



# Solita's sustainability report 2022

SOLITA

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## Solita Oy Sustainability report 2022

Company: Solita Oy (corp. reg. no. 1060155-5)

Scope: Solita Oy and all Solita companies globally

Reporting period: 1.1.2022-31.12.2022

# CEO's greetings

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Over the past two decades, humanity has experienced an awakening, finally grasping the significance of fostering a sustainable world. For societies, prioritizing environmental, societal, and governance (ESG) factors facilitate the transition toward a more equitable and responsible future. By addressing pressing environmental concerns, such as climate change and resource depletion, societies foster economic resilience and protect the well-being of their citizens. Additionally, focusing on social and governance aspects, including human rights, labor practices, and political stability, ensures the establishment of ethical frameworks that promote social justice and inclusive growth.

Integrating ESG principles into operations and decision-making processes has become vital to companies' risk management, value

creation, and competitive advantage. By adopting sustainable business practices, we can mitigate risks associated with environmental degradation, regulatory non-compliance, and reputational damage. Furthermore, ESG-focused companies often benefit from increased consumer trust, greater employee engagement, and access to capital from environmentally and socially conscious investors. Ultimately, the incorporation of ESG principles fosters long-term value creation, driving innovation and resilience in the face of global challenges.

On an individual level, embracing ESG values can have a transformative effect on our personal well-being, professional success, and societal impact. As consumers, we can use our purchasing power to support sustainable and ethical products and services, influencing



## “ We recognize the increasing responsibility of the technology sector in constructing a more sustainable future for our planet through the innovative deployment of digitalization and cutting-edge technologies.

corporate behavior and encouraging more responsible practices. As employees or investors, we can align our professional and financial goals with ESG values, fostering a sense of purpose and contributing to the broader movement towards a more sustainable and equitable world. By integrating ESG principles into our daily lives, we play a vital role in driving systemic change and shaping a future that benefits both current and future generations.

Focusing on sustainability builds better-performing societies, companies and even us as individuals. But still, that's not why we're pushing this theme forward. We simply focus on this as it is the right thing to do. Solita and Solitans are committed to generating lasting impact for a brighter tomorrow. We recognize the increasing responsibility of the technology sector in constructing a more sustainable future for our planet through the innovative deployment of digitalization and cutting-edge technologies.

In this rapidly evolving and converging technological landscape, it is imperative to prioritize information security, data privacy, ethical considerations, and climate impact reduction. Additionally, we must address the diversity challenges within our industry, which still demand significant improvement.

For over 26 years, Solita has thrived on a foundation of responsible growth. The cornerstones of our success include contented employees, gratified customers, influential projects, and robust business practices, all deeply ingrained in our culture and values. Recognizing the potential for further progress, we embarked on an ambitious ESG program in 2021, concentrating on three key aspects: diversity, equity and inclusion, environmental sustainability, and responsible business.

Recent years have demonstrated the potential for rapid and unforeseen changes in the world around us. Undoubtedly, 2022 proved to be a challenging year for Solita, marked by the ongoing COVID pandemic and the war in Europe. Throughout the year, we were challenged by a considerable amount of sick leaves, and also employee churn was higher than usual.

Nevertheless, we also experienced numerous triumphs, including welcoming two new family members, Danish Intellishore and Commentor. Amidst the turbulence that surrounded us, our financial performance remained robust. With organic growth exceeding 20 % and reported growth nearing 40 %, our profitability was maintained at an exceptionally healthy level. We welcomed over 400 new colleagues to our team, including more than 100 through Solita Talent Academies.

As we adapted our methods and revitalized our community in the post-pandemic world, we organized a diverse array of events to facilitate reconnection. To support individuals during this period, we sustained and expanded our mental well-being services. Our eNPS, a measure of employee engagement, remained at a market-leading level (>72) and ranked among the top 5 % globally within our industry - of which we are immensely proud.

### Throughout 2022, Solita undertook numerous initiatives, including:

- Advancing our ESG efforts through company-wide working groups and group leadership team discussions.
- Organizing diversity and inclusion (D&I) training for all Solitans, and conducting a D&I study to identify areas for improvement.
- Obtaining ISO 14001:2015 certification and calculating our carbon footprint.
- Establishing a partner screening and selection process, as well as a quarterly monitoring mechanism to ensure supply chain responsibility.
- Introducing an ethical sounding board for debating customer cases.
- Hosting regular Sustainable Solita Info Sessions and launching new e-learning courses related to GDPR and NDA.

- Earning a Silver EcoVadis Medal, placing us among the top 25% of companies assessed by EcoVadis.

We pursued these efforts because they align with our values and objectives. However, our journey is far from over, and we will continue to forge ahead. Solita also reaffirms its support of the Ten principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

The report you are now reading, our first sustainability report, details our key ESG actions from January 1 to December 2022, encompassing Solita Oy (hereinafter Solita) and all Solita companies globally. We hope you find it insightful and engaging.

If you haven't started your journey yet, now it is about time to kick off.



**Ossi Lindroos**  
CEO

# We are Solita



ESTABLISHED IN

1996

COUNTRIES

6

CITIES

20

HIGHLY SKILLED DATA, CLOUD, DESIGN, AND SOFTWARE DEVELOPMENT EXPERTS

1,600

Solita Oy (hereinafter Solita) is the leading technology, data and design company in the Nordics. Our roots are in Tampere, Finland, where the company was established in 1996, but recently we have strongly expanded into Europe. Solita is currently present in six countries: Finland, Sweden, Denmark, Estonia, Germany and Belgium. Our headquarters is in Tampere.

In 2022, our presence in Denmark expanded as we joined forces with two Danish companies: a data analytics and strategy consultancy Intellishore, employing more than 40 consultants in Copenhagen, and an IT consultancy Commentor, employing more than 145 consultants in Glostrup, Aalborg and Vejle.

Solita has a strong and diverse offering portfolio. Our services combine expertise from strategic consulting to service design, software development, AI & analytics, cloud and integration services. We help our customers all the way on the journey towards a data-driven business, from ideas to implementation and continuous development.

Our customer mix is very diverse representing many different segments. The biggest customer segments for Solita are currently Public, Industrial, Mobility, and Health. In 2022, we ramped up the Industrial Domain and

started the Defence and Security Domain. In 2022, 57% of revenue came from the private sector, and 43% from the public sector. With many of our clients, we have built a strategic, long-lasting partnership. The majority of our growth comes from existing accounts. We measure our customer NPS regularly, and in 2022 our customer NPS among our strategic customers was 73. The findings of the customer survey are used to continuously improve and serve our customers better.

We also do our best to increase customers' awareness of topical themes. In 2022, we arranged a customer event called Solita Meeting Point, which was about how digitalisation can accelerate business sustainability and how to bring competitive advantages and resilience to businesses through digitalisation and sustainability. Solita Summit, another customer event arranged by us, was about digital convergence and how to navigate the ever-changing tech landscape. In

addition, we arranged several crash courses and meetups.

At the end of 2022 we employed around 1,600 highly skilled data, cloud, design, and software development experts. We are proud of our exceptional data and cloud capabilities, which complement our strong development and design practices. In fact, Solita has one of the strongest skill pools in data in Europe with close to 600 consultants, a strong software development practice with more than 500 consultants, and one of the best multidisciplinary design communities in the Nordics with over 150 consultants. In addition, we have 100 cloud professionals with multi-cloud capabilities (e.g. AWS, Azure, Google Cloud).

In addition to our own employees, we have a strong partner network called the Friends of Solita. The goal of the network is to serve the various needs of our broad customer base and provide our partners with an equal chance to offer their competences for our projects. Over the years, we have relied on support from our business partners and specialists from dozens of partner companies to cover this wide portfolio of services.

We are a technology-agnostic company, and we partner with top-notch technology partners. Our partners include e.g. Microsoft, Google, Amazon Web Services, Snowflake, Semarchy, MuleSoft and Tableau.



