



# Solita's sustainability report 2023

SOLITA



# Contents

**Solita Oy Sustainability Report 2023**  
Company: Solita Oy (corp. reg. no. 2905040-7)  
Scope: Solita Oy and all Solita companies globally  
Reporting period: 1.1.2023–31.12.2023

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# CEO's greetings

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As we dive into the world of digital transformation, it's clear that the journey towards sustainability isn't just a nice-to-have; it's an absolute must. But here's the thing – this report you're about to flip through isn't just a bunch of stats and figures. It's a collection of stories, ideas, and a whole lot of hard work that showcases how we're not just talking the talk but walking the walk towards a sustainable future.

We're in the business of using tech not just to keep up with the times, but to make sure the planet does too. It's about seeing technology as a partner that helps us do better – for our communities, for the environment, and yes, for the bottom line too.

The road to sustainability? Sure, it's got its bumps and challenges. It asks us to rethink the usual ways of doing things, to innovate, and sometimes, to take the road less

traveled. But that's what makes this journey exciting and, frankly, essential. We're all about embracing this challenge, with our eyes on the prize: a future that's not just brighter for us, but for the planet.

This report is our way of saying, "Hey, we're committed." We're naturally reaffirming our support for the Ten principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption. But it's more than that. It's an invitation to you – whether you are part of our team, a partner, or someone with a stake in our world – to join in. Because if there's one thing we know, it's that when we come together, we can create waves of change that go beyond what any of us can do alone.

So, let's take this report as a starting point, a spark for conversation and action. Let's

keep it real, keep it moving, and turn our shared vision for a sustainable world into reality. After all, if we can harness the power of digital transformation to revolutionize industries, imagine what we can do for the planet. Here's to making that future happen, together. Welcome to our journey. Let's make it a great one!

The report you are now about to read comprises of details of our key ESG actions from January 1 to December 2023, encompassing Solita companies globally.



**Ossi Lindroos**  
CEO





# Nordic by heart, European by nature

2



ESTABLISHED IN

1996

COUNTRIES

9

CITIES

30

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

2,000

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 during the last couple of years we have strongly expanded into Europe. Solita is currently present in nine countries: Finland, Sweden, Denmark, Estonia, Germany, Belgium, Norway, Poland and Switzerland. The company's headquarters is in Tampere.

**Continuing to enter new markets**

In 2023, Solita entered two new markets. First, in September 2023, we opened an office in Oslo, Norway, to be closer to our Norwegian clients. Then, in November 2023, Solita joined forces with Future Mind, a leading digital transformation consultancy in Poland employing over 200 digital transformation professionals in Warsaw, Lodz, Poznań, and Tychy. The investment marked Solita's first step into the Polish market.

After the reporting period, in February 2024, Solita announced its expansion to the 9th country, Switzerland, by opening an office in Zürich. Operating under Solita's Danish

brand, Intellishore, the Swiss office will focus especially on serving large multinational and pharmaceutical companies.

**Long-lasting partnerships in diverse domains**

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.

Solita's customer mix is diverse, encompassing various industries, with Industrial, Mobility, Health & Pharma, and Public sectors being the most prominent. In 2023, 60% of the company's revenue came from the private sector, and 40% from the public sector. With many of our clients, we have built a strategic, long-lasting partnership. In 2023, the average duration of our top 10 strategic customers was 12 years. The majority of our company's growth stems from our existing client base, as we consistently expand our services and scope to better serve their evolving needs.





### Sharing our knowledge widely

Staying ahead of the tech curve and other trends is pivotal for us, and we educate our customers and other audiences on many topical themes. In 2023, we arranged and attended over 40 customer events and 16 recruitment events across six countries, reaching over 7,300 registered participants.

In 2023, one of the main themes in our events was GenAI, which we wanted to discuss from different perspectives. In our main event, Solita Summit, which reached over 1,400 registrants, participants got to understand how Generative AI solutions can endure the initial hype and withstand the test of time. We also published the research report “Use of Generative AI in TOP 500 companies” summarizing the results of a survey conducted by Solita and IRO Research on how Finland’s top 500 companies assess the transformative power of generative AI and the report “State of sustainable AI”.

In addition, we arranged several free of charge crash courses and meetups, and together with our specialist community we delivered over 120 blogs, 24 case stories and six guides or reports.

### Diverse crew with a rare set of competences

At the end of 2023 Solita employed almost 2,000 professionals of digital transformation, including highly skilled data, cloud, design,

and software development experts. We are proud of our exceptional data & AI capabilities, which complement our strong development and design practices. In fact, Solita has one of the strongest skill pools in data in Europe with around 800 data and integration consultants, a strong software development practice with around 800 software development experts, and one of the best multidisciplinary design communities in the Nordics with around 150 design and strategy experts. We also have around 150 cloud platform professionals with multi-cloud capabilities (e.g. AWS, Azure, Google Cloud).

In addition to our own employees, we have an active and wide partner network called 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 technology-agnostic, and we partner with several top-notch technology partners, including e.g. Microsoft, Google Cloud and Amazon Web Services, Snowflake, Semarchy, dbt, MuleSoft, Tableau and Outsystems. Solita is one of the few Microsoft Azure Expert MSPs in the whole world, an AWS Advanced Consulting Partner and a Google Cloud service and sales partner.





# We are a culture company driven by our values

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.

At the core of creating sustainable business and performance in a responsible way, is caring – a fundamental value for Solita and Solitans. Caring for our customers, our work, our colleagues, ourselves and societies at large means thinking both the current and the future, and creating solutions that deliver impact that lasts. We courageously seek brilliant solutions but are not afraid to question things when it is called for. We encourage and help develop a modern, informal work environment, with a high level of autonomy and responsibility.

## 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 incentive program with close to 700 employee-owners.





# Our impact on people, environment and society

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WE SUPPORT



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

As a significant employer, Solita provides work, a source of income as well as career opportunities for current and potential employees. We ensure a mentally and physically safe working environment for all employees, offering our employees a good work-life balance and supportive, humane leadership. We embrace diversity, equity, and inclusion in our community. As a profitable, growing company, Solita makes a positive impact on the local economy through tax contributions and job creation as an employer.

As a supplier, Solita delivers digital projects and services which positively contribute to the customers' 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, accounting for 40% of our revenue in 2023. Through our public sector projects, we are proud to actively contribute to creating positive impacts on people and society on a broader scale. You can see further information about our societal impact in page 9.

Our negative, actual impact is related to greenhouse gas (GHG) emissions, especially scope 3. Additionally, we have identified potential negative impacts, including the risk of data leakage or information security breaches compromising the data privacy of our customers or their end-users. Furthermore, there's the risk associated with delivering projects or digital services to customers who may use them for harmful

purposes. You can find more details about our materiality analysis in 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.

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. You can take a further look at our commitments in Appendix 3.

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





# People

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# Nurturing growth: A responsible employer with an engaged team

Solita has always grown profitably and responsibly. In 2023, we continued strong and steady growth. At the same time, our employee experience was exceptionally high.

Our people are our most valuable asset. Therefore, we put a lot of focus and effort on employee experience and leadership. We use Peakon as our survey tool to continually measure employee engagement. Our employee experience (eNPS, employee net promoter score) is systematically measured every third week. By the end of 2023, our eNPS reached an impressive 76. Compared to other technology companies, our score of 76

stands significantly higher, with a remarkable 55-point difference from the technology benchmark of eNPS 21. This places us among the top 5% of technology companies in Europe for eNPS.

We use Peakon’s data to detect and analyze both positive and negative trends, and to react to them swiftly. We get a lot of open feedback from our employees through

Peakon. In 2023, we got over 11,100 comments! To show that every comment counts, our People Leads show their caring by replying and acknowledging comments in Peakon on an exceptionally active level (46 %). Peakon’s score for Management support was NPS 73 (benchmark NPS 49) at the end of 2023.

Over the years, based on feedback and comments received, we have taken

numerous initiatives to enhance our workplace environment. For instance, we actively listen to and research the viewpoints of our employees to understand the impact of internal development initiatives, such as the implementation of Generative AI or our revamped recruitment model. Additionally, we have utilized insights from Peakon to guide our Diversity & Inclusion (D&I) targets and leadership development strategies.





