.

**“ Excellent performance in guiding design for environmental certification. The guidance is provided proactively and at the right time, serving as an expert resource on environmental certification for designers.”**

**– Project LEED customer  
from a construction company**

# Maximizing cost savings and economic growth of our customers

Our aim is to support the inclusive and sustainable development of buildings. We help our customers take care of their properties, increase their value, and thus maximize cost savings and economic growth. This is what we can call our savings handprint – our positive impact on society.

## Savings handprint – our positive impact on society

Uncontrolled repair debt can put a property owner or housing association in financial trouble. However, taking timely action helps prevent unexpected costs and allows the building to maintain or even increase its value.

By addressing these issues proactively, we create measurable cost savings for our clients. In addition, we help our customers maximize their cost savings and increase the value of their properties by making them more energy- and environmentally efficient.

In 2024, our estimated savings handprint for our customers was more than 142 million euros. The handprint is based on the client cost savings through planned maintenance and energy savings of properties, as well as the reduction of repair backlog.



Savings handprint  
more than  
142 M€  
in 2024





# Climate risk and vulnerability assessment for buildings and properties: An essential part of sustainable construction

As climate change continues to accelerate, it becomes increasingly important for property owners and construction companies to conduct comprehensive climate risk and vulnerability assessment for their buildings and properties. These assessments are crucial for identifying and understanding the climate risks that may affect properties, as well as the measures that can be taken to minimize these risks and adapt buildings for the future.

While all buildings are subject to climate impacts to some extent, climate risk assessments are particularly valuable for:

Properties in exposed locations, such as near coastlines, rivers, or areas prone to landslides, heavy rainfall or urban heat.

Long-life or high-value buildings, where future-proofing against climate impacts yields significant long-term benefits.

Buildings with critical functions, like healthcare facilities, schools, or emergency services, where maintaining operational capacity is essential.

Projects aiming for green financing or sustainability certification, where climate resilience and traceability are required.

At Sustera, we provide these assessments, offering insights into potential risks and helping property owners ensure that their buildings align with EU taxonomy and certification requirements such as Miljöbyggnad 4.0, Svanen, and BREEAM.

What does a climate risk assessment for buildings and properties involve? Our assessments follow a structured process, according to the criteria from the EU taxonomy that integrates physical risks related to water, temperature, solid mass, and wind, climate projections, and recommendations for practical adaptation.

By aligning with these criteria, property owners can ensure that their projects meet current and future regulatory expectations, as well as the technical screening requirements for sustainability-focused investments,

## 3 – Value creation impact strategy



### Steps in a Climate risk and vulnerability assessment for buildings

#### Step 1: Site vulnerability assessment

We begin with a detailed analysis of the site's exposure to future climate conditions. This includes modeling based on the latest regional climate projections and emission scenarios to assess risks such as sea level rise, temperature increases, and changing precipitation patterns. This step helps identify which risks are most relevant based on location-specific vulnerabilities.

#### Step 2: Building vulnerability assessment

A workshop is held with relevant project planners to assess the physical climate risks that may impact the building throughout its lifecycle. This analysis is based on the characteristics of the property and building.

#### Step 3: Recommendations for climate adaptation measures

Based on identified risks, we develop tailored recommendations for climate adaptation measures. Our approach prioritizes nature-based solutions—such as green roofs, permeable surfaces, and retention areas—wherever possible, as these offer long-term resilience and co-benefits.

#### Step 4: Implementation of an adaptation plan

Finally, we compile the results and recommendations into an adaptation plan. This includes a timeline for implementation, clear responsibilities, and a follow-up strategy.

### Summary

At Sustera, we help property owners and project developers understand, assess, and manage climate-related risks to their buildings and sites. Through comprehensive assessments, grounded in the latest science and aligned with EU taxonomy requirements, we identify vulnerabilities and recommend concrete adaptation strategies. The result is a future-ready building—built to withstand tomorrow's climate.



# 4 Our ESG strategy



# Our ESG contribution

The core of our sustainability work is our impact. However, alongside our impact efforts, it is equally important to ensure the responsibility of our own business. Therefore, we have defined ESG perspectives related to our operations, which we actively promote as part of our business.

### Environmental efforts

Our climate work is steered by the climate roadmap in accordance with the SBTi framework, outlining our climate action goals.

Our environmental efforts are guided by the environmental policy and the ISO 14001 environmental management system.\*

### Social efforts

We want to pay special attention to the wellbeing, equality, and personal development of our employees.

A key focus of our business is increasing our customers’ and other stakeholders’ knowledge on sustainable properties.

### Good governance efforts

The foundation of our operations is an ethical and responsible business with good corporate governance.

Our activities are guided by the Code of Conduct, Supplier Code of Conduct, ISO 9001\* quality policy and management system as well as the Whistleblower policy and mechanism.

\*Including only part of Finnish and Swedish companies, but the goal is to cover all companies in Finland during 2025.

# Focus area #1: Environmental efforts

We recognize the urgent need to take action to mitigate climate change by reducing our carbon footprint. Therefore, we took the next step in our sustainability work and developed a detailed climate roadmap that represents our actions in 2024–2033 for reducing emissions. This work was based on our validated near-term science-based targets approved by the Science-Based Targets initiative (SBTi) in August 2024.

We have comprehensively calculated our greenhouse gas emissions (GHG) as part of our commitment to Science-Based Targets. We have calculated our emissions based on the GHG Protocol standard. In 2024, our emissions were 6,585 tCO<sub>2</sub>e, which is equivalent to approximately the annual CO<sub>2</sub> emissions of 855 Finns. Our total emissions decreased by approximately 12.3% compared to the previous year.