# We are a culture company

Solita is a culture company driven by values. Our values – caring, passion, easygoingness, and courage, are the foundation for everything we do and guide our daily decisions.



The most important thing at Solita is caring about our customers, our work, our colleagues, ourselves, and societies at large. This means caring about the quality of results, continuity, sensible use of money, and solutions that genuinely support business. We are passionate about developing our expertise and creating solutions with long-term, sustainable impact. We courageously seek brilliant solutions and are not afraid to express doubt when it is called for. In addition to being highly skilled professionals, we are also easy-going and help run things smoothly. We encourage and help develop a modern, informal work environment,

with a high level of autonomy – according to our philosophy, work can and should be both challenging and fun.

Our people are our most valuable asset. Therefore, we put a lot of focus and effort on employee experience and leadership. Our employee experience (eNPS, employee net promoter score) is measured systematically, every third week, to help us use data to detect and analyze both positive and negative trends, and to react to them swiftly.

We also get a lot of open feedback from our

employees through Peakon, the tool we use to measure employee engagement on a continual basis. In 2022, we got over 12 600 comments! Based on comments received over the years, we have initiated many actions. As an example, we started improving our feedback culture based on low scores on it, and started our competence development concept in 2021. We also added sustainability-focused questions to Peakon in 2022 to find out how our employees feel about our actions and targets. At the end of 2022, our eNPS was 73. We are in the top 5% of technology companies in Europe for eNPS.

## Committing to sustainability together with employees

Since 2018, Solita has been owned by the Apax Digital Fund, a growth equity fund advised by global private equity advisory firm Apax Partners, together with Solita management and employees. We have a unique shareholder program with around 550 employee-owners. After the reporting period, in January 2023, a new investment round was arranged, and now we have close to 700 employee-owners. Read more about our employee ownership in our [press release](#).

eNPS SCORE

73

ENPS ENGAGEMENT OVERVIEW AMONGST TECHNOLOGY COMPANIES

TOP 5%

LEADERSHIP SUPPORT eNPS

64

OPEN COMMENTS FROM EMPLOYEES SINCE 2019

46 000

EMPLOYEE OWNERS AT THE END OF 2022

550

# Our sustainability focus areas and commitments







Based on the materiality analysis, our positive, actual impacts are related to our role as an employer, company and supplier.

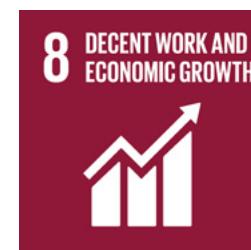
We provide work, a source of livelihood as well as career opportunities for current and potential employees. We provide a mentally and physically safe working environment for all employees with good work-life balance and good leadership. We embrace diversity, equity, and inclusion in our community. As a profitably growing company, Solita positively contributes to the local economy as a taxpayer and as an employer. As a supplier, Solita delivers digital projects and services which positively contribute to customer's business through e.g. increased resource efficiency, new sustainable business models or new

business opportunities. The public sector is and has always been a significant client for us and through public sector projects we create a positive impact on people and society on a wider scale. You can see further information about our societal impact in chapter 5, page 23.

Our negative, actual impact is related to greenhouse gas (GHG) emissions, especially scope 3. In addition, we identified some negative, potential impacts. These are related to possible data leakage or information security breach compromising data privacy of a customer or its end customers, and a delivery of a project or a digital service for a customer, who uses it for harmful purposes. You can find more details about our materiality analysis from the Appendix 1.

Since 2019, Solita has been a signatory of the **United Nations Global Compact initiative**, which is the world's largest corporate sustainability initiative. We are committed to the initiative's Ten Principles, which relate to human rights, labour, environment, and anticorruption goals.

**FROM THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS), WE MOSTLY IMPACT GOALS 8, 5, 3, 9 AND 16.**





**In addition to the ten principles of the UN Global Compact, we have also made separate commitments regarding people, environment and responsible business. These commitments guide our daily work and decisions along with our values.**

### People

- **We are committed to the well-being of our people.** We safeguard our personnel's health, safety and well-being, including both mental and physical aspects. We have a zero-tolerance policy towards psychological harassment, inappropriate behaviour, and sexual or gender-based harassment.
- **We strive to ensure diversity, equity and inclusion.** We promote equality, diversity, and nondiscrimination in our community and actively build an inclusive company culture. We continuously strive to ensure an equal and nondiscriminatory employee experience.
- **We develop effective and humane leadership.** We continuously develop our leadership and ways of working to build and maintain a humane and caring company culture that supports a healthy work-life balance. We provide support for Solitans in all the different phases of their careers.

### Environment

- **We commit to protecting the environment.** We promote environmental sustainability in our operations and in our value chain.
- **We improve our environmental work on a continual basis** and take accountability for the effectiveness of the environmental management system, which is ISO 14001:2015 certified.
- **We increase awareness** among our employees about environmental sustainability topics to support our environmental goals and reduce the carbon footprint of Solitans.
- **We decrease our carbon footprint** to help fight climate change. We're committed to the science-based emissions reduction in line with a 1.5°C pathway. From 2022 onwards, we measure our greenhouse gas emissions annually based on the GHG Protocol. After which we can set science-based emission reduction targets. To become carbon neutral, we're committed to compensating for the emissions we are not able to avoid.

### Business and society

- **We commit to responsible business and the Solita Code of Conduct.** We comply with laws and regulations and compete fairly. As a company, we are not involved in political or religious activities and do not support such activities financially.
- **We evaluate the responsibility of our customers and partners.** We are committed to complying with anti-money laundering legislation. Bribery, including any kind of facilitation payments, and acceptance of bribery is strictly forbidden in all our activities. As a company, we respect human rights and strongly condemn all activities that are against the law or violate human rights. We do not accept the use of child labour or human trafficking.
- **We commit to data security and privacy.** We take data security and data privacy seriously and follow information security best practices.



# People

# Growing as a responsible employer

Solita has always grown profitably and responsibly. In 2022, we continued strong and steady growth.

We joined forces with a Danish data analytics and strategy consultancy Intellishore and a Danish privately-owned IT consultancy Commentor A/S. With these acquisitions, we got around 200 new colleagues from Denmark. Our growth was close to 40% and organic growth over 20%.

In 2022, we hired 432 new colleagues, of which 354 to Solita and 78 to Commentor and Intellishore. Most of the new employees applied for the job. In 2022, we also welcomed ten returning employees back to Solita. Unfortunately, 234 employees left the company, and our churn was 15.3%. That's significantly higher than our churn in previous years but lower than in our industry in general in 2022, where it was 22% (source: LinkedInTalent Insight).

The majority of the employees, 99.6%, have a permanent contract and most employees work full time. We also provide a possibility to reduce working hours and work part-time. This

is highly appreciated by especially employees with small children. In Finland, all employees were covered by a collective bargaining agreement in 2022. In other countries, no collective bargaining agreement exists but all relevant terms and conditions are agreed in employment contracts, which are always done in a written format.

In addition to our own employees, during 2022 we had 569 active subcontracted employees who worked on our customer assignments. They came from 150 different companies. All of Solita's subcontractors are from the EU/EEA region, most of which come from Finland.

In 2022, our financial performance was solid. As a company, Solita pays taxes in the countries it is located and thereby positively contributes to the local economy. Solita regularly uses external tax advisors to ensure it complies with all relevant tax laws and regulatory compliance in each country.