In 2023, we introduced new question sets focused on sustainability into Peakon to gauge employee sentiments regarding our sustainability efforts and targets

In November 2023, we joined forces with Future Mind, and got around 200 new colleagues from Poland. In 2023, despite the challenging market, our growth was 13%. In 2023, we hired 465 new colleagues, of which 78 were hired by Future Mind. Most of the new employees applied for the job. We also welcomed 14 returning employees back to Solita. A total of 231 employees (of which 24 from Future Mind) departed the company, resulting in a churn rate of 12%. Although this represents a decrease compared to previous years and is lower than the industry average of 16% in 2023 (source: LinkedIn Talent Insights), we remain committed to further reducing employee turnover.

We are a responsible employer with high investments in our personnel. Most of the employees, 99.2%, 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, especially by employees with small children. In Finland, all employees are covered by Solita’s company-specific collective agreement that was created

and negotiated for the first time in 2023. Continuing to pioneer a more humane work life, our first company-specific collective agreement was crafted together with the employees and employee unions, and introduced several improvements to supporting different life situations and different kinds of families, including, for example, support for adoptive parenthood, the gender reassignment process and infertility treatments. In the other countries Solita operates in, no collective bargaining agreement exists; nevertheless, all relevant terms and conditions are mutually agreed upon in written employment contracts.

In addition to our own employees, over 410 subcontractor workers worked on our customer assignments during 2023, representing over 150 companies. All of Solita’s subcontractors are from the EU/EEA region, with a majority from Finland.

In 2023, our financial performance was solid. As a company, Solita pays taxes in the countries where 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 31.12.2023

	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	445	1281	7	1733	428	1259	7	1693	1580	149	4	39	26%
Future Mind	57	146	0	203	56	145	0	201	176	16	11	33	28%
Intellishore	15	39	0	54	14	37	0	51	47	7	0	30	28%
TOTAL	517	1466	7	1990	497	1441	7	1945	1803	172	15	38	26%

Total headcount	1990
Total FTE	1945

GROWTH

13%

HIRED NEW COLLEAGUES

465

RETURNING EMPLOYEES

14

CHURN RATE

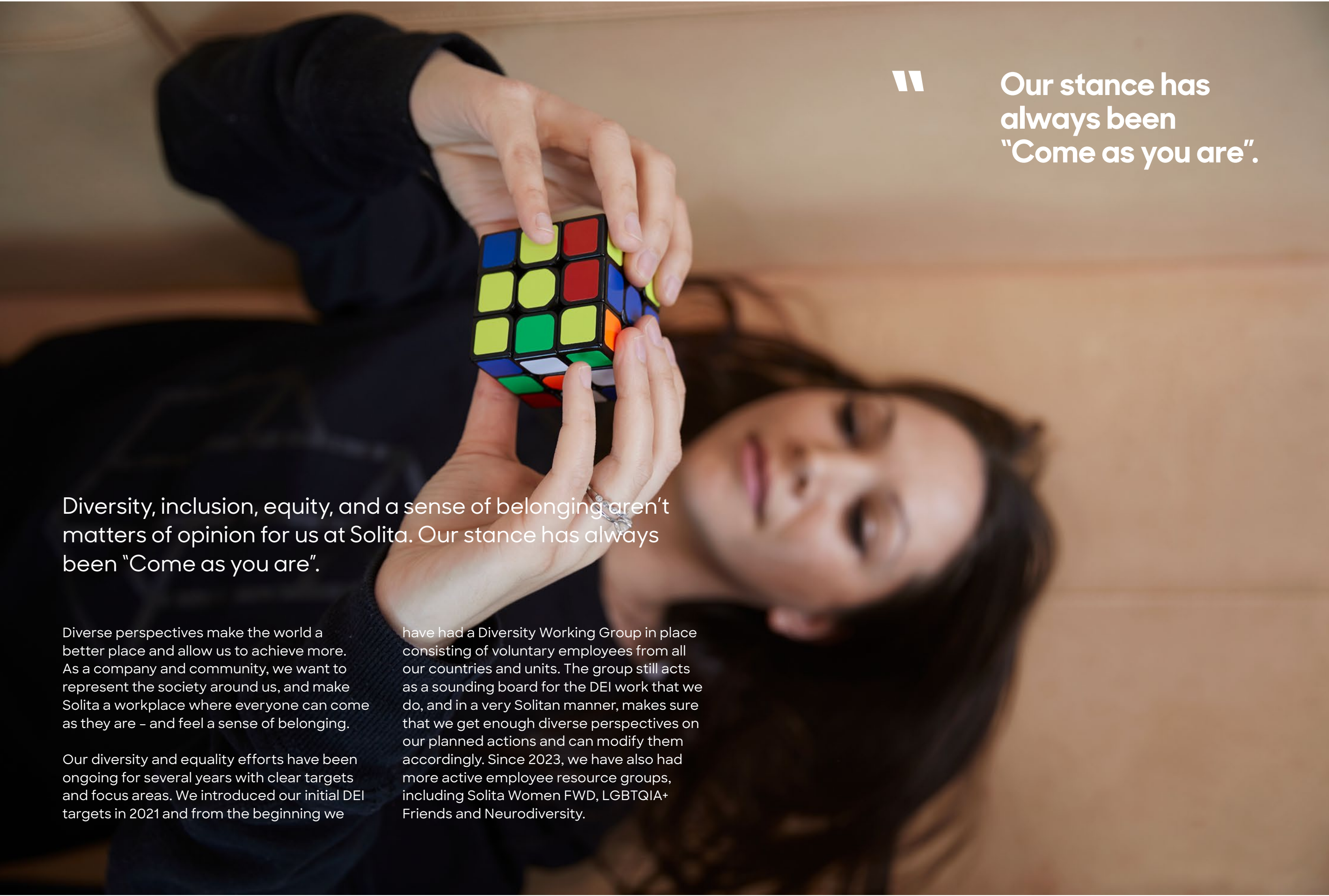
12%



# Diversity, equity, and inclusion in the heart of our culture







Our stance has  
always been  
“Come as you are”.

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 a sense of belonging.

Our diversity and equality efforts have been ongoing for several years with clear targets and focus areas. We introduced our initial DEI targets in 2021 and from the beginning we

have had a Diversity Working Group in place consisting of voluntary employees from all our countries and units. 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 can modify them accordingly. Since 2023, we have also had more active employee resource groups, including Solita Women FWD, LGBTQIA+ Friends and Neurodiversity.



# Main achievements in DEI 2023

After the business process mapping conducted in 2022 by a third party named Allbright, (a Swedish non-profit foundation that works to create a more diverse business sector), we had a good grip on where we are with DEI progress. Based on the findings we created our DEI commitments, which form now the basis of our DEI work.

## **The commitments were launched in fall 2023 and they consist of seven areas:**

- 1) recruitment, sales & staffing;
- 2) training & competence;
- 3) leadership;
- 4) internal structures & processes;
- 5) inclusion;
- 6) communications, and
- 7) infrastructure & resourcing.

We also defined the areas where we want to achieve the best results. Areas with the highest focus in DEI area for Solita are: inclusive discussion culture (including also events, trainings and such), mental health,

cognitive diversity, leadership commitment, awareness level of employees (including allyship and psychological safety) and inclusive hiring process and employer brand.

In 2023, we carried on with the trainings we built in 2021 and 2022 and held different types of sessions to increase awareness of our community – for example, a company-wide session on allyship. We’ve also implemented several changes in our practices to strengthen the sense of belonging. This includes, for example, developing inclusive event guidelines and ensuring clear guidelines and budgetary support for our Employee Resource Groups (ERGs). In addition, we introduced a rotating leadership sponsor model, updated a DEI calendar for social media and made sure our visuals take diversity into account as much as possible.

In November 2023, Solita was recognized as the third best workplace for women by Women in Tech globally for its commitment to gender equality.