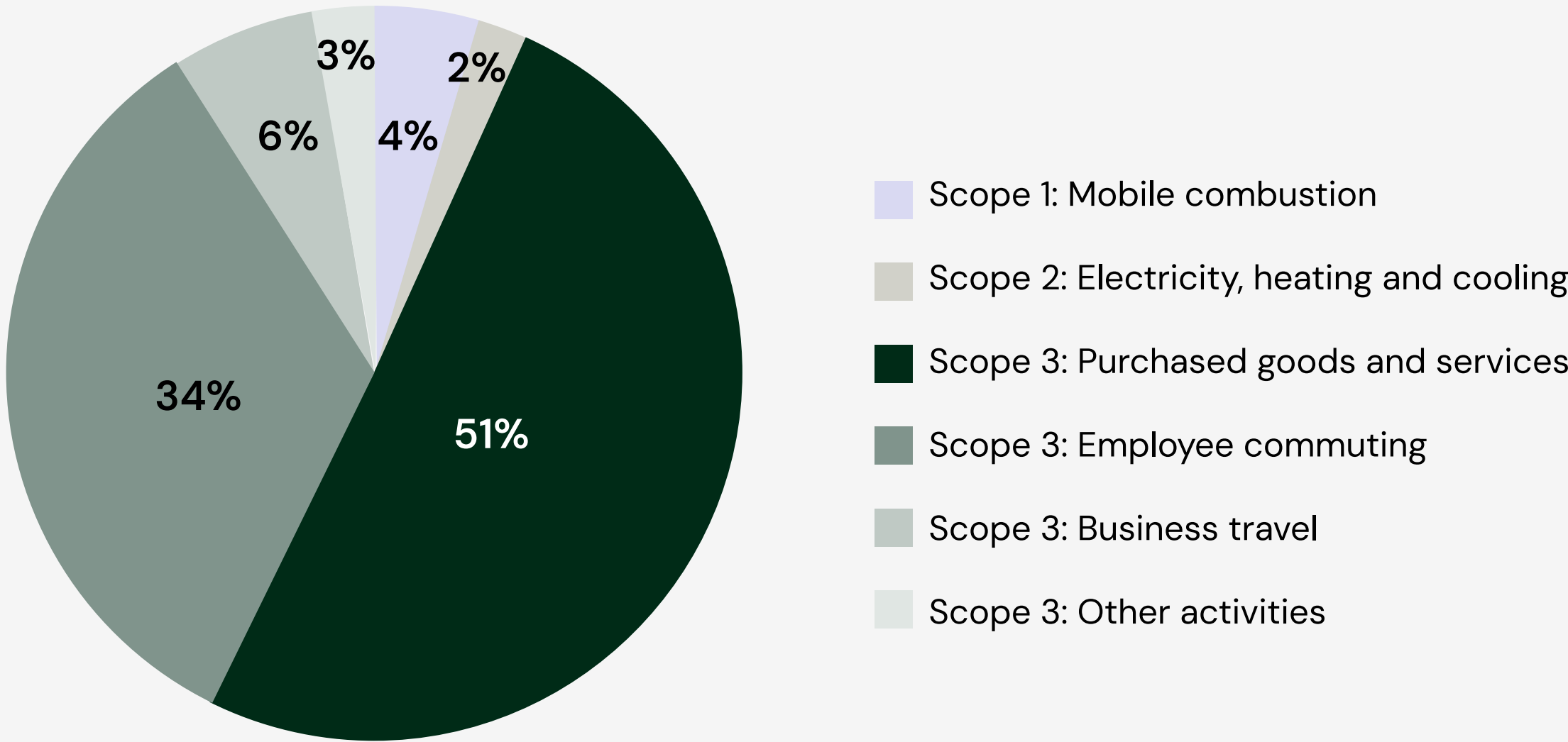
Most of our emissions stem from the indirect emissions of our value chain (scope 3). Approximately half of the emissions in our value chain arise from purchased services and products. The second most significant is employee commuting, accounting for 34% of emissions. In comparison, about 10% come from business travel, which consists both travels with vehicles not owned by the company (6%) and company-owned vehicles (4%). Emissions from electricity, heating, and cooling in our offices represent only approximately 2% of our total emissions.

Our total emissions decreased by 12.3% compared to the previous year.