**TABLE 1. SOLITA'S EMPLOYEE COMPOSITION BY GENDER, CONTRACT TYPE AND AVERAGE AGE AS OF 31.12.2022**

	Headcount				FTE				Contract type			Age	Share of women
	Women	Men	N/A/, non-binary	TOTAL	Women	Men	N/A/, non-binary	TOTAL	Perma- nent, full time	Perma- nent, part- time	Temp.	Avg.	
Solita	378	1031	5	1414	366	1014	5	1385	1287	120	7	38	27%
Intellishore	14	40	0	54	8	30	0	38	38	16	0	30.3	26%
Commentor	12	121	0	133	12	120	0	132	129	4	0	40.4	9%
<b>TOTAL</b>	<b>404</b>	<b>1192</b>	<b>5</b>	<b>1601</b>	<b>386</b>	<b>1164</b>	<b>5</b>	<b>1555</b>	<b>1454</b>	<b>140</b>	<b>7</b>	<b>38</b>	<b>25%</b>

<b>Total headcount</b>	<b>1601</b>
<b>Total FTE</b>	<b>1555</b>

# Diversity, equity and inclusion to the next level

Diversity, inclusion, equity, and a sense of belonging aren't matters of opinion for us at Solita. Our stance has always been "Come as you are".

Diverse perspectives make the world a better place and allow us to achieve more. As a company and community, we want to represent the society around us, and make Solita a workplace where everyone can come as they are – and feel the sense of belonging.

Our diversity and equality efforts have been ongoing for several years. We set our DEI (diversity, equity, inclusion) targets back in 2021 and introduced Solita's sustainability plan. As a part of it, we launched diversity and inclusion trainings for all Solitan People Leads and people in other similar roles. In 2022, we expanded the diversity and inclusion discussions to all Solitans, providing everyone with an opportunity to gain a deeper understanding of diversity and inclusion and to discuss the topic within their teams. In the facilitated team discussions, we went through the key concepts related to DEI, and used real-life case examples and personal reflection to recognise our own biases and to think about how we can act in an inclusive way in our daily lives.

Since 2021 we have also had a Diversity Working Group in place, which consists of voluntary employees from all our countries and

units – anyone is welcome to join. The group still acts as a sounding board for the DEI work that we do, and in a very Solitan manner, makes sure that we get enough diverse perspectives on our planned actions and are able to modify them accordingly. This group has with time also become more and more diverse in itself.

## Main achievements in DEI 2022

In September 2022, we initiated an internal business process mapping in which we went through our documentation, processes and conducted interviews with key stakeholders to assess our recruitment, talent management, compensation, and benefits structure, staffing process as well as work environment. The mapping was done by a third party named Allbright, which is a Swedish non-profit foundation that works to create a more diverse business sector. All employees were invited to anonymously share situations or processes that they think are at risk to be unfair, arbitrary, or affected by bias as well as things that can develop our business in a positive direction. In total, 48 people answered.



COMPANY-WIDE  
GENDER BALANCE

25/75

WOMEN OF NEW HIRES  
AT SOLITA

33%

OUR INITIAL DEI TARGET  
INTRODUCED IN 2021 WAS TO HAVE

30%

WOMEN BY THE END OF 2023

Based on the findings of the study, our culture is perceived as quite inclusive by our employees, embracing the “Come as you are” thinking. Our recruitment processes have a high maturity from the DEI-perspective, but we are striving to become better at following up that everyone knows our processes and follows them. We have also already started a trial with a language analysis tool called Develop Diverse, that we test to make our job ads more inclusive for all.

Some challenges were observed in how DEI is carried out by our customers, which can impact our employees who spend most of their time with them. Additionally, we have some work to do in terms of how we make sure our performance evaluation and feedback is carried out with less bias, and we need to make sure that we are better at supporting marginalised groups in general. One of the suggestions from Allbright was that we would introduce Employee Resource Groups - ERG:s - which to some extent we actually already have in place, at least for Solita Women FWD, neurodiversity and Lgbtqi+.

We also arranged our first ever DEI Week in the fall. The week included info sessions about diversity, equity and inclusion, discussions as well as small gatherings at the offices. For example, we had a panel discussion with our country leads on the DEI topic, a true story of a refugee, a joint session dedicated to discuss being part of a community, a sense of being left out and a feeling of shame. All our offices were decorated during the week with posters about the terminology of DEI topics to increase awareness. There were also several books ordered at the offices.

From 2023 onwards, we have both an official budget allocated for diversity, equity and

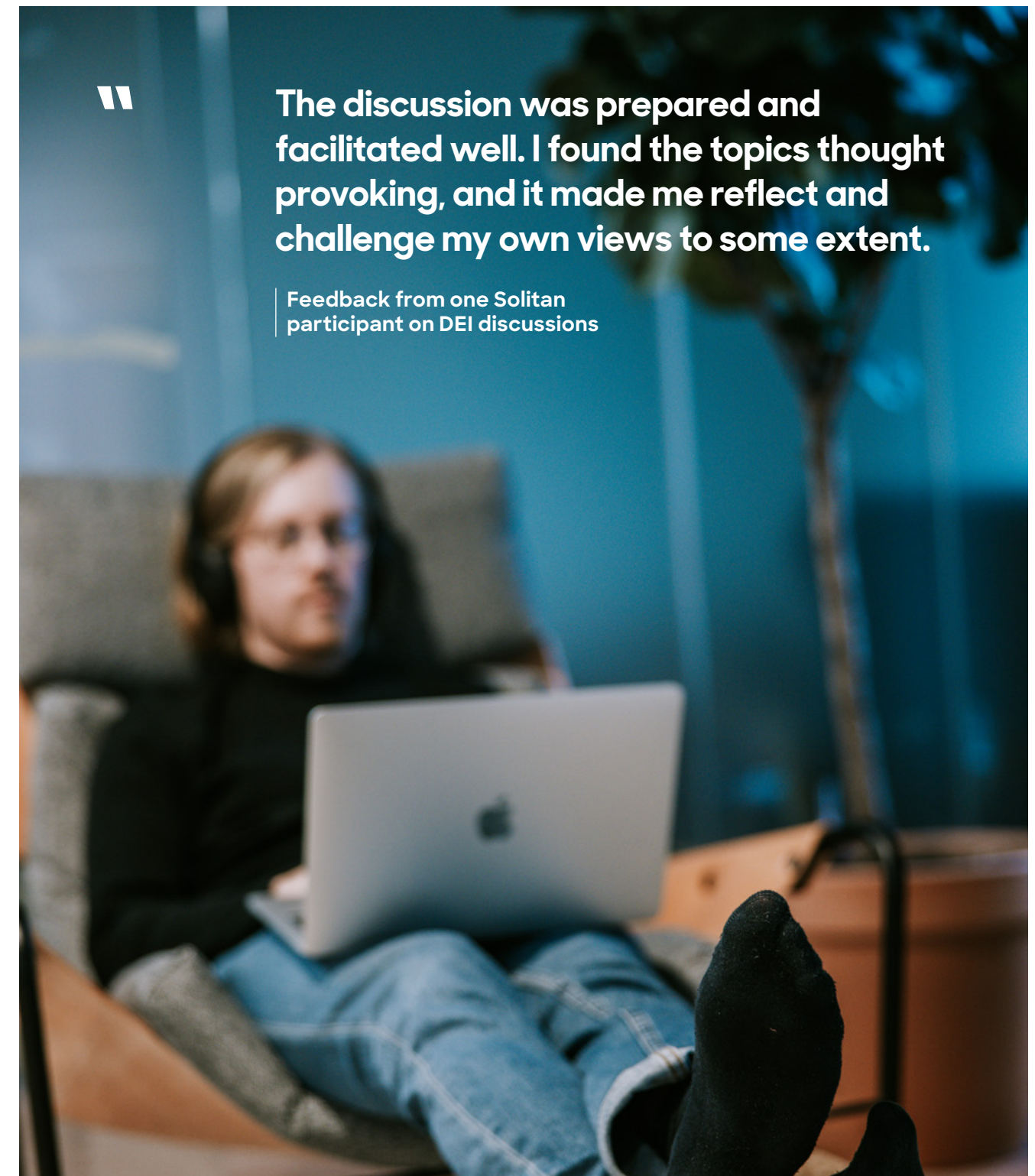
inclusion, and a person allocating 50% working time to the topic.