# Our diversity statistics

Our initial DEI target, introduced in 2021, was to achieve 30% representation of women by the end of 2023, have no all-male panels in leadership teams and increase cultural diversity. At the end of 2023, our company-wide gender balance was 26/74. Some differences exist between our different units and companies. Looking at Solita (excluding Intellishore and Future Mind), our share of women was 26% (25% in 2022). Future Mind and Intellishore are positively contributing to our targets: In Future Mind the share of women was 28% (35% of new hires) and Intellishore’s share of women was 28% (53% of new hires).

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 2023, the share of

women was 18% in the Group Leadership Team, 20% in the Finnish Leadership Team, and 20% in the Swedish Leadership Team. On a positive note, after the reporting period, in February 2024, Solita announced the appointment of Caroline Firstbrook as a Non-Executive Director to its Board of Directors. She brings extensive experience of the professional service sector, having held senior leadership roles at both Clifford Chance LLP and Accenture. She is an experienced board member and Non-Executive Director of Lloyds Register Group since 2015. Firstbrook commenced her board duties at Solita in March 2024.

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

**“ We’ve been able to improve the gender balance of our leadership teams during the last years.**



# Growing our talent: Solita Talent Academies and Growth Academy

During past years, we have put a lot of focus on employing people who are in the early stage of their career. Fostering continuous learning creates value for both Solitans, our customers, and us as a company.

**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 2023, we hired 88 new Solitans through the Talent Academies. This represents close to 20% of our new recruits.

No one must 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 our ability to learn creates value for Solitans, our customers and us as a company. **Growth Academy** is our concept to offer training and other learning opportunities for our employees. Established in 2021, the Growth Academy 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 easily accessible for all Solitans, regardless of their business units, locations, and job roles.

At the end of 2023, we had 162 open Growth Academy courses available on our learning platform. These are some examples of the new courses published in 2023: Introduction to Generative AI, What a Leader Should Know about Team Dynamics, and Competence-based Interview Training.

In 2023, 39 Solitans completed our “Growing as a Specialist” mentoring program, which we have organized since 2021 together with Milton. The mentoring program starts twice a year, and all Solitans can apply for it. In 2023, we also piloted a new Business Mentoring

PEOPLE  
LEADS



PEAKON’S GROWTH  
SCORE AVERAGE

8.4

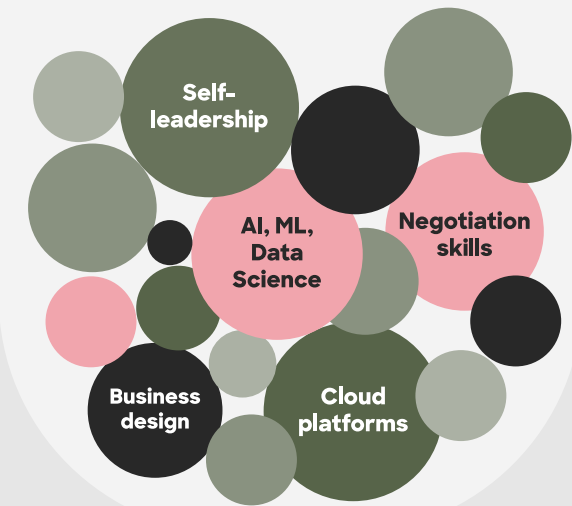
OPEN GROWTH  
ACADEMY COURSES

162

NEW HIRES THROUGH  
THE TALENT ACADEMIES

88

## Solita Growth Academy



LEARNING  
MODULES

LEARNING  
PATHS



MENTORS +  
PROJECT TEAM



program. The pilot got excellent feedback, and we have decided to continue Business Mentoring in 2024.

Based on Peakon, Solitans seem to be happy with the learning opportunities at Solita. “I feel that I’m growing professionally” statement has

score 8.4 from Solitans, when the benchmark score for the same statement in other companies is 7.5. Also, “I know how to develop my competencies at Solita” statement has score 8.6 from Solitans, when the benchmark score in other companies is at 6.9.



# Clarifying career opportunities: Solita Career Landscape

Solita Career Landscape concept was introduced to clarify career paths at Solita.

Solita Career Landscape concept was introduced to clarify career paths at Solita. At the heart of our Career Landscape is the understanding of the uniqueness of our individual career paths – shaped by our backgrounds, experiences, strengths, motivations, and dreams. Instead of rigid role boxes, we embrace our uniqueness and want to encourage everyone to find our passions.

As part of the Career Landscape, we defined seniority at Solita and built growth paths towards seniority. We also held two info sessions, which included tips for personal career planning and featured career interviews with Solitans. Additionally, the Career Landscape has been communicated and discussed in many unit events, such as morning coffees.



“

**Instead of rigid role boxes, we embrace our uniqueness and want to encourage everyone to find our passions.**

# Empowering mental wellness: innovations in employee support services

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 2023.

In addition to our existing practices, we have established new kinds of support mechanisms to improve our employees’ physical and mental well-being: with services, practices and ways of bringing people together. We also continued to develop all the offices to better support our changing needs. In 2023 we also opened new offices in Ghent, Malmö, Vaasa, Oslo and Skellefteå, and gained 4 new offices by joining forces with our new family member in Poland, Future Mind.

We fostered a stronger sense of belonging through numerous after-work gatherings, morning coffees, and various other events, and continued arranging our highly appreciated, internal “Living in Exceptional Times” sessions to provide our employees a

chance to discuss different kinds of topics related to mental well-being.

During 2023, we started also to develop the ways people are led in their customer projects. We built a service portfolio to support leadership in customer work. The services focused on supporting the key areas of customer work identified as having a high impact on team well-being and productivity. During 2023, the services were described on the Intranet, piloted and communicated. They have been used to support the daily life of dozens of teams, better leadership and good teamwork.

In 2023 we updated our broad portfolio of services to support mental well-being and personal growth. The portfolio offers all



**Despite the challenges around us, we reached a new record in employee satisfaction.**

Solitans in all our countries equal access to a range of services to enable their well-being and growth, including e.g. In-house Coaching, and therapeutic support from Auntie, a low-threshold mental health related service. We also offered group coaching on self-leadership skills and challenging situations, Leadership peer groups and a Conflict resolution service.

With these services, we want to be able to support the person as a whole - not just as an employee. This was all worth it, and despite

the challenges around us, we reached a new record in employee satisfaction.

Our sick leave rate varied between companies and was about 4.2% on a group 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. In addition, we had 7 small work-related accidents, most of which happened when commuting to the office. Due to those, no working days were lost. We did not have any work-related fatalities in 2023.



# Business and society

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# Doing the right thing

At Solita, responsibility is fundamental to our operations. Our commitment to ethical practices shapes every aspect of our business – maintaining trust is fundamental to both being a great employer and maintaining strong relationships with our customers and partners.

Ethical and responsible business practices are the foundation of sustainable business. Responsible business practices include respecting laws and human rights, treating our employees respectfully, ensuring we operate in an environmentally friendly manner and 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 efforts to assess the associated risks and opportunities, in line with our Code of


Conduct. In most of our customer cases the process is rather straight-forward and the assessment easy to conclude. Occasionally there may be new customers, or projects for existing customers that raise questions. In such cases, it becomes essential to look deeper into the purpose and risks associated with the customer work from various perspectives. For this purpose, we have an Ethical Sounding Board which can be used as a forum for ethical discussion and deliberation when consideration beyond our standard procedures is required. We also encourage our employees to actively participate and raise their concerns openly, should any questions 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?**





# Human rights

As a company, we respect human rights and strongly condemn all activities that are against the law or violate human rights.

We are committed to the Human Rights Principles of the UN Global Compact derived from the Universal Declaration of Human Rights and want to create a more equitable and sustainable society. We do not accept the use of child labor or human trafficking.

We did not encounter any allegations of human rights violations or abuse in 2023.



# Our partners and suppliers

As our selection of services is broad and varied, we rely on support from our business partners and specialists from dozens of partner companies to cover our wide portfolio of services.

Friends of Solita is the term we use for all our subcontracting activities, in all countries. By using this term, we want to promote our ideals of openness, trust and equality also towards our partner network. We require all our partners to comply with our Partner Code of Conduct.