Our emissions were 6,585 tCO<sub>2</sub>e in 2024



Our GHG emissions in 2024 divided into categories



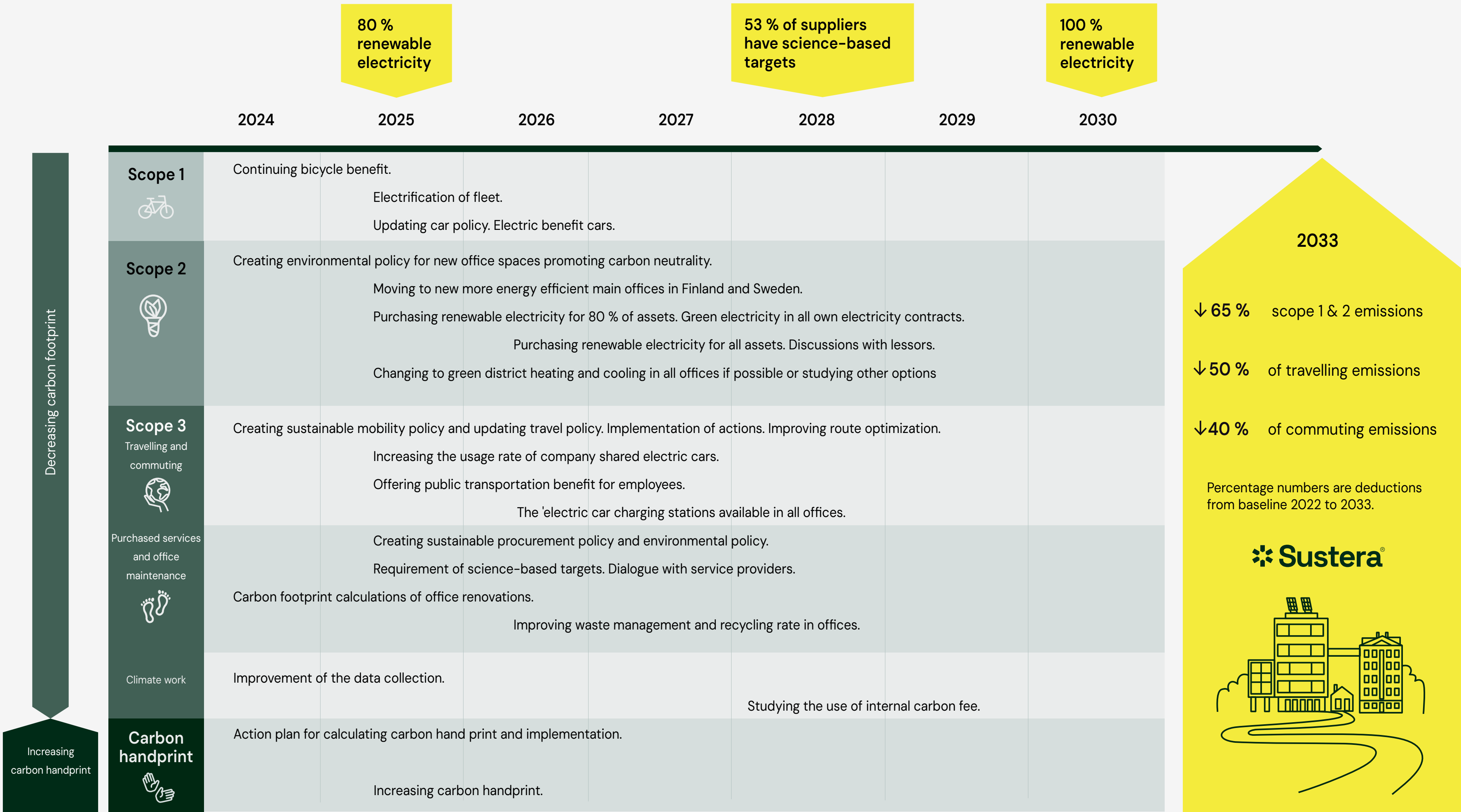
Our total GHG emissions from 2022 to 2024, tCO<sub>2</sub>e



# Sustera’s climate roadmap was published in 2024

The Science Based Target initiative (SBTi) has approved Sustera’s near-term science-based emissions reduction target.

External validation confirms that our greenhouse gas reduction target and action plans are in line with the latest climate science research and are fully aligned with the Paris Agreement’s goal to limit global temperature rise to 1.5°C. You can review the set goals and outlined measures in the image.



# Improving our EU taxonomy alignment

As part of our environmental efforts, we report annually on the EU taxonomy eligibility and compliance of our business activities. 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.

We have successfully enhanced our alignment with the EU taxonomy in recent years. In 2024, 100% of our eligible turnover aligns with the taxonomy, which means that our services included in the EU Taxonomy are performed to a best-in-class standard. In 2023, 93% of our eligible turnover was aligned with EU taxonomy, compared to 0% in 2022. This achievement indicates that we reached the target of 100% alignment of our eligible turnover a year ahead of schedule. During 2024, we continued taking actions to meet social minimum criteria as well as developed climate risk assessments for our services. We refined our reporting, particularly regarding the Geolo business, and calculated the system’s lifecycle emissions. We intend to continue our work to improve EU taxonomy compliance in the coming years.

Most of our services are consultancy-based and are not directly included in the EU taxonomy. This is why our EU taxonomy eligibility is relatively low. In 2024, only 11% of our total turnover was eligible for EU taxonomy classification.

**Highlights of our services that fall under the EU taxonomy:**

- Our professional energy services
- Energy renovation services
- Geolo innovation
- Consultancy for physical climate risk management and adaptation