**Our diversity statistics**

Our initial DEI target introduced in 2021 was to have 30% women by the end of 2023, have no all-male panels in leadership teams and increase cultural diversity. At the end of 2022, our company-wide gender balance was 25/75. Some differences exist between our different units and companies. Looking at Solita (excluding our newest subsidiaries), our share of women was 27% - a great improvement compared to 2021, when it was 24%. That’s mainly due to our improvements in recruiting. At Solita, 33% of new hires were women in 2022. Regarding our newest subsidiaries in Denmark, Intellishore’s share of women was on a similar level (26%), whereas Commentor currently only has 9% women.

We’ve been able to improve the gender balance of our leadership teams during the last years and there are no all-male panels anymore. At the end of 2022, the share of women was 30% in the Group Leadership Team, 27% in the Finnish Leadership Team, and 30% in the Swedish Leadership Team. Even though there’s still room to improve, the gender balance in leadership teams outperforms the gender balance in the group overall. What we are not proud of is the gender diversity of our Board of Directors, which is an all-male panel still.

Other diversity statistics we follow are nationality, age and educational background. We’ve improved in all of them.



# Growing our talent: Solita Talent Academies and Growth Academy

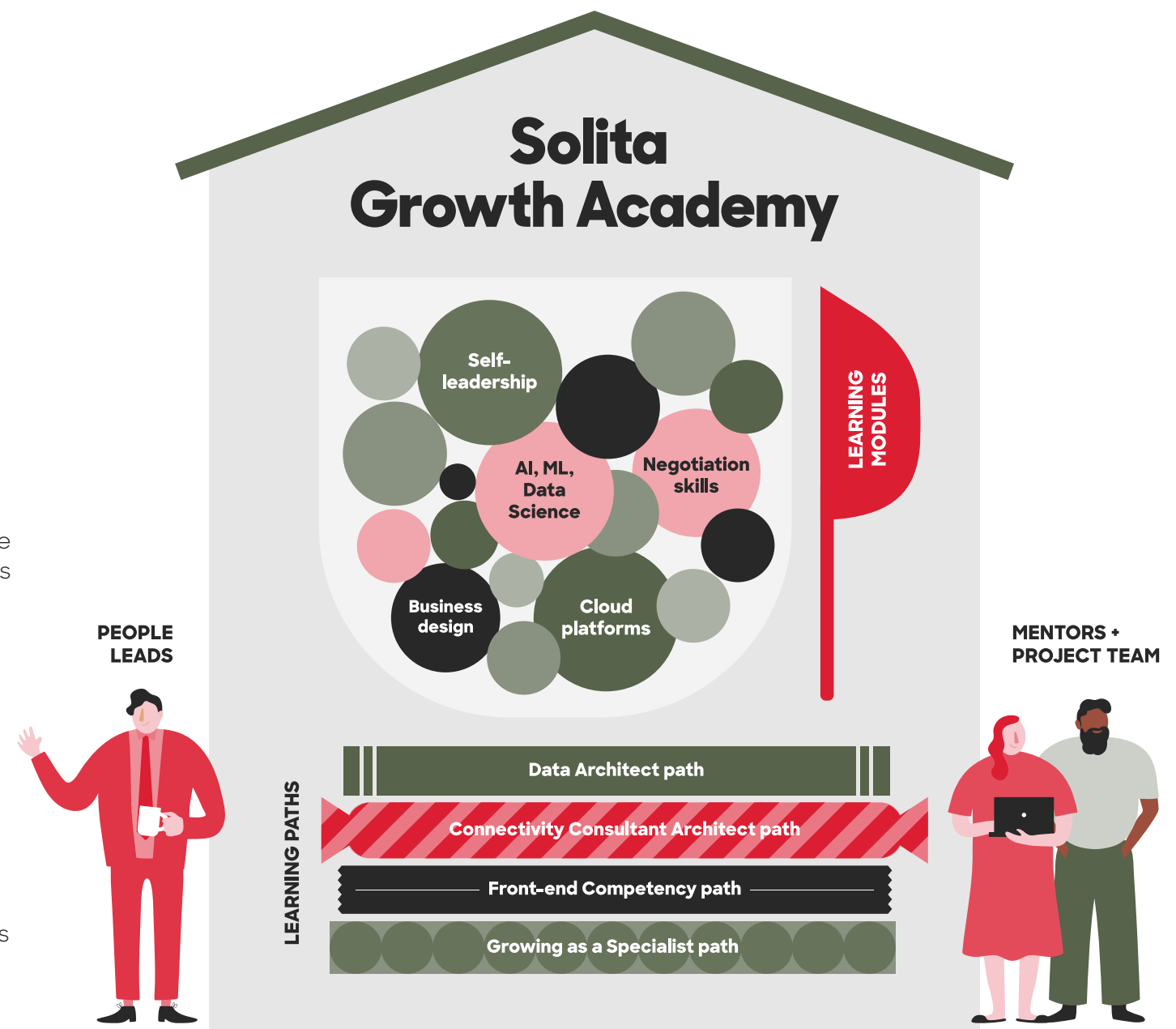
During the last couple of years, we have put a lot of focus on employing people who are in the early stage of their career.

Talent Academies are our tool to offer effective, intensive career kick starts to both young university graduates as well as those willing to change careers or update their skills. In 2022, we developed our Talent Academies concept further to enable cooperation across Solita countries, and enhanced cooperation with universities. During the year, we organised 8 Talent Academies with 118 participants.

No one has to be ready when they join Solita. There's always room to learn and grow together – curiosity and open-mindedness form our backbone. We believe that the ability to learn and grow creates more value to Solitans, our customers and us as a company. Growth Academy is our concept to offer training and other learning opportunities for our employees. It offers learning opportunities

ranging from self-leadership, collaboration, consultation and sales to technical and leadership competences - that is, skills that are relevant for Solitans. Most importantly, it makes learning opportunities more visible and easily accessible for all Solitans, regardless of their business units, locations and job roles.

In March 2022, we launched a new learning platform for Solitans - Workday Learning. It enables easy search of courses and learning programs and can contain any type of learning contents: training events, e-learning, videos, PDF documents, e-books, URL links to external learning resources, and self-study learning programs. Workday Learning contains the Growth Academy courses and Solita Onboarding.



# New ways to support senior professionals

In 2022, we also piloted career discussions for senior professionals. Over 40 Solitans from all business units in Finland participated in the pilot.

The purpose of the discussions was to give a chance for the seniors to reflect their career motivations and aspirations with an experienced leader. As the pilot got good feedback from both the participants and mentors, in 2023 we will launch the career mentoring discussions as a continuous program to which all Solitans will be able to apply.

Thought Leader Forum is another opportunity for seniors that has been much valued by them. In 2022, we organised the event for the second time in event centre Calliola. We had 41 participants in the two-day event. The purpose of the Thought Leader Forum is to provide our senior professionals with an opportunity to network with each other across business units and locations. The

participants were selected to the event based on recommendations from colleagues and people leads. In the participants' selection, we emphasised foremost the participants' experience, expertise and abilities to work as bridge builders. At the same time, we also wanted to ensure the diversity of the group, so that different units, roles, countries, genders, etc. were equally represented. In each Thought Leader Forum, most of the participants are different, as we want to give this opportunity to as many Solitans as possible.

## Mentoring and development discussions available for all

Solita has organised a mentoring program in Growing as a Specialist Learning Path since



2021. About 120 Solitans took part in the mentoring program in 2022. The program is held twice a year and all Solitans in all counties and units can apply to it. Mentoring lasts nine months and includes four facilitated meetings. The purpose of the mentoring program is to support the mentee's growth, learning and career development. It's a learning journey also for mentors; mentoring and guiding are important skills for senior specialists. Mentees are usually Solitans in the beginning of their careers and newcomers at Solita. By organizing mentoring as programs we aim to offer strong support for growth and learning for both mentors and mentees.