We evaluate our partnerships through our partner screening and selection procedure to ensure Solita's customer engagements and partnerships contribute to responsible

business practices and align with global efforts toward a more ethical and sustainable economy.

In addition, we have 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). In 2023, the screening did not result in any findings requiring corrective measures.

In 2023, we also adopted a Supplier Code of Conduct on the basis of Solita Code of Conduct and Solita Partner Code of Conduct. This is used when we buy services (e.g. cleaning, accounting etc.) from different suppliers.

# Continuous improvement in data protection and security

Good data protection and security is crucial for us.

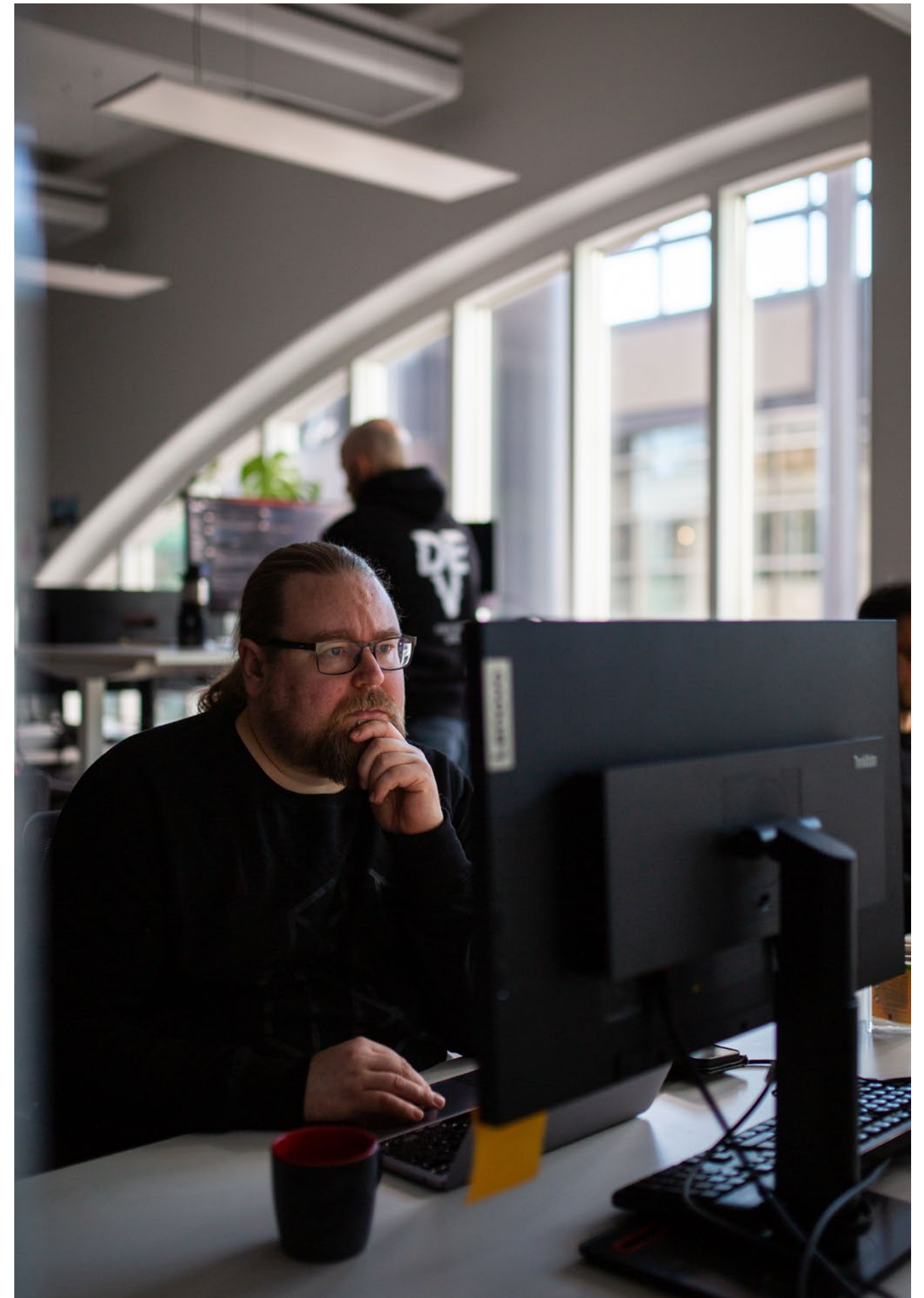
To demonstrate our commitment to data protection, we have adopted a new company-wide data protection policy that covers all our activities involving the processing of personal data. This policy encompasses both customer projects and internal business operations.

At the forefront of our priorities in data protection is the safeguarding of customer personal data and assisting our customers in developing sustainable, privacy-friendly solutions. To fulfil this goal, we have provided new data protection guidelines and trainings to our employees, for example, concerning data protection best practices in system development and how to deal with changes in personal data transfers after the adequacy decision for the EU-U.S. Data Privacy Framework.

We encountered no material personal data breaches in 2023.

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.

In 2023, we trained our management teams in Finland and Sweden as well as the Group Leadership Team in crisis communications, including a scenario training. In addition, the crisis communications guidelines were updated and further developed. We also held the first-ever Security Week for Solitans, consisting of several info sessions on the topics related to cyber security, data protection and crisis communications guidelines.





# Exploring the transformative aspects of AI sustainably and pragmatically

We use AI technologies for the benefit of Solita and our customers. We make informed choices about the technologies we use within Solita and in our customer projects. In choosing appropriate technologies, we consider the required capabilities as well as the impacts of the technologies on people, societies, and the planet.

The leading phenomenon in our industry in 2023 was Generative AI. Through both customer work as well as internal exploration, we developed an internal GenAI policy, established our own GenAI Lab, launched an introduction course for all Solitans, and created a GenAI strategy, on which our 2024 plans are based on. In 2023 we also decided to establish our own AI Governance model, which will evaluate and govern our own AI efforts as of 2024. Through customer work and as part of the GenAI Lab, we have evaluated a number of technologies and solution patterns related to GenAI and identified the associated risks. From 2024,

and as part of our AI governance model, we will use a risk assessment framework for all internal AI enablement.

Solita's Sustainable AI experts provide support to Solitans and customers on sustainable use of AI technologies. Solitans are encouraged to use advanced AI tools, such as generative AI applications, within the boundaries of Solita's policies and principles. All Solitans are encouraged to voice their possible concerns over ethical, responsible, and sustainable use of AI by consulting the Ethical Sounding Board and/or the AI Governance working group.



## CASE

### Responsible AI for defence: Providing NATO leaders a strong foundation in AI fundamentals

NATO, the North Atlantic Treaty Organisation, strives to safeguard the freedom and security of all its 32 members by political and military means and collective defence. To do this effectively, the Alliance needs to stay abreast of the evolving threat landscape. Today's threats are often digital in nature, which means that it is important to foster an excellent understanding of emerging technologies and all the implications surrounding their use.

The rapid maturation of AI technologies – including autonomous systems, advanced analytics, and generative AI – is currently at the forefront of security conversations around the world. NATO is particularly

invested in the topic, with a focus on responsible use of AI, a key part of their AI strategy.

In collaboration with NATO organisations, Solita orchestrated an Artificial Intelligence (AI) Masterclass tailored for NATO's senior leaders at the NCI Academy in Oeiras, Portugal. The course provided guidance on AI and its possibilities, helping senior leaders make informed and responsible decisions about using AI throughout the defence organisation and beyond. The AI Masterclass was a success, with positive feedback from attendees on the immediate usefulness of the learnings in their day-to-day responsibilities.



**Read more:**

[Responsible AI for defence: Providing NATO leaders a strong foundation in AI fundamentals](#)

# Raising ethical concerns

We all have the responsibility to speak up and address issues, if we notice any. This is also aligned with our core value: Caring.

We offer different channels to raise a concern internally. The primary way is to contact the employee’s People Lead or a member of the group leadership. The employee can also contact our whistleblowing team, which consists of Solita’s CHRO and General Counsel, either through our ethics email or by anonymous messaging through the whistleblower communication channel.