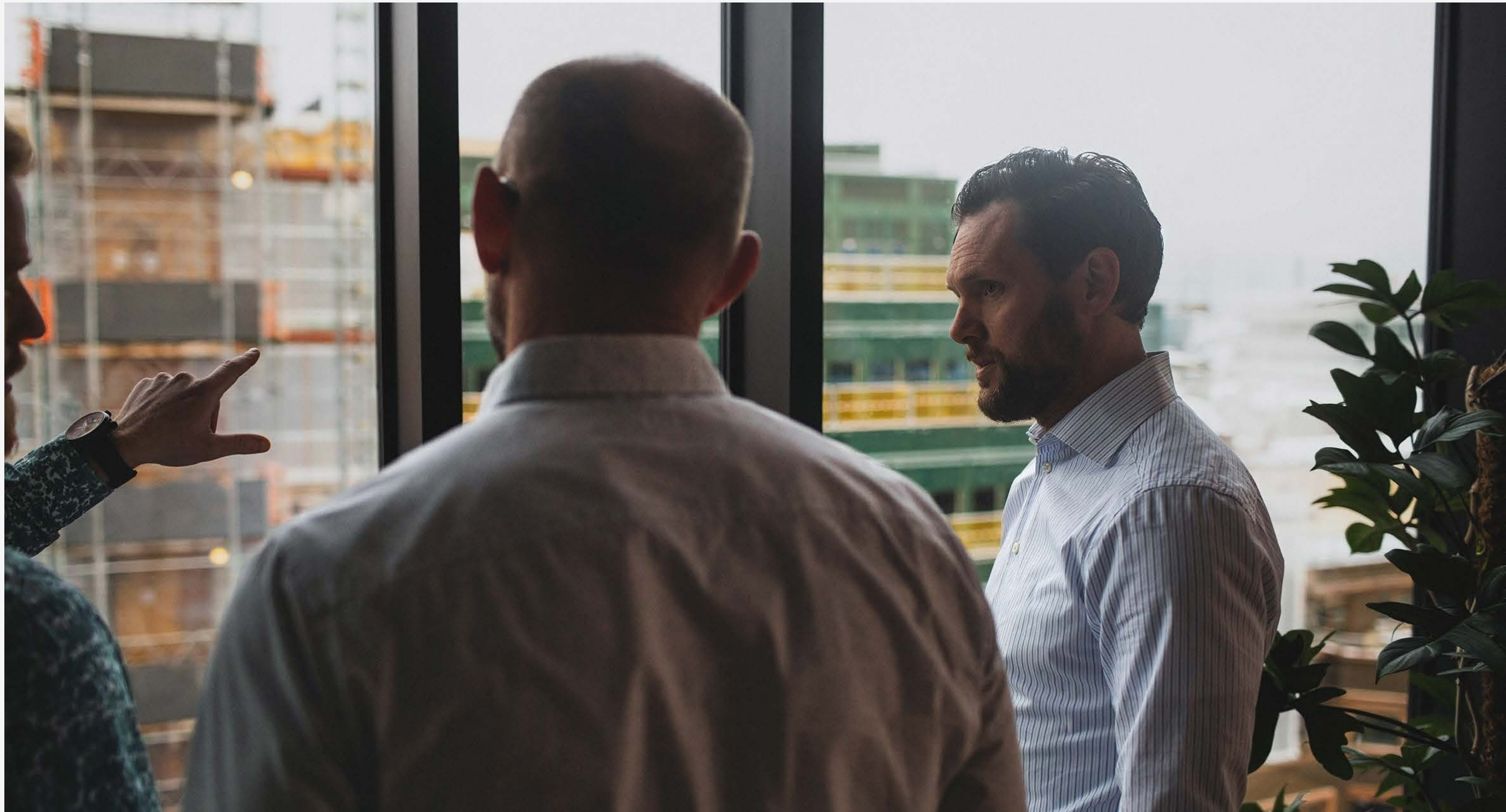
**Highlights of our services that do not fall under the EU taxonomy:**

- Consultancy for environmental certifications
- Property inspections and surveys
- Consultancy for projects and supervision

100%  
of our eligible  
turnover is  
EU taxonomy  
aligned

A total of 11%  
of our turnover  
is eligible for  
EU taxonomy  
classification





# Focus area #2: Social efforts

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.

At the end of 2024, Sustera Group had 558 employees. 67% of our employees work in Finland and 33% in Sweden. Approximately 29% of our employees are women, and 71% are men.

## Personnel satisfaction is currently below our high ambition levels

Engaging our employees is crucial for us as a company to better understand their motivation, satisfaction, and commitment to the organization and teams. We measure our Net Promoter Score (eNPS) on a quarterly basis. Our latest eNPS reflects the impact of our recent organizational changes as part of our re-strategy work. While transformation is essential for long-term growth and agility, we acknowledge that periods of change can bring uncertainty. In response to employee feedback gathered through manager discussions and company-wide workshops, our HR team has developed a comprehensive action plan to enhance engagement and workplace culture. Approved by the Board, this plan outlines key initiatives to address concerns and strengthen support for our employees. We remain committed to fostering an inclusive and positive work environment as we move forward..

## 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. Our SHE Index score in 2024 was 42 (20 in 2023) on a scale from 0 to 100.

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. In 2024, our unadjusted gender pay gap was 17% (13.5% in 2023).

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

We have invested in our employees’ health and working capacity and provide comprehensive occupational health services to all our employees, including part-time staff. By offering these services, we aim to prevent work-related illnesses and accidents, promote health and safety at work, and maintain employees’ functional capacity throughout their careers.

Our organization has an active occupational safety committee that reviews and addresses potential risks related to employee safety and wellbeing. This committee monitors work-related injuries and near misses regularly. In 2024, the number of work-related injuries was 9, and the number of work-related fatalities was zero.

\* The employees’ net recommendation index is between -100 and +100. A grade between +10 and +30 can be considered good.



## 4 – Our ESG strategy

### Personnel development is highly valued

As the company grows, continuous personnel development becomes essential. It strengthens the meaning of work and motivates employees to expand their expertise. This is crucial to our operations, as strong professional skills help employees adapt to the company’s evolving needs and market changes. In 2024, the average training hours per employee were approximately 6.7 hours. Each employee also has an annual development discussion. The purpose of these discussions is to provide feedback on performance, support personal growth, and encourage continuous improvement.

### Customer training days to increase knowledge

We believe that a step toward a sustainable future begins with the right knowledge and understanding. This is why we want to raise awareness about sustainable buildings. We actively communicate our activities through social media, direct mail, press releases, and customer events. In 2024, there were a total of 7 press releases and 268 media hits in Finland. The potential reach of media hits was 291 million people. In addition, we organized multiple customer training days and webinars in Finland and Sweden. A total of 52 training sessions with a 96.3% recommendation rate was organized in Finland and 100 training sessions with more than 1,250 people were carried out 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.