Everyone at Solita is entitled to development discussions, which are held at least once a year. Also salaries are discussed regularly, at

least annually. In fact, we've made the following promise to Solitans: "We promise to all Solitans that we support you and are interested in you as persons. Your well-being, your development, your future plans, your compensation development and your work situation. Your thoughts and feelings in short. We promise to discuss these topics with everyone at least once a year in a discussion meant for the topics."

Our employees are rather satisfied when it comes to growth and development opportunities at Solita. We measure this through Peakon's Growth score, which includes questions related to career path, learning and mentoring. In 2022, the score was on average 8.4, which places us among the top 5% in the industry, benchmark being 7.6.



# Supporting mental and physical well-being in the turbulent environment

There's been a lot of turbulence in the world during the last couple of years. First the pandemic hit us, after which we had to witness a war in Europe. In general, this has had a huge effect on how people feel both physically and mentally.

This also affected us. Throughout the year we were challenged by a substantial amount of sick leaves when either our employees or their children were ill. Our sick leave rate varied between companies and was about 4.4% on a company level. Most of the sick leaves were related to flu and other infections, but there were also sick leaves related to mental health and coping at work.

People are our most valuable asset. Over the years, we have put a lot of focus and invested significantly in our people's health and well-being. All employees are entitled to comprehensive occupational healthcare services, which we further developed in 2022. In addition to our existing practices, we established new kinds of support mechanisms to improve our employees physical and mental well-being. As an example, we developed and supported efficient hybrid ways of working and environment. We established so-called "light

offices" in Kuopio, Pori and Tartu for employees working mainly remotely far from other Solita offices. We arranged different kinds of community and culture fostering activities when it was again safe to meet in person. We continued arranging highly appreciated "Living in Exceptional Times" sessions to provide our employees a chance to discuss different kinds of topics related to mental well-being. We started developing the ways people are led in their customer projects.

During 2022 we redesigned our broad portfolio of services to support mental wellbeing and personal growth. The portfolio offers all Solitans in all our countries equal access to a range of services to enable their wellbeing and growth, including e.g In-House Coaching, therapeutic support from Auntie, Group coaching on self-leadership skills and challenging situations, Leadership peer groups and a Conflict resolution service. With these



**Despite the challenges around us, our employee engagement, eNPS, was over 70 over the year, reaching the peak of 75 in spring. That places Solita among the best 5% in the industry globally.**

services, we want to be able to support the person as a whole - not just as an employee. To raise awareness of our services and to normalise mental wellbeing in the workplace, we organised a Growth & Well-being Tour in all our major offices, starting 2022. During the tour, the People & Culture development team met dozens of Solitans and had extensive discussions about wellbeing and growth and the everyday life of Solitans. The visits

played an important role in strengthening the sense of belonging and in gaining a better understanding of different cultures, ideas and needs.

This was all worth it, and despite the challenges around us, our employee engagement, eNPS, was over 70 over the year, reaching the peak of 75 in spring. That places us among the best 5% in the industry globally.

# Business and Society





# Doing the Right Thing

Responsible way of operating is in the core of Solita’s business, as both being a good employer and maintaining great customer and cooperation relationships are based on trust.

Sustainable business cannot be built on unethical activities. Responsible business includes, for example, respecting laws and human rights, treating our employees respectfully, ensuring we operate in an environmentally friendly manner as well as enforcing anti-corruption activities. In all our markets, we operate in a responsible manner and in accordance with the applicable legislation of the market and require the same from our partners acting on behalf of Solita

When starting cooperation with new companies and organizations, we use our

best effort to investigate and evaluate the risks and opportunities involved, according to our Code of Conduct. In the majority of our customer cases the process is rather straight-forward and the assessment easy to conclude. Occasionally there may be projects for existing customers or new customers that raise questions, where we need to look deeper into the purpose and risk of the customer work from different points of view. We also encourage our employees to actively participate and raise their concerns openly, should any arise.

## FRAMEWORK TO CONSIDER ETHICAL DECISIONS (Source: Solita Code of Conduct)

**Is the decision in compliance with Solita’s values and our Code of Conduct?**



**Would you like to read about the decision in the media? Would it be OK if it became public?**



**Would you like it if someone else had made a similar decision?**



**Could your decision be used as an example with regard future decisions?**





## Ethical Sounding Board

In September 2022, supported by the Group Leadership Team, we decided to pilot an Ethical Sounding Board (ESB), which can be used as a forum for ethical discussion and deliberation when consideration beyond our standard procedures is required, mainly when entering new projects or taking on new customers.

The ESB can make recommendations to the Group Leadership Team, however, the ultimate responsibility for the decision-making always lies with the Group Leadership Team. One of the possible areas where the ESB could be helpful is the Defense and Security strategic domain, which we launched in 2022.

As a company, we respect human rights and strongly condemn all activities that are against the law or violate human rights. We do not accept the use of child labour or human trafficking. We did not encounter any allegations of human rights violations or abuse in 2022.

## Assessing our value chain

In 2022, companies all over the world were affected by the war started by the Russian invasion of Ukraine in February 2022. Solita has no current dependencies with Russia, Belarus or Ukraine.

Solita has evaluated our partnerships to ensure Solita's customer engagements or partnerships do not involve Russia. Currently all of Solita's subcontractors represent the EU/EEA region. After the war started, our customers' interest in our value chain has increased, and we will continue careful selection of our subcontracting partners and their possible dependencies also in the future.

In February 2022, we launched a new partner screening and selection procedure and organized enhanced training for the responsables. In addition, we initiated a quarterly monitoring process for all active partners in our network. The monitoring is done with the help of an external partner against different sanction lists (e.g., OFAC SDN, OFAC Non-SDN, List of freeze decisions made by the Finnish National Bureau of Investigation, EU's financial sanctions list, UN Security Council's sanctions list, OFSI HM Treasury Consolidated). So far, there have been no findings.



# Continuous improvement in data protection and cyber security

In our kind of business, information security and data privacy are critical topics and something we continuously work with and aim to ensure with guidelines, instructions, and different kinds of technical solutions. It is also as essential to ensure that our employees are aware of different risks related to the topic and know how to act.

In 2022, we launched new e-learning courses related to confidentiality and GDPR for all Solitans. We also have security training for new joiners and regular refresher training for all employees. We encountered no material cyber security incidents or data protection breaches in 2022.

## MATERIALITY IS EVALUATED THROUGH A COMBINATION OF DIFFERENT ASPECTS:

- 1 **Potential/actual costs caused to Solita as the result of the incident (limit 50 K€ or more);**
- 2 **Possible other significant impact on e.g. reputation, or when a large group of individuals is involved;**
- 3 **Whether active crisis management is required by the executive management/CEO.**



ANNA METSÄRANTA



## Delivering sustainable value through ethical use of AI

We design and implement applications and services that utilise machine learning and other methods of artificial intelligence (AI) as part of their form or function. We recognize that our solutions leveraging AI need to include an ethical consideration and we also support our customers in doing so. The future success of companies and organisations depends on their ability to utilise their large investments in AI in a responsible and long-lasting manner while preparing for future regulations.

In 2022, Solita appointed our first Head of Sustainable AI, Ms. Anna Metsäranta.



## Whistleblower channel as a means to anonymously report suspicions of misconduct

We all have the responsibility to speak up and address issues, if we notice any. This is also aligned with our core value: Caring. Whistleblowing provides an opportunity to report suspicions of misconduct that's not in line with Solita's Code of Conduct. Whistleblower regulations, based on the EU Whistleblower Directive, aim at protecting public interest and give protection to whistleblowers who report breaches of Union law in areas as described below.