Solita Whistleblower channel has been available since 2019 for employees, subcontractors, customers and partners working with Solita globally. It is managed by an external partner, and reports through the channel are anonymous. Whistleblowing provides an opportunity to report suspicions of misconduct that’s not in line with Solita’s Code of Conduct, or to alert us about other serious risks affecting individuals, our company/organisation, society, or the environment. 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 certain areas that may seriously jeopardize public interest.

In 2023 fewer than five cases of alleged violations of our Code of Conduct were reported through our anonymous channels. All of them were human resources related. None of the reported cases resulted in further investigation or disciplinary measures. However, after analyzing the concerns, necessary improvements were put in place.

## Cultivating an Open communications culture

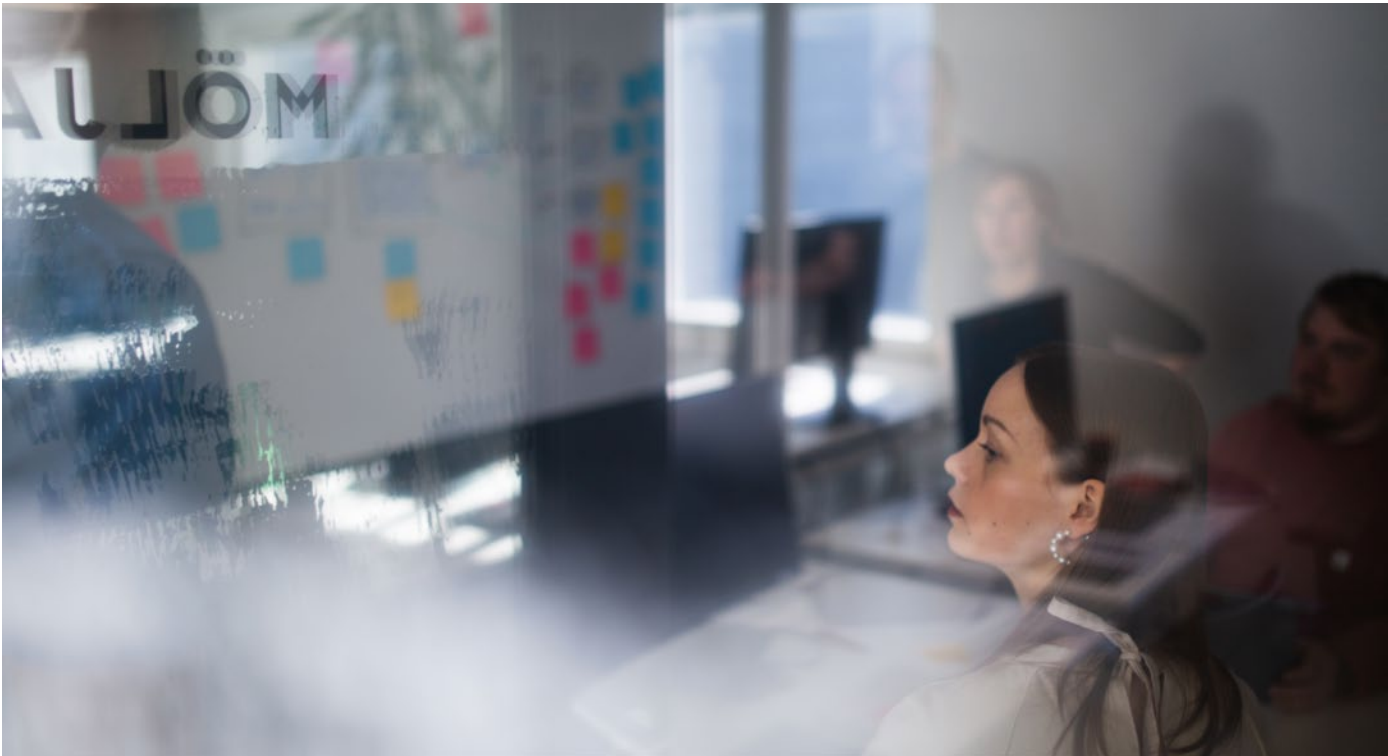
At Solita, we recognize that an open communication culture is fundamental to our success. When employees feel comfortable raising concerns and engaging in dialogue with their managers, it creates



**With ratings of 9.0 for ease of communication with team leaders/managers, 8.9 for the welcoming of open discussions, and 8.8 for the freedom to ask questions and voice concerns, it’s evident that our employees feel empowered to communicate openly and transparently.**

an environment where potential issues and areas for improvement can be identified and addressed promptly. Our commitment to openness is reflected in the exceptionally positive feedback we receive from our personnel. With ratings of 9.0 for ease of communication with team leaders/managers, 8.9 for the welcoming of open discussions,

and 8.8 for the freedom to ask questions and voice concerns, it’s evident that our employees feel empowered to communicate openly and transparently. A culture of open communication not only fosters trust and collaboration but also enables us to continually evolve and strive for excellence in all aspects of our operations.







# 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 form the basis of modern, digitalized society. At Solita, we have decades of experience in making critical systems in public administrations reliable and easy to use.

We help several public sector organisations to create critical services that citizens trust and are willing to use. For us, user-centricity is an important part of a safe and secure ICT environment. We are designing, implementing, and running central parts of the basic infrastructure that silently run the world. We build reliable, secure registers, databases and up-to-date information that safeguards life, property and safety. By doing so, we are contributing significantly to the well-being of the whole society.

We have the most extensive expertise in the Nordics on creating user and data-driven mobility solutions, especially for the public

sector. With our clients, we operate on land, at sea and in the air, to harness data for better services and value for the whole ecosystem.

Tech can save lives. Delivering safe, secure and impactful regulated digital solutions for health and well-being is at the core of Solita's Health domain. With our unique RegProof® methodology for creating new medical devices, we help our customers to design and build better services for individuals, health care professionals and the whole society by utilizing modern technologies and data effectively, safely and ethically in the regulated health care sector.



## CASE

### Significant opportunities for The Social Insurance Institution KELA of Finland through AI

There is a fundamental change about to take place in Finnish society. An aging population has ever more diverse needs for services and support, which are difficult to predict. Both global and local phenomena bring forth needs for new types of services for everyone, and the rate of change is only getting higher. This is a difficult problem that cannot be solved with more hands-on deck at Kela, The Social Insurance Institution of Finland.

This calls for different solutions such as automation, cloud technology, data, and creative solutions that are based on AI, of course keeping AI ethics, transparency and regulatory frameworks in mind.

Kela and Solita have studied the opportunities of artificial intelligence (AI) in a unique partnership that

raised both national and international interest. What kinds of new things can AI offer Kela? How can future services be produced more effectively? With this project, Solita and Kela tried to find good practices and tested the use of AI to make the benefit administrators' work easier.

This AI project, upon completion, is expected to make nearly every Finn's life easier and have a long-term effect on Finland's GDP per capita. AI will also change daily work for Kela employees. For instance, automating the administration of benefits will eliminate routine work, leaving more time for demanding tasks that require expertise. Employees have a significant role in making use of the opportunities of AI, from the perspective of both efficiency and meaningfulness.

➤ **Read more:**  
[Significant opportunities for Kela through AI - Solita](#)



# Charity and pro bono projects

Solita engages in charitable and pro bono projects, prioritizing international and established organisations focusing on children, youth and environment.

Typically, our focus has been on supporting charities related to children, youth and environment. In 2023, we donated money to organisations such as UNICEF, Barncancerfonden focusing on childhood cancer research in Sweden, The Swedish Society for Nature Conservation, and WWF.

We have also taken part in pro bono projects, where we help organisations for free for a good cause. The Intellishore Signature Experience is a conceptualised method that combines pro bono projects and new employee orientation in an effective and inspiring way.

## The Intellishore Signature Experience

The Intellishore Signature Experience is an onboarding process for the newest

members of the Intellishore family. It is a multi-purpose experience where we get to help a not-for-profit organization while using our skills and expertise within digitalization in a real-life situation. This allows the newest employees to get comfortable with some of the key frameworks and methods that we use in Intellishore on a day-to-day basis, while applying them pro bono to a case or organization that they're passionate about.