### Highlights of our webinars in 2024

**Webinar 1:**  
Ventilation and Duct Survey  
13.3.2024 held by Kari Tyni,  
98 registered

**Webinar 2:**  
The expectations emerging from sustainability reporting (CSRD) for stakeholders in the KIRA sector.  
12.9.2024 held by Lotta Kauppinen,  
78 registered



# Journey of a leading expert – studying while working at Sustera Finland

**Tuomas Virtanen’s journey is an inspiring example of how education, work, and a commitment to sustainability can align with a meaningful change.**

Tuomas is a leading expert from the Kanta-Häme region with a strong background in electrical engineering. Tuomas has been a valued member of Sustera Finland for 17 years. His work focuses on energy efficiency and sustainable development that helps to create innovative solutions for properties.

While working full-time at Sustera, he pursued a master’s degree in building services engineering at Metropolia University of Applied Sciences. Tuomas shares “It wasn’t easy—but the flexibility and support from Sustera made it possible”. Tuomas also highlights how Sustera supported his journey: “The company offered me flexible working hours and access to data and contacts. This made balancing work, studies, and family life much easier.”

His thesis explored the effects of switching from district heating to geothermal heating in apartment buildings, offering practical insights into energy efficiency, carbon footprint reduction, and property value enhancement. “The research wasn’t just theoretical—it addressed real challenges our clients face” Tuomas says.

Tuomas was able to bring real-world challenges from his work into research. His work provided valuable insights into helping real estate companies make

informed decisions about geothermal heating – a growing trend in sustainable real estate “For example, many housing companies switch to geothermal heating without thorough studies, which can lead to costly mistakes. My research provided solutions for those scenarios,” Tuomas shares.

Tuomas is excited about continuing to contribute to sustainability in real estate. “This experience has shown me how academic research and practical business needs can align and create meaningful change. Moreover, even small studies can have a big impact.” he concludes.

Looking back, Tuomas says the experience has been transformative, strengthening his analytical skills and teaching him the importance of work-life balance. He also highlights how studying later in life gave him a clearer focus. “When you’re in your 40s, you know exactly where you want to grow and how to align your education with professional goals.”

His advice to others considering studying while working is: “Plan ahead, focus on practical outcomes, and remember to keep communication open with both your employer and family. The effort is absolutely worth it.”



# Case: Meet our employees

## Kenneth Ek – Team leader for Construction Inspection

Meet Kenneth, our experienced team leader, whose motivation is driven by a passion for buildings and responsible construction.

Kenneth has a diverse background, having worked in various roles as a contractor, from concrete worker at Skanska to carpenter and site supervisor at NCC Bostad. After 16 years in the industry, he sought new challenges and was introduced to his current manager, Daniel Drottshage, leading him to his current role.

Kenneth previously worked as an inspector, managing projects and coordinating teams. Now, as a team leader, he handles staff, projects, finances, sales, and inspections, enjoying the variety in his work.

He’s proud of all the projects he’s worked on and the impact they’ve had. His daily routine varies, involving inspections, client communication, and team management.

Kenneth is motivated by his passion for buildings, the opportunity to contribute to sustainable construction, and the support of his colleagues. Kenneth’s greatest passion is fishing, as shown in a picture taken last summer at a colleague’s place in Högland.



Kenneth Ek



Mikael Jönsson

## Mikael Jönsson – Business Area Manager for Community Development

Meet Mikael, the leader of a Community Development group, working on urban development projects from planning to implementation.

Mikael returned to Sustera in 2023 after a brief period away, during which he gained valuable experience that further enhanced his skills as a consultant. Currently, he is a business developer in Barkarbystaden, overseeing market and business issues across sub-projects.

Mikael enjoys the variety in his work, from managing projects to improving company performance. Mikael values Sustera’s open and collaborative culture, where knowledge is shared, and team members are empowered to be experts in their roles. He finds satisfaction in creating tools and solutions that help clients and enjoys applying business sense to municipal projects.

“The greatest satisfaction I feel is when I create tools that make things easier for the client. Since our clients are primarily municipal, it’s also fun to bring ‘business sense’ into the projects and help the client allocate resources to the right things at the right stages,” says Mikael.

# Highlights from webinars

## Leakage Seminar – A valuable investment for better maintenance

At Sustera, we help clients optimize maintenance and prevent costly leaks through specialized seminars. These sessions cover leak detection in buildings, pipelines, roofs, and terraces, equipping teams with essential knowledge.

Over the years, we have assisted many clients, including major players like AMF Fastigheter, Atrium Ljungberg, PEAB, Wallenstam, JM, VGR, and Skanska, by conducting free seminars focusing on:

- Leak detection techniques for piping systems and roofs/terraces
- Risk constructions and causes of leaks
- Addressing minor leaks before they escalate
- Client preparation for leakage investigations

Each seminar is tailored to the specific needs and preferences of the client. We strive to ensure that the information is relevant to the client’s team and properties, making the seminar a valuable investment for future maintenance efforts.

## Webinar on reuse and climate risk analyses – A step towards a sustainable future

We believe that a step towards a sustainable future begins with the right knowledge and understanding. In our webinar on reuse and climate risk analyses, participants will gain deeper insights on how to contribute to a more circular and climate-resilient construction sector.

Sustera offers a free webinar focusing on sustainable construction, covering two key topics: reuse and climate risk analysis. Led by specialists Angelica, Malin, and Tomas, the 45-minute session will provide insights on reducing climate impact and addressing future climate risks in construction. Topics include:

Reuse: Strategies for reducing resource consumption, waste, and costs by reusing building materials, along with inventory processes and examples of reusable materials.