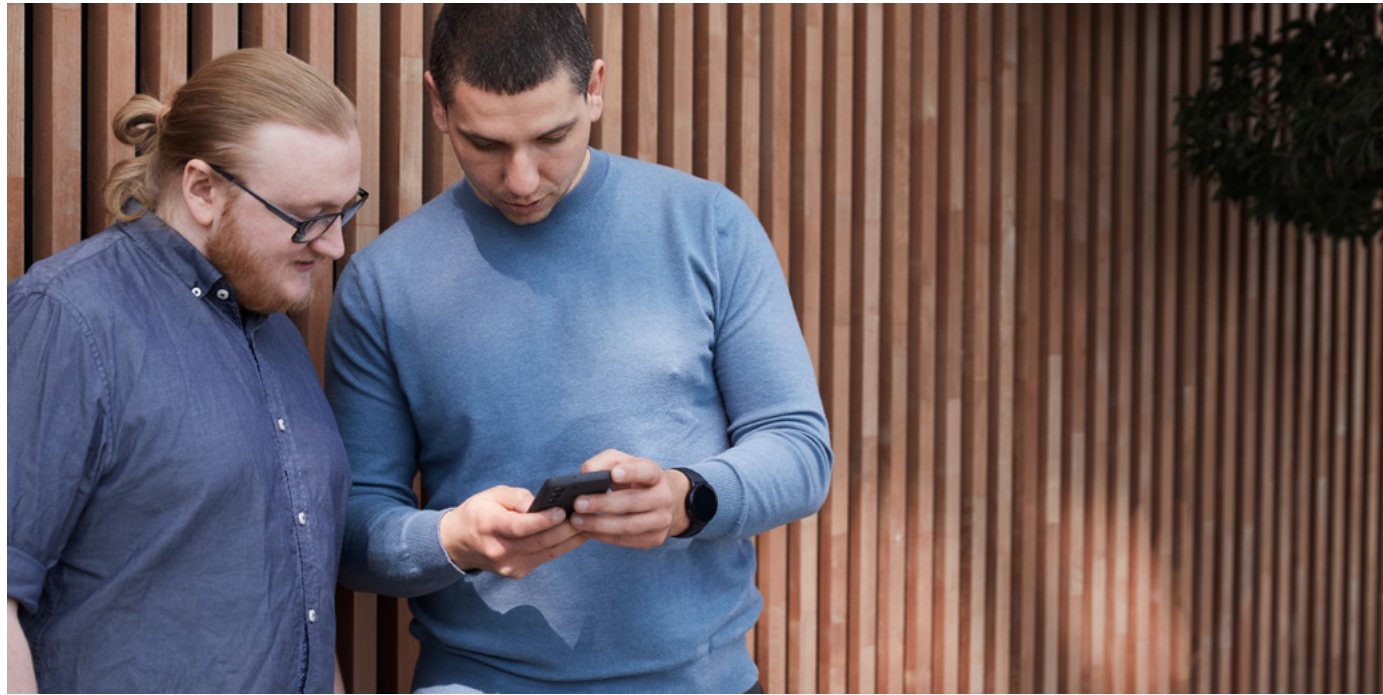
Solita Whistleblower channel has been in use since 2019, and is available for employees, subcontractors, customers and partners working with Solita. It is managed by an external partner, and reports through the channel are in writing and anonymous. Our whistleblowing team members are the CHRO and General Counsel, who handle the cases and involve others as needed.

## Committing to good corporate governance

Solita is committed to good corporate governance to ensure and maintain our sustainable operations. The basis of the corporate governance of Solita Group is described in various governance documents, for example the Articles of Association, the Corporate governance guidelines including the Decision Matrix (Delegation of Authority), and Solita Code of Conduct.

The company and leadership structures of Solita are described in Appendix 2.





# Creating a better society with impactful projects

Universally accessible, transparent, and trustworthy public services are the basis of modern, digitalized society.

We help several public sector organisations to create critical services that citizens trust and are willing to use. We are designing, implementing, and running central parts of the basic infrastructure that silently run the world. By doing so, we are contributing significantly to the well-being of the whole society.

Solita's Mobility domain has extensive expertise on creating customer and data centric mobility solutions especially for the public sector. We operate on land, at sea and in the air and support e.g. the management of railway traffic, the coordination of ice-breaking and the purchasing of tickets for public transport in the Helsinki area – along with many other activities.

We help traffic organisations harness data for various uses, whether dealing with their own data or data produced by other parties within the ecosystem.

Solita's Health domain works passionately to improve people's health and well-being. Together with our customers, we design and build services with human insight and intelligent technology helping individuals, health care professionals and the whole society to create better everyday life, promoting equality, transparency and co-operation. We do this by utilising modern technologies and data effectively, safely and ethically in the regulated health care sector.

## Here are a few examples of our most impactful solutions for the public sector:

### **A National Visa System** The Ministry of Foreign Affairs, Finland

The system is used by public authorities and visa applicants from all over the world. It ensures fast and reliable processing of around one million visa applications per year. The system is also subject to the requirements of the European Union and the Schengen area.

### **Register of Adverse Reactions** Finnish Medicines Agency, Finland

The register used to collect information on possible unidentified adverse reactions to medicines and vaccines that are on the market in Finland. Thus, it plays an essential part of national pharmaceutical safety.

### **The Election Information System** Legal Register Centre, Finland

The renewed Election Information System is planned to be implemented for the 2027 Parliamentary elections in Finland. Elections are in the core of democratic societies and it's essential to ensure that the transparency and reliability of the system cannot be compromised.

### **Secured traffic for Danes – and insurance companies** DFIM (Danish Association for Association of International Motor Insurance)

DFIM needed an IT application with real-time integration of data to and from various public professional systems such as E-boks, Motorregistret, Forsikringernes Fællesregister and DFIM's own ERP system. The system built by Commentor makes it easier to identify uninsured vehicles and collect daily fees until owners get their paperwork in order. This reduces the risk of accidents involving uninsured cars, where it is almost impossible for the injured person to get compensation. Road users have a safer everyday life – without many of them necessarily realizing it.

# Environment

6

Climate change is the biggest global challenge of our time. Digital technologies provide possibilities to both accelerate decarbonisation as well as increase carbon emissions, depending on how they are used. The role of the ICT industry cannot be underestimated as it consumes large amounts of electricity.

As a company, we commit to responsible use of natural resources and actively develop our operations to make them more environmentally friendly. Within the context of Solita companies, our environmental burden is mainly caused by scope 3, especially by business trips, cloud capacity and the environmental impact of IT equipment.





# From footprint to handprint



We believe that a systematic change is required to decrease the environmental effects of the ICT industry, and we need to take gradual steps to get started.

At Solita, we have started our environmental actions from the inside out by first taking a closer look at our internal operations, how we manage and control them and what their effect on the environment is.

## Aiming for carbon-neutrality

In 2021 we made a commitment to decrease our carbon footprint. We also committed to set science-based emission reduction targets in line with the 1.5 degrees pathway latest in 2023. To understand the baseline and to see into which direction our emissions develop, we started measuring our greenhouse gas emissions annually following the Greenhouse Gas Protocol standard and including scopes 1, 2 and 3 into calculations. We have included scope 3 categories based on their size, our ability to influence them, sector guidance and industry benchmarks. Scope 3 includes purchased goods and services (cloud capacity and data center services used for our internal needs), waste, business travel, commuting, leased IT assets and use of sold products (cloud capacity used in customer's environments).

In addition, we committed to become carbon neutral in 2023 by compensating for the emissions we are not able to avoid. We've partnered with a company called Compensate Oy and all our emissions (scopes 1, 2 and 3) from 2022 have been compensated.

In 2022, we established an environmental management system in accordance with the ISO 14001:2015 standard. It was externally reviewed and certified in spring 2022. The certification currently covers all Solita's offices excluding our 'light offices', referring to small co-working spaces and the offices of Intellishore and Commentor.

We also calculated our carbon footprint. The calculation was done by an external service provider, UseLess Company Oy. The total market-based greenhouse gas emissions from the year 2022 were 1949 tCO<sub>2</sub>e (1544 tCO<sub>2</sub>e in 2021) and the total location-based greenhouse gas emissions 1972 tCO<sub>2</sub>e (1549 tCO<sub>2</sub>e in 2021). Carbon footprint per employee was 1.30 tCO<sub>2</sub>e (1.16 tCO<sub>2</sub> in 2021).