Applying the passions and competencies of the individual employee on a practical use case that creates real value, emphasizes and accelerates learning during the onboarding process. This is a great way for members of the Intellishore family to make a meaningful impact at an early stage in their Intellishore journey.



Read more:

[The Intellishore Signature Experience - Intellishore](#)





CASE

# Emerging Cooking Solutions using cutting-edge technology for the benefit of low-income people

The Emerging Cooking Solution is a Zambian-based organization with the mission to provide affordable, clean and renewable home energy for all the 2.6 billion households worldwide who still cook on polluting charcoal fires and toxic fossil fuel stoves. The organization is behind the SupaMoto smart stove – a clean and affordable cooking solution. With the new Supamoto NFTs (non-fungible tokens), individuals and companies can finance a SupaMoto stove for an emerging economy household. The NFT is paired with a real-life stove, enabling the owner to self-issue carbon credits. Through the digital platform Emerging, developed by I XO, carbon credits are recorded on blockchain as ‘impact

tokens’ based on real-time stove usage data and pellet purchases for the smart stoves. The carbon credits can be traded directly on the platform, and owners will be able to retire credits to offset their carbon footprint.

The Signature Experience project has been a collaboration between Emerging Cooking Solutions, I XO, and Intellishore to refine the user interface of the Impacts Portfolio that provides data insights for owners of carbon credit-producing assets such as the SupaMoto stoves. Intellishore has supported the development of the Emerging platform and provided insights based on a user journey assessment.

“ We are serving low-income people, most of whom are below the poverty line, living in basic settings. Yet, there is a lot of cutting-edge technology “under the hood” both in our IoT system with stoves connected to internet, and I XO’s digital MRV application. Intellishore has been of tremendous help for us to communicate this depth in a more clear and simple way.

Mattias Ohlson  
CEO of Emerging Cooking Solutions



CASE

# Solita supporting youth in digital skills and preventing their digital exclusion

Solita actively participated as a corporate volunteer in the ‘Empowered by the Digital’ (Digistä Voimaa) project funded by the European Social Fund (ESF) from 2022 to 2023. The initiative, organized by the Vamos programme by Deaconess Foundation (Diakonissalaitos in Finnish), targeted NEET (Not in Employment, Education, or Training) youth, aiming to prevent their digital exclusion by strengthening their digital skills. Digital exclusion, often stemming from insufficient digital skills, isolates young individuals from services, education, and a sense of belonging in their peer communities.

NEET youth are frequently in vulnerable positions, and through corporate volunteering, Solita’s experts provided individual coaching, support, and group activities. Solita’s professionals designed and conducted workshops on topics that

engaged the youth, such as mobile app development, data privacy, cybersecurity, and 3D modeling. All events were organised at Solita’s office in Helsinki, Finland. Solita’s volunteers offered young people the opportunity to learn digital skills of interest, introduced mobile applications developed by the company, and shared information about career and educational opportunities in the field.

Solita’s corporate volunteering in the initiative represents a form of corporate social responsibility, where experts devoted their working hours to participate in general volunteer activities aimed at supporting youth. Over the course of two years, a total of 48 corporate volunteers from various companies have engaged with over 200 young individuals in the project.

➤ Additional information about Vamos and the initiative can be found here (in Finnish):  
[Corporate Volunteering as a Tool to Reduce Youth Digital Exclusion](#)



# Environment

6





# Environment

Digital technologies and the use of cloud platforms consume large amounts of energy, which means that the ICT industry has a role to play in tackling climate change. On the other hand, they provide huge possibilities to improve efficiency, reduce waste, optimize logistic chains or develop new, sustainable business models.

We recognize our responsibility as a company and are taking actions to reduce our negative impacts on the environment. We follow our environmental guideline to act responsibly regarding our environmental footprint and handprint. We measure our greenhouse gas emissions annually based on the GHG protocol, raise awareness, and educate our employees. We are taking actions to reduce our emissions and to meet our emission reduction targets. We use resources wisely and responsibly. We compensate for emissions from our core business that we cannot avoid through a carefully assessed compensation method, which we will reassess annually.

## Aiming for continuous improvement and building awareness

Solita’s environmental management system (EMS) is ISO 14001:2015 certified. In 2023, we extended its scope to cover newly opened offices in Kuopio and Jyväskylä, and successfully passed the annual periodical audit in spring 2023.

To educate our employees, build awareness, and help everyone understand the role of the ICT industry on climate change, we dedicated a whole month for environmental sustainability by arranging a month-long campaign, “Waste No Time - Solita’s environmental month” in January 2023. The campaign was visible both in real life and on



## Solita’s environmental management system (EMS) is ISO 14001:2015 certified.

digital channels throughout the month. We held eight info sessions showcasing real-life project examples and giving visitor lectures a chance to discuss different topics around the subject. Topics covered included e.g. green software engineering and green cloud, the crucial role of software and software engineers in our sustainable future, and how to cope with anxious and negative feelings

that climate change might cause for many. We also arranged a team contest where teams were encouraged to test different kinds of environmental actions, such as avoiding meat or using public transport. The campaign was successful: 22 teams participated in the team contest and info sessions reached over 700 participants.



# Setting emission reduction targets and actions to reduce carbon emissions

In 2021, we committed to set science-based emission reduction targets in line with the 1.5 degrees pathway latest in 2023. Our science-based emission reduction targets were sent for validation in August 2023, and reviewed by SBTi in December 2023. With the acquisition of the Polish company Future Mind in November 2023 and the need to add new categories to the GHG inventory, we were asked to recalculate the baseline inventory and then set new targets. This process is currently ongoing and will be completed before August 2024.

Despite the slightly delayed approval process and the lack of officially approved targets, our aim from the beginning has been to reduce our carbon emission intensity.

During 2023, we switched to renewable electricity in the offices where we purchase our own electricity. In most offices, the electricity is supplied by the building owner.

The share of renewable electricity decreased because some of the building owners started using CO2-free nuclear electricity instead of renewable electricity in 2023.

In 2022, business travel emerged as Solita's largest source of emissions in our original GHG inventory. To address this, we implemented a stricter company-wide travel policy in August 2023. As a result, we had fewer flight kilometers in 2023 than in 2022 and our business travel emissions decreased. This is a great achievement, given the growth in headcount and the wider geographical reach of the company.

In addition, in 2023 we streamlined our internal IT infrastructure to get rid of excess cloud capacity.

More detailed results of Solita's carbon footprint in 2023 are available in the following chapter.



“

**We had fewer flight kilometers in 2023 than in 2022 and our business travel emissions decreased.**

# Solita's carbon footprint 2023

We measure our greenhouse gas emissions annually according to the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard Revised Edition (2004) and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). We consider all scopes 1,2 and 3.

In addition to scopes 1 and 2, we initially included only selected scope 3 categories based on our ability to influence them, sector guidance and industry benchmarks, thus presenting the environmental impact of our core business, and reflecting emission sources that employees can directly influence. Our GHG inventory for 2021 and 2022 was calculated using this approach.

### Significant changes made to the calculations for the 2023 carbon footprint

Having received guidance from SBTi on the science-based target approval process, we refined our calculations and included new categories, such as fugitive emissions and indirect emissions from purchased energy. The main changes were related to scope 3, category 3.1. Purchased goods and services,

**As our core business, we define the following emission categories:**

- **Scope 1**
- **Scope 2 (market-based)**
- **Selected Scope 3 categories based on our ability to affect them:**
  - 3.1. Purchased goods and services: cloud capacity (internal environments) and data center services, IT assets
  - 3.5. Waste generated in operations
  - 3.6. Business travel
  - 3.7. Employee commuting
  - 3.8. Upstream leased assets: vehicles, offices, IT assets
  - 3.11. Use of sold products: cloud capacity (customer environments)

which was extended to cover all purchases. In addition, we took into account the acquisition of Future Mind and its effect on the inventory. The calculation was done by an external service provider, UseLess Company Oy.

As such, comparing the figures for 2023 and 2022 does not give a complete picture of actual developments because of the many changes made to the greenhouse gas inventory. Therefore, the results need to be analysed from different perspectives.