Climate risk analysis: The importance of analyzing risks such as floods and heatwaves to future-proof buildings and ensure resilience.

The webinar is designed for anyone interested in sustainable construction, providing valuable expertise for both newcomers and experienced professionals.



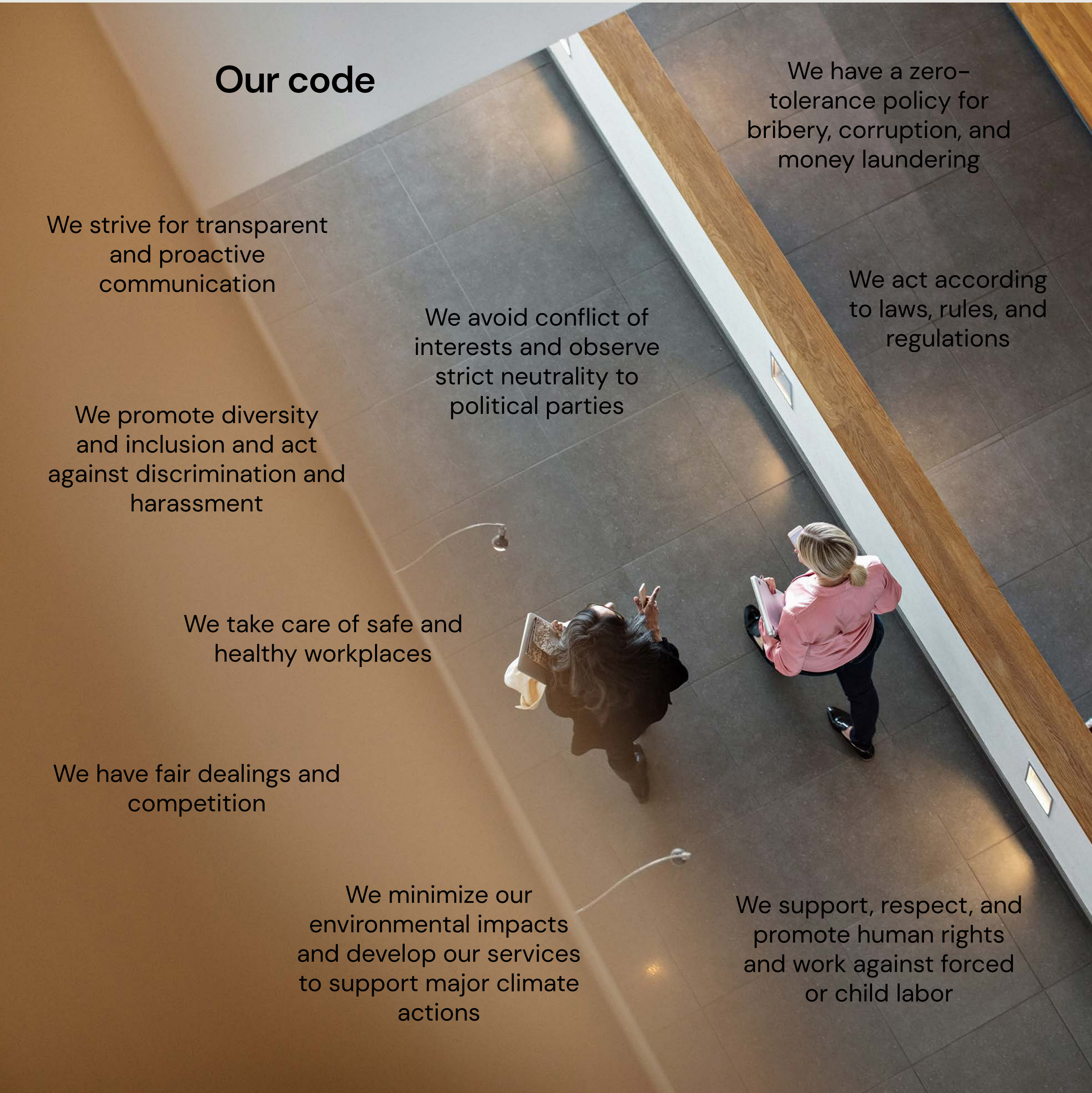


# Focus area #3: Good governance efforts

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 represent 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.



# 4 – Our ESG strategy

Our “Code” delineates how we conduct business and how we conduct ourselves as employees

## Supplier Code of Conduct outlining principles for our suppliers

Our Supplier Code of Conduct outlines principles, standards, and guidelines for our suppliers and business partners with whom we collaborate. These principles are based on our “Code” and cover various areas such as ethical business practices, human rights, and compliance with laws and regulations. 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, which will facilitate supplier engagement to decrease emissions in the upstream value chain.

## Whistleblower channel encouraging the reporting of misconduct and unethical behaviour

Our whistleblower channel offers an easy-to-use and confidential way to report any activities or behaviours that might violate our Code of Conduct. The channel was established to encourage all employees and other stakeholders to report misconduct, unethical behaviour, suspected legal violations, and breaches of our Code of Conduct. The whistleblower channel is maintained by a third party named Whistleblower Software ApS. In 2024, no corruption or ethical breaches involving management were reported nor identified within the organization.