As can be seen from the picture 1, scope 3 was our biggest emissions source causing 86% of emissions. The end of the pandemic can be seen in the results – we started travelling again. As a result, business travel was the biggest single source of emissions, causing 40% of all emissions. In 2021, business travel was only 14%. In addition to business travel, the biggest sources of emissions were customer cloud services and capacity (category 3.11.) and upstream leased assets (laptops, screens, mobile phones etc.) (category 3.8.).

**PICTURE 1. SOLITA'S GHG EMISSIONS 2022**

Scope	Percentage
Scope 1	3%
Scope 2	11%
Scope 3 (Total)	86%
- Scope 3 Downstream	21%
- Scope 3 Upstream	65%

**TABLE 2. OUR ENVIRONMENTAL KPIS**

KPI	1.1.-31.12.2022
<b>GHG emissions and emission intensity</b>	
Total carbon footprint, market-based, tCO <sub>2</sub> e	1949 tCO <sub>2</sub> e
Scope 1, tCO <sub>2</sub> e	61 tCO <sub>2</sub> e
Scope 2, tCO <sub>2</sub> e, market-based	224 tCO <sub>2</sub> e
Scope 3, tCO <sub>2</sub> e	1664 tCO <sub>2</sub> e
GHG emission intensity, tCO <sub>2</sub> e per employee	1.303 tCO <sub>2</sub> /employee
<b>Energy consumption</b>	
Energy consumption, total	2332 MWh
Renewable energy consumption, total, MWh	621 MWh
Electricity usage, total, MWh	1009 MWh
Share of renewable energy, %	27%
Share of renewable electricity, %	40%
<b>Waste</b>	
Total waste, tons	163 t
Recovered (reused, recycled or composted) waste, tons	104 t
Share of recovered waste	64%

You can take a further look at our Compensation Impact Report here: [https://impact.compensate.com/solita\\_99d274f4a9fbc600b916fcc224d2984fd5890bd60d472bc80d/](https://impact.compensate.com/solita_99d274f4a9fbc600b916fcc224d2984fd5890bd60d472bc80d/)

# Sustainable value creation via our handprint

We believe that we can make a much bigger impact through our handprint – meaning the impact we have through our customer projects. Therefore, going forward, we want to shift the focus from our internal operations towards them. Our mission is to help our customers navigate in the increasingly complex business environment, help them reach their ambitious sustainability targets and at the same make sustainability their core competitive advantage.

## CASE DIGITAL PRODUCT PASSPORT:

### Increasing transparency, promoting circular economy



Solita and Gaia Consulting worked with Finnish Textile & Fashion and Technology Industries of Finland to create the concept for a Digital Product Passport that can be used in various industries and promote the green transition. In the future, the Digital Product Passport can be used to gather data about the different stages of the value chain, such as the production, use, maintenance, and recycling of products.

The Digital Product Passport is a technological solution that gathers data on the responsibility, raw materials, and product safety of products. The Digital Product Passport can be used to gather data about the different stages of the value chain, such as the use, maintenance, and recycling of products. The data may then be utilised by parties such as the producers of raw materials, materials, and products, or by the authorities. The Digital Product Passport also makes it easier for

consumers to purchase more responsibly. The increased transparency promotes more sustainable production methods and accelerates the transition to a circular economy.

The Digital Product Passport will be an important tool for companies. It provides information about the product's carbon footprint and sustainable operating methods and creates a market mechanism for responsibility. The introduction of the product passport is a long process and the goal is to implement it smartly so that it produces benefits for companies as early as possible.

The Digital Product Passport is an initiative by the European Commission as part of the EU's proposal for a new Ecodesign for Sustainable Products Regulation. The working plan related to the regulation proposal has been scheduled for 2022–2024.

➤ **The full project report can be downloaded from Solita's website:**  
[https://hub.solita.fi/en/digital-product-passport?\\_ga=2.153499775.611867199.1674033255-1366785377.1672140722](https://hub.solita.fi/en/digital-product-passport?_ga=2.153499775.611867199.1674033255-1366785377.1672140722)

## CASE PS LIFESTYLE:

## Helping EU citizens to combat climate change



Solita was chosen as a technology and service design partner for Positive and Sustainable Lifestyle (PS Lifestyle), a joint European project which aims to provide millions of Europeans with tools to slow down and combat climate change through technology. The project will run until 2025, and it also aims to build the largest consumer database in Europe including people's interests and practices to support the fight against climate change.

Led by the Finnish Innovation Fund Sitra, the PS Lifestyle consortium is part of the EU's Green Deal programme. A total of 16 international partners from eight countries will develop a set of everyday services for EU citizens to combat

climate change. Solita is responsible for the project's technological implementation, design, maintenance and service design. The ambitious goal of the project is to encourage millions of Europeans to make more sustainable lifestyle choices to promote carbon neutrality in Europe. Combating climate change is a common challenge for every citizen. A locally tailored set of services helps citizens to plan a sustainable lifestyle that suits them. Based on service user experience, companies and decision-makers obtain anonymous data on the goals, motives and wishes that people have about a sustainable lifestyle. The project aims to reduce CO2 emissions by 0.5 million tonnes.



**More information on Horizon 2020 Framework Programme:**

Building a low-carbon, climate resilient future: Research and innovation in support of the European Green Deal (H2020-LC-GD-2020)

## CASE THE WASTE DATA SYSTEM:

## Making sure that waste is treated in an environmentally correct manner



Commentor is responsible for the maintenance and development of the Danish Environmental Protection Agency's digital solution, the Waste Data System. It is a national database that records data for approximately 15 million tons of waste. The system checks companies' reporting of waste.

Rules and initiatives regarding waste must ensure that waste is treated in an environmentally correct manner and that the resources in the waste can as far as possible be reused and used in the manufacture of new products. Likewise, the system ensures correct registration so that the correct taxes to be paid are registered.

# Want to know more? Contact us.

## Diversity & inclusion



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## Environmental sustainability



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## Responsible business



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# Solita is a community of highly and widely skilled experts geared for impact and customer value.

We do what matters to build the future with our clients by delivering high-quality solutions to real problems. Our unique service portfolio seamlessly combines expertise from strategic consulting to service design, software development, analytics and data science, cloud and integration services. Founded in 1996, Solita is a fast-growing community of over 1,700 professionals in Finland, Sweden, Denmark, Estonia, Belgium and Germany.



# Materiality analysis

This is how we defined the material topics.

1. Our understanding about our **stakeholders and their expectations** towards environmental impacts, economical impacts and impact on people & human rights is a result of continuous interaction we have with them. The basis of our current understanding was formulated during 2021, when we developed the Solita sustainability plan as a result of several internal workshops and discussions, continuous employee engagement surveys we run every third week, regular customer surveys and the requirements we had faced from our owner and financiers.

We decided to put our focus on three areas: gender equality & diversity, responsible business and environmental responsibility. Those areas were seen to be the areas that most impact Solita as a company with different opportunities and risks, and are also areas that Solita has the biggest impact on (double materiality principle). In fact, our owner, Apax, is a value-based leader in sustainability, transparency and impact. Apax tries to identify companies whose goods and services create a positive impact on society and environment, and has created a comprehensive data analytics platform to collect ESG data from its portfolio companies.

2. After this initial work, we took a deeper look on **environmental** aspects and impacts as a

part of Solita's environmental management process. Aspects and impacts on **people and human rights** is as a result of discussions held by the responsible business working group and the Solita's risk assessment updated in 2022.