When looking at the comprehensive carbon footprint from the year 2023 covering additional categories, the total market-based greenhouse gas emissions from year 2023 were 3528 tCO<sub>2</sub>e (1949 tCO<sub>2</sub>e in 2022) and the total location-based greenhouse gas emissions 3546 tCO<sub>2</sub>e (1972 tCO<sub>2</sub>e in 2022). Carbon footprint per employee was 1.8 tCO<sub>2</sub>e (market-based) (1.3 tCO<sub>2</sub> in 2022). The biggest sources of emissions were purchased goods and services, business travel, and upstream leased assets.



**The biggest sources of emissions were purchased goods and services, business travel, and upstream leased assets.**

In 2023, the market-based carbon footprint increased 81% compared to the previous year's reported carbon footprint. Major contributors to the growth of emissions were new included categories: fugitive emissions (14 tCO<sub>2</sub>e), new purchased goods and services (e.g. occupational health care, licenses, and consulting services; 975 tCO<sub>2</sub>e), and indirect emissions from purchased energy (53 tCO<sub>2</sub>e). Also, inclusion of Future Mind (201 employees) contributed to the emissions.

Updating the 2022 emissions to include both the new categories included in 2023 calculation as well as Future Mind's impact, the carbon footprint of 2023 grew by 11% compared to 2022. Looking at the differences with 2022 figures adjusted, the main contributors to growth in emissions are an increase in revenue (as the scaling for 2022 is done based on revenue) and the increased Solita headcount (affecting mostly employee commuting and the number of leased assets). Emissions reductions were achieved



from purchased electricity (more CO2 neutral / renewable electricity contracts), waste generated in operations (less waste in general), business travel (less flight kilometres), and use of sold products (service providers' emissions reductions). Emission intensity per employee reduced from 1.872 tCO2e per employee in 2022 to 1.842 tCO2e per employee in 2023.

When looking only at the emissions of our core business, i.e. scope 1, scope 2 and selected scope 3 categories defined on page 33, the total market-based greenhouse gas emissions from year 2023 were 2472 tCO2e (1949 tCO2e in 2022) and the total location-based greenhouse gas emissions 2489 tCO2e (1972 tCO2e in 2022). Carbon footprint per employee decreased slightly to 1.291 tCO2e (market-based) (1.303 tCO2 in 2022).

Different comparisons are represented in the table 2.

PICTURE 1. SOLITA'S GHG EMISSIONS 2023

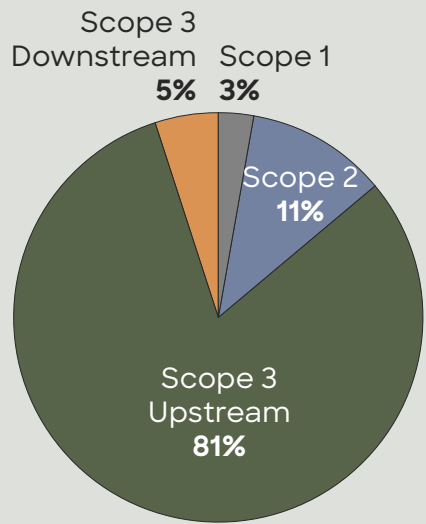


TABLE 2: OUR ENVIRONMENTAL KPIS

KPI	1.1. - 31.12.2022, original reported ("core business")	1.1.-31.12.2023 adjusted, incl. core business and Future Mind* ("core business")	1.1. - 31.12.2022, original adjusted with new categories and Future Mind	1.1. - 31.12.2023, reported, comprehensive. Includes new categories and Future Mind
GHG emissions and emission intensity				
Total carbon footprint, market-based, tCO2e	1949 tCO2e	2472 tCO2e	3175 tCO2e	3528 tCO2e
Scope 1, tCO2e	61 tCO2e	99 tCO2e	74 tCO2e	99 tCO2e
Scope 2, tCO2e, market-based	224 tCO2e	379 tCO2e	387 tCO2e	379 tCO2e
Scope 3 Upstream, tCO2e	1261 tCO2e	1802 tCO2e	2296 tCO2e	2858 tCO2e
Scope 3 Downstream, tCO2e	403 tCO2e	192 tCO2e	418 tCO2e	192 tCO2e
GHG emission intensity, tCO2e per employee	1.303 tCO2e/employee	1.291 tCO2/employee	1.872 tCO2e/employee	1.842 tCO2/employee
Energy consumption				
Energy consumption, total, MWh	2332 MWh			2462 MWh
Renewable energy consumption, total, MWh	621 MWh			281 MWh
Electricity usage, total, MWh	1009 MWh			1038 MWh
Share of renewable energy, %	27 %			11 %
Share of renewable electricity, %	40 %			13 %
Waste				
Total waste, tons	163 tons			95 tons
Recovered (reused, recycled or composted) waste, tons	104 tons			49 tons
Share of recovered waste, %	64 %			52 %

\*) The definition of core business includes the following emission categories: Scope 1, Scope 2 (market-based), selected Scope 3 categories based on our ability to affect them: 3.1. Purchased goods and services: cloud capacity (internal environments) and data center services, IT assets; 3.5. Waste generated in operations; 3.6. Business travel; 3.7. Employee commuting; 3.8. Upstream leased assets: vehicles, offices, IT assets; 3.11. Use of sold products: cloud capacity (customer environments)



Emission intensity per employee reduced from 1.872 tCO2e per employee in 2022 to 1.842 tCO2e per employee in 2023.

# Sustainable value creation via our handprint

We believe that our kind of consultancy company can make the biggest positive environmental impact through our handprint – meaning the impact we have through our customer projects.

Therefore, we have been exploring the offering areas related to sustainability from especially a design and data perspective, and we are experiencing customer traction on that front. Based on our findings, organizations are increasing their efforts to have a thorough understanding of the environmental impact of their current practices and exploring ways of gathering relevant information from their supply chain. This is most of all a supply/value chain related issue that also flows downstream to the companies' own customers. The tightening EU based regulation (CRSD) also activated companies to ramp up their reporting frameworks and processes.

Addressing the sustainability domain is a very good fit for Solita, as it most commonly is a cross-domain initiative that combines

business understanding with multifaceted data capabilities. The issues customers are interested in are quite practical: What is good enough architecture to help them along, how can they create feasible requirements for their suppliers, what kind of business value or opportunities can this create for their sales etc. Reflecting on our current commercial discussions, these will be cross-functional & cross-disciplinary initiatives.

Another approach to increase our handprint relates to customer projects where we help our clients to minimize the energy consumption of their cloud services – kind of seasonal maintenance of their data platforms. Through a holistic approach and systematic process, we have been able to reduce 25% of the emissions from data platforms.





CASE

# CO2 and Energy Reporting Tool - data-driven solutions in driving sustainability and fostering organizational innovation

Solita's partnership with a global industrial leader, operating in over 40 countries with multi-billion revenue, exemplifies the power of data-driven innovation in sustainability. The client, committed to reducing CO2 emissions by 65% between 2015 and 2030, sought Solita's expertise to enhance their data capabilities and accelerate progress towards their ambitious goals.

Driven by a strategic imperative to reduce energy consumption annually while fostering a culture of data utilization, Solita embarked on a collaborative journey with the client's responsibility team. The aim was to develop a robust, user-friendly reporting tool that would facilitate informed decision-making, streamline data analysis, and promote a data-driven culture across the organization.

Over a nine-month development period, Solita's multidisciplinary team, comprising data architects, engineers, visualization specialists, and developers, worked closely with the client's stakeholders. Leveraging the Optimizely platform,

Azure, Snowflake, and Power BI, the team designed and implemented a comprehensive solution. This included a data input tool for factory directors, streamlined data flows for automation, and a powerful reporting interface for business units and factories.

The collaboration between Solita and the client fostered trust, enabling seamless alignment of objectives and resources. Despite encountering challenges along the way, including bug fixes and data assurance considerations, the partnership remained resilient and focused on achieving tangible outcomes.