Our Supplier Code of Conduct set principles, standards, and guidelines for our suppliers and business partners

In 2024, no corruption nor ethical breaches involving management were reported nor identified within the organization





# 5 Appendix

# Meet our Impact Champions

In autumn 2022, the Impact Champion programme organized by Trill Impact began 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 programme 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 Director,  
keijo.leppavuori@sustera.com



**Sanni Isosomppi**  
Marketing and  
Communications Director,  
sanni.isosomppi@sustera.com



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

## Sweden:



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



**Cristian Nae**  
Senior Environmental Leader,  
cristian.nae@sustera.com

# Reporting principles

This is Sustera Group’s third Sustainability Report prepared in accordance with the Global Reporting Initiative (GRI) standard detailing the economic, social, and environmental impacts of the company’s operations. 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 externally verified by an independent third party.

Date of the report: 04-24-2025

For more information about the report and our sustainability efforts, please contact:

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

**Lotta Kauppinen**  
Sustainable 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 1 January to 31 December, 2024. Our previous sustainability reports are dated on 18th of June 2024 and 30th of May 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. The materiality assessment was conducted based on the principle of double materiality in accordance with the CSRD’s ESRS standards. This report presents only a summary of the assessment, which will be further refined in 2025.

In addition to the sustainability programme, this report outlines the measures taken in 2024, 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., 2023.

This report includes all the companies that were part of the Sustera Group (former Raksystems Group) during the year 2024:

- Finland**  
EcoCapital Oy  
Sustera Climate Solutions Oy  
Sustera Energy Consulting Oy  
Sustera Green Building Oy  
Sustera Group Oy  
Sustera Holding Oy  
Sustera HVAC Design Oy  
Sustera International Oy  
Sustera Oy  
Sustera Radon Consulting Oy

- Sweden**  
Raksystems Besiktning AB  
Raksystems Consulting AB  
Sustera AB  
Sustera Consulting AB  
Sustera Environment AB  
Sustera Green Building AB  
Sustera Inspection AB  
Sustera Project Management AB  
Sustera Real Estate AB

# Initial data

## Financial figures

The financial KPIs in the Sustainability Report cover Sustera Group’s operations, including all the companies outlined in the 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 calculated by classifying the grades (0–10) according to the customer satisfaction survey into three groups: 0–6 detractors, 7–8 passives, and 9–10 promoters, and subtracting the percentage of detractors from the percentage of promoters.

The number of employees refers to the number of employees at the end of the financial year (31 December 2024).

The average amount of training is reported only for Finland, as data from Sweden is not available. The number is based on recorded hours.

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 percentage of detractors is subtracted from the percentage of promoters (eNPS = % of promoters – % of detractors). 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 measures important aspects of gender equality on a scale from 0 to 100. The index consists of six categories, each focusing 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. In 2022, the gender pay gap in the EU stands at 12.7%.

## Environmental figures

**Carbon handprint:**  
The identified savings potential includes the energy certificates, e-value assessments, and energy assessment issued for our customers in 2024. The energy savings potential is reported as MWh/a. GHG emissions savings is calculated by 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.

Implemented energy-savings measures include our carbon footprint management of construction projects (reported as saved tCO<sub>2</sub> emissions), energy renovations (energy savings reported as MWh/a and GHG emissions savings calculated considering to the equipment lifecycle 15–30 years) and energy management (energy savings reported as MWh/a and GHG emissions savings calculated considering an energy scenario for 25 years).

The amount of renewable energy produced includes the energy generated by the Geolo geothermal solution. The impact of emission savings is calculated based on the figure using Motiva’s emission factor.

# 5 – Appendix

**Carbon footprint:**

Our carbon footprint is calculated by a third party (Normative), encompassing all scope 1, 2, and 3 emissions.

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 kilometres 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 market-based method takes into consideration whether the purchased electricity was origin-labelled. 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

Number of Employees by Gender

Gender	Number of Employees
Men	407
Women	151
Total Number of Employees	558

Number of Employees by Countries

Country	Number of Employees
Finland	374
Sweden	184

Employees by Contract Type and Gender

Number of Employees	Women	Men	Total
Number of Permanent Employees	151	404	555
Number of Fixed-Term Employees	1	2	3
Number of Employees with Variable Working Hours	2	10	12

Number of Employees by Contract Type and Region

Number of Employees	Finland	Sweden
Number of Permanent Employees	371	184
Number of Fixed-Term Employees	3	0
Number of Employees with Variable Working Hours	12	0

Employee Turnover

Number of employees who have left the company (persons)	92
Employee turnover rate, %	28,55%

Employees not in an employment relationship

Workers not in an employment relationship	Finland: 9	Sweden: no numbers
Of which independent contractors / self-employed workers	Finland: 3	Sweden: no numbers

Cases, complaints, and severe human rights impacts

Discrimination cases (including harassment), number of cases	0
Complaints made through channels available to individuals within the company's own workforce, number of cases	7
Complaints submitted to national contact points of the OECD Guidelines for Multinational Enterprises	0
Total amount of fines, penalties, and compensation payments made based on discrimination and harassment cases and complaints, €.	0€
Serious human rights cases related to the company's own workforce, number of cases	0
Cases of non-compliance with international principles*	0
Total amount of fines, penalties, and compensation payments made for serious human rights violations, €	0€

\*UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work, and OECD Guidelines for Multinational Enterprises.