- 3. **Type** of impacts were defined (actual / potential, positive / negative)
- 4. **Significance** of impacts was calculated. Impact evaluation criteria was established using Solita's risk evaluation criteria as a baseline. Significance of actual, positive impacts was calculated based on their scale and scope and control level (0,5 x scale & scope + 0,5 x control level). Significance of actual, negative impacts was calculated based on their severity and risk control level (0,5 x severity + 0,5 x risk control level). Significance of potential, negative impacts was calculated based on their severity, likelihood and risk control level (0,5 x severity + 0,25 x likelihood + 0,25 x risk control level).

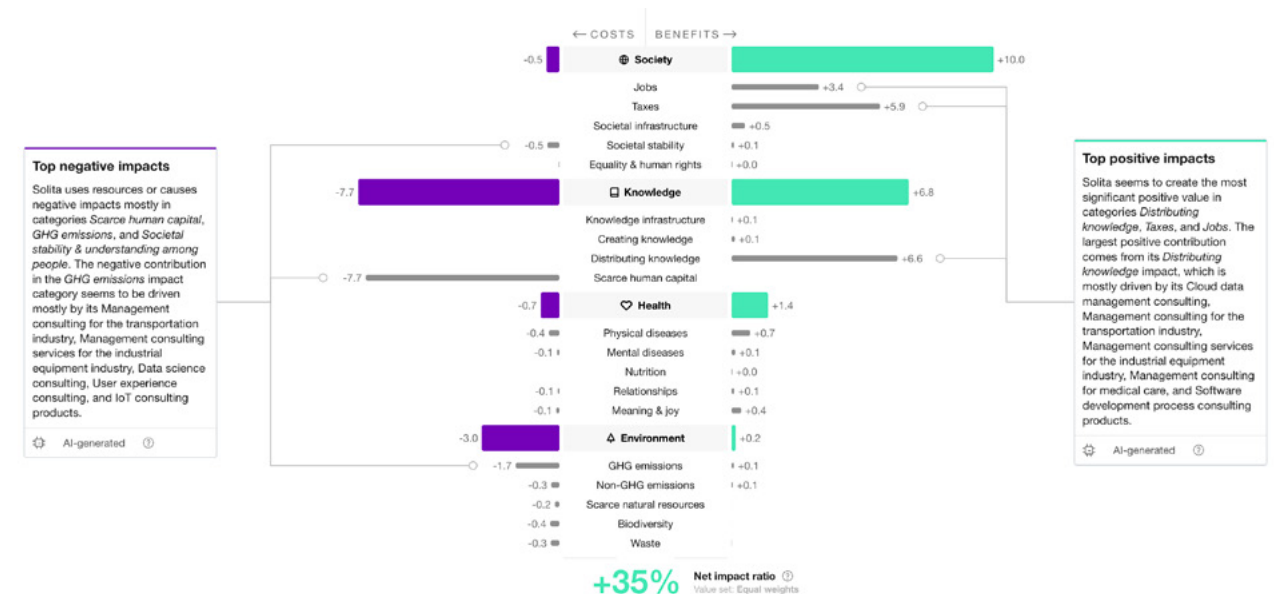
5. **Material topics** were defined to be the topics that have a significance of 3 or higher on a scale of 1-5.

In the table 6 you can see a list of material topics.

TABLE 3. MATERIAL TOPICS

Economical impacts			
Positive/negative	Actual/potential	Significance (scale 1-5)	Description
Positive	Actual	3	Solita as an employer providing work and source of livelihood for current and potential employees
Positive	Actual	3	Solita as a supplier delivering projects and services which positively contribute to customer's business through e.g. increased efficiency or new business opportunities
Positive	Actual	3	Solita as a company contributing to local economy (as a taxpayer and) as an employer through profitable growth
Impacts on people and human rights			
Positive	Actual	3	Solita as an employer providing work and career opportunities for current and potential employees.
Positive	Actual	3	Solita as an employer providing a mentally and physically safe working environment for all employees with good work-life balance and good leadership.
Positive	Actual	3.5	Solita as an employer embracing diversity, equity and inclusion.
Positive	Actual	3.5	Solita as a supplier delivering projects and digital services with a high level of information security and data protection.
Positive	Actual	3	Solita as a supplier delivering projects and digital services which have a positive effect on people and society (e.g. public sector and health care projects)
Negative	Potential	3.25	Data leakage or information security breach compromising data privacy of a customer or its end customers.
Negative	Potential	3.25	Delivery of a project or a digital service for a customer, who uses it for harmful purposes.
Environmental impacts			
Negative	Actual	3	GHG emissions, especially scope 3
Positive	Actual	3	Delivery of a digital service which help customer improve their resource efficiency of develop new sustainable business models

Our materiality analysis is well aligned with the Upright net impact analysis, found at <https://uprightplatform.com/company/d7f6258e-ff71-409c-90b9-324c8a8f993b/Solita>



# Governance at Solita

## Solita company structures

The Solita Group is owned by Apax Digital Fund and co-investors and Solita employees (about 500 employee owners as of 31.12.2022). The Solita Group consists of nine operative companies in six countries.

**TABLE 4. SOLITA'S OPERATIVE COMPANIES AS OF 31.12.2022**

Owner	Company name	Type	Country
Solita Group Oy	Solita Oy	Operative company	Finland
Solita Oy	Solita AB	Operative company	Sweden
Solita Oy	Solita OÜ	Operative company	Estonia
Solita Oy	Solita Germany GmbH	Operative company	Germany
Solita Oy	Solita BV	Operative company	Belgium
Solita Oy	Solita Aps	Operative company	Denmark
Solita Aps	Commentor A/S	Operative company	Denmark
Solita Aps	Intellishore Group A/S	Operative company	Denmark
Solita Aps	Intellishore P/S	Operative company	Denmark

In the operative management of the Solita Group, the CEO is assisted by other members of the Solita Group Leadership Team. The tasks and responsibilities of the Group Leadership Team include, for example, investment planning, budgeting, specifying and preparing the Group's strategic guidelines, allocating resources, and controlling routine functions. The team meets regularly, typically twice a month. The first monthly session is for business review, while the second focuses on leadership, culture, strategy, and future.

**TABLE 5. SOLITA'S GROUP LEADERSHIP TEAM**

Role	Name	Gender	Year of birth	Nationality
CEO	Ossi Lindroos	Male	1977	Finnish
COO	Simo Paasi	Male	1982	Finnish
CFO	Vesa Aittomäki	Male	1970	Finnish
CHRO	Outi Sivonen	Female	1976	Finnish
M&A Lead	Peter Barkman	Male	1968	Finnish
CMO	Aleksi Issakainen (since 1.1.2023)	Male	1976	Finnish
General Counsel	Saana Nurminen	Female	1972	Finnish
EVP, Solita Finland	Timo Honko	Male	1976	Finnish
EVP, Solita Sweden	Johan Thyblad	Male	1966	Swedish
EVP, Solita Belgium & Germany	Joris Haelterman	Male	1979	Belgian

Countries are independent entities with a profit and loss responsibility, and they are led by the country leadership teams. Estonia is managed under Finland and Germany under Belgium.

The Board of Directors is responsible for the administration of the company and for the appropriate management of its business, deciding on significant matters concerning the strategy, investments, organisation and finance. The Board guides and supervises the company's operations and the CEO, it appoints and dismisses the CEO, it determines the Company's goals and objectives and its risk management principles. Members of the Board are appointed by the General Meeting. Currently the number of Board members is four. Apax has the right to nominate for appointment all the Board member candidates, provided that the CEO is one of the members. The Board meets regularly, approximately 6 times per year. The Board does not have separate committees.

**TABLE 6. SOLITA'S BOARD OF DIRECTORS**

Role	Name	Company	Gender	Year of birth	Nationality
Chairman of the Board	Mark Beith	Apax Digital	Male	1983	British
Member of the Board	Marcelo Gigliani	Apax Digital	Male	1974	Spanish
Member of the Board	Jari Niska	Solita	Male	1971	Finnish
Member of the Board	Lars Olof Elfversson	independent	Male	1975	Swedish