Membership associations:

- Suomen Kiinteistönvälittäjät SKVL ry
- Kiinteistönvälitysalan Keskusliitto KVKL ry
- Sisäilmayhdistys ry
- Suomen Omakotiliitto ry
- Helsingin Ammatti-isännöitsijät HAI ry
- Julkisivuyhdistys JSY ry
- Kiinteistönomistajat ja rakennuttajat Rakli ry
- Suomen Kiinteistöliitto ry
- Green Building Council Finland FIGBC ry
- Kiinteistöalan Koulutuskeskus KIINKO Oy
- Rakennustieto Oy
- Kauppakamarit
- Suomen Lvi-liitto SuLVI ry
- Tavarantarkastajayhdistys HTT ry
- Sähkö- ja teleurakoitsijaliitto STUL ry
- Fuktcentrym i Lund
- Energieffektiviseringsföretagen (EEF)
- Sweden Green Building Council

# 5 – Appendix

## Collective bargaining negotiations

	Finland	Sweden
Coverage of collective bargaining negotiations, percentage of all employees	98,40%	27,17%
Dialogue between labor market parties *	98,40%	27,17%

\*Total percentage of employees who are covered by employee representation

## Gender distribution of top management

Gender	Number of employees	%, percentage
Women	Finland: 2	Finland: 15,38%
Men	Finland: 11	Finland: 86,42%
Others	Finland: 0	Finland: 0%
Total	Finland: 13	Finland: 100%

## Age distribution of employees

Age distribution	Number of employees
under 30 years old	35
30–50 years old	354
over 50 years old	169

## Training and skill development (employees)

	Women	Men
Average number of training hours per employee	6,47	6,74
Participants in regular performance and career development evaluations, %	84,50%	83%

Numbers include only Finland.

## Health and safety

	Employees	Workers not in an employment relationship
Employees covered by the occupational health and safety management system	100%	0%
Work-related fatalities, number of cases	0	0
Work accidents, number of cases	9	
Work accident percentage-%	0,02%	

The number of work accident cases include only Finland.

5 – Appendix

Income-related metrics

Gender pay gap*, %	83%
Total remuneration/annual compensation ratio**, %	3,19

\*The difference in average pay levels between female and male employees expressed as a percentage of the average pay level of male employees.

\*\*Ratio between the highest-paid employee and the median annual total compensation paid by the company to all employees (excluding the highest-paid employee).

Turnover, €

	2024
Finland	44,031,520
Sweden	27,632,873
Total	71,664,393

Tax handprint

	2024	2024	2024	
Total	FIN	SWE	GROUP	Information
Directly paid taxes	6,057,888	343,565	6,401,453	
Indirectly paid taxes	16,685	89,770	106,456	
Taxes to be remitted	14,815,247	10,798,054	25,613,301	
Received grants	45,109	0	45,109	
Total	20,934,929	11,231,389	32,166,319	
Directly paid taxes				
Income taxes	0	0	0	
Employer contributions	21,732	344,956	366,688	Pension costs and other personnel-related expenses
Transfer taxes	0	0	0	
Other taxes	0	0	0	Public broadcasting tax included in income taxes
Total	6,057,888	343,565	6,401,453	
Indirectly paid taxes				
Imputed electricity and energy taxes	0	13,322	13,322	Approximately 1% of rents
Other taxes	16,685	76,812	93,497	Fuel excise tax for vehicles, estimated at approximately 62% of the pump prices (VAT 0%)
Total	16,685	89,770	106,456	
Taxes to be remitted				
Taxes related to salaries	0	7,017,538	7,017,538	Withholding taxes and employee ancillary costs
Vehicle taxes	7,108,304	57,075	7,165,379	Vehicle taxes
Net value-added taxes	972	3,767,171	3,768,143	VAT calculations
Total	14,815,247	10,798,054	25,613,301	
Received grants				
Grants and compensations	45,109	0	45,109	
Total	45,109	0	45,109	

5 – Appendix

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

		2024
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

GHG emissions intensity

	2022	2023	2024
Emissions intensity (tCO <sub>2</sub> e) per 1 M€ revenue	75,60	72,70	86,49
Emissions intensity (tCO <sub>2</sub> e) per employee	11	9	12

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

	2022	2023	2024
<b>Scope 1</b>	<b>463</b>	<b>551</b>	<b>296</b>
Mobile combustion	463	551	296
<b>Scope 2</b>	<b>310</b>	<b>133</b>	<b>146</b>
Electricity, marked based	266	77	88
Electricity, location based	45	44	27
Heating, market and location based	44	44	40
Cooling, market and location based	0	12	19
<b>Scope 3</b>	<b>4,576</b>	<b>6,822</b>	<b>6,143</b>
Purchased goods and services	2,361	4,688	3,333
Employee commuting	1,336	1,417	2,233
Business travel	495	471	412
Fuel and energy-related activities	165	224	146
Upstream transport	9	21	17
Capital goods	209	1	1
Waste	1	0	1
<b>Total emissions*</b>	<b>5,350</b>	<b>7,506</b>	<b>6,585</b>
<b>Emissions per employee (tCO<sub>2</sub>/employee)</b>	<b>9</b>	<b>12</b>	<b>12</b>
<b>Emissions per turnover (tCO<sub>2</sub>/M€)</b>	<b>73</b>	<b>84</b>	<b>92</b>

\*Calculated only for comparison purposes based on GHG Protocol standard.

The figure is not included to the total emissions.

Emission factors for electricity (gCO2/kWh)

	2022	2023	2024	Source
Location based emission factors – electricity				
Finland	96	83	45	AIB
Sweden	8	7	7	AIB
Market based emission factors – electricity				
Finland	285	521	565	AIB
Sweden	77	39	68	AIB

Energy consumption (MWh)

	2022	2023	2024
Electricity			
Finland	515	522	552
Sweden	243	243	363
Heating			
Finland	616	596	626
Sweden	458	436	523
Cooling			
Finland	10	0	10
Sweden	98	3	172
Summary	1,940	1,800	2,246

GRI index



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