As a result, the CO2 and Energy Reporting Tool now stands as a testament to successful collaboration and innovation. Embraced as a core component of the client's sustainability strategy, it serves as a model for future automation initiatives. The Sustainability Director lauds the achievement, acknowledging Solita's instrumental role in realizing their vision. Looking ahead, the focus remains on continuous improvement,



**Through strategic collaboration and relentless dedication, Solita and its client have paved the way for a greener, more data-driven future.**

with a commitment to automate processes further and optimize data integrity.

In conclusion, Solita's CO2 and Energy Reporting Tool exemplifies the transformative potential of data-driven

solutions in driving sustainability and fostering organizational innovation. Through strategic collaboration and relentless dedication, Solita and its client have paved the way for a greener, more data-driven future.

## CASE

## Eliminating excess computation - Data warehouse optimisation creates significant savings for Fintraffic

Fintraffic is Finland's road, rail, water and air traffic controller aiming for the world's safest, smoothest and most environmentally friendly traffic. Various forms of traffic generate massive amounts of data for Fintraffic. Data is generated by airplanes, cars, trains, ships, electronic signalling, weather monitoring equipment, traffic control, maintenance, as well as the producers and users of traffic services. With this data, Fintraffic is able to provide digital services and open data for traffic operators and end users.

One solution for making use of data is the analytics service, Fintraffic Datahub, which is a multi-vendor platform for which Solita is one of the

framework vendors and continuous services provider.

Processing large data sets requires a lot of computation, which costs money and consumes a lot of energy. Therefore, Fintraffic wanted to work with Solita to enhance the energy and cost efficiency of its data processing and improve its usability.

Solita planned, coordinated and facilitated a data optimisation project in a seamless cooperation between the vendors. This optimisation achieved significant cost savings as well as reduced emissions equivalent to 71 one-way flights between Helsinki and Copenhagen. At the same time, the usability of the analytics service improved.



Read more:

[Eliminating excess computation - Data warehouse optimisation creates significant savings for Fintraffic](#)





# 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 2,000 professionals in Finland, Sweden, Denmark, Norway, Estonia, Poland, Belgium, Switzerland, 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 annually.
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 group structure

The Solita Group is owned by Apax Digital Fund, its co-investors and Solita employees (about 670 employee owners as of 31.12.2023, no single person owning 10% or more).

The Solita Group currently consists of 11 operative companies in nine countries. In October 2023, we announced that Commentor A/S, a company acquired in 2022, will merge with Solita in Denmark and change its name to Solita A/S. In September 2023, Solita also opened an office in Norway operating under Solita AS.

In 2023, the group structure was simplified in Finland as the Agile Data Engine product

business was incorporated as a separate entity under the name ADE Insights Oy (business ID 3370778-2). In addition, Solita Oy's other business activities and contracts were transferred to the parent company Solita Holding Oy (business ID 2905040-7), whose name was changed to Solita Oy.

In November 2023, Solita acquired Future Mind sp. Z o.o, a Polish digital transformation consultancy.

Intellishore AG (100% owned by Intellishore Group A/S) was established in Switzerland in 2024 and is therefore excluded from the table below.

TABLE 4. SOLITA’S OPERATIVE COMPANIES AS OF 31.12.2023

Owner	Company name	Type	Country
Parent of Solita Group, owned by Apax Digital Fund, co-investors and Solita employees	Solita Oy	Operative company	Finland
Solita Oy	ADE Insights Oy	Operative company	Finland
Solita Oy	Solita AS	Operative company	Norway
Solita Oy	Solita AB	Operative company	Sweden
Solita Oy	Solita OÜ	Operative company	Estonia
Solita Oy	Solita Germany GmbH	Operative company	Germany
Solita Holding ApS	Solita A/S	Operative company	Denmark
Solita Oy	Solita BV	Operative company	Belgium
Solita Oy	Future Mind SP. Z. O.O	Operative company	Poland
Solita Holding ApS	Intellishore Group A/S	Operative company	Denmark

## Solita’s Group Leadership Team

In the operative management of the Solita Group, the CEO is assisted by other Solita Group Leadership Team members. 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.

In 2023, there were some changes in the composition of the Solita Group’s Leadership team. CEO of Commentor, Jesper Dan

Christiansen, was appointed to Solita Group’s Leadership team in October 2023. In November 2023, Johan Torstensson, former Managing Director of Tietoevry Connect, was appointed as the new Executive Vice President of Solita Sweden, replacing the former country head, Johan Thyblad, as a member of the Group Leadership team.

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

TABLE 5. SOLITA’S GROUP LEADERSHIP AS OF 31.12.2023

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	Male	1976	Finnish
General Counsel	Saana Nurminen	Female	1972	Finnish
EVP, Solita Finland	Timo Honko	Male	1976	Finnish
EVP, Solita Denmark	Jesper Dan Christiansen	Male	1981	Danish
EVP, Solita Sweden	Johan Torstensson	Male	1969	Swedish
EVP, Solita Belgium & Germany	Joris Haelterman	Male	1979	Belgian



The Board of Directors

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, appoints and dismisses the CEO, determines the Company’s goals and objectives and its risk management principles. Members of the Board are appointed by the General Meeting of Shareholders. Currently the number of Board members is five. Apax has the right to nominate for appointment all the Board member candidates. The Board meets

regularly, approximately 6 times per year. The Board does not have separate committees.

The composition of Solita’s board remained unchanged in 2023, but after the reporting period, in March 2024, Solita announced the appointment of Caroline Firstbrook as a Non-Executive Director to its Board of Directors. Firstbrook brings extensive experience of the professional service sector, having held senior leadership roles at both Clifford Chance LLP and Accenture. She is an experienced board member and Non-Executive Director of Lloyds Register Group since 2015.

Sustainability governance

The activities in our three main sustainability focus areas, diversity, equity & inclusion (DEI), environmental sustainability and responsible business are mainly performed in working groups dedicated to each focus area. We welcome all employees to participate in the working groups. In the Group Leadership Team, the overall responsibility for ESG matters is with the General Counsel. ESG topics are discussed in the Group Leadership Team at least twice per year, or as needed, and presented to the Board of Directors twice per year.

In 2024 we will continue to strengthen our sustainability governance structures and processes to ensure we have the right governance models in place to align with the new sustainability reporting requirements implemented based on the Corporate Sustainability Reporting Directive (CSRD).

TABLE 6. SOLITA’S BOARD OF DIRECTORS AS OF 31.12.2023

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

\*As of March 2024, Caroline Firstbrook, independent board member

# Our commitments

## Solita’s commitments towards responsible business

1

**Responsible business**

We comply with laws and regulations and compete fairly. We do not accept money laundering or corruption.

As a company, we are not involved in political or religious activities nor support such activities financially.

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 take privacy and data protection seriously.

2

**Code of Conduct and UN Global Compact**

We follow the Solita Code of Conduct and other guidelines and policies related to e.g. anti-corruption, data privacy, and sexual harassment.

We adhere to the Ten Principles of the UN Global Compact related to human rights, labour, environment and anti-corruption.

3

**Customers and partners**

We choose our customers and partners responsibly.

When selecting new customers, we make our best effort to investigate and evaluate the risks and opportunities involved.

Our partners are required to follow the Partner Code of Conduct. We conduct ongoing monitoring for all active partners in our network.

4

**Speaking up**

We encourage our employees to speak up and address issues.

We provide our employees different means and channels to safely report suspected breaches, shortcomings, misconduct, or defects.

A whistleblowing channel is in place to report abuses anonymously.



Solita’s environmental commitments



Compliance obligations

We fulfill our compliance obligations determined in the environmental guideline and required by law.



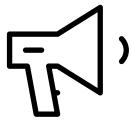
Continuous improvement

We improve continuously and take accountability for the environmental management system, which is ISO 14001:2015 certified.



Measurement

We measure our greenhouse gas emissions annually based on the GHG Protocol.



Awareness building

We are raising awareness among our employees about environmental sustainability.



Footprint

To reduce our carbon footprint, we will set science-based emission reduction targets in line with a 1.5°C pathway for all scopes.



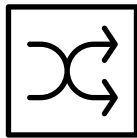
Carbon compensation

We compensate for the emissions of our core business which we are not able to avoid.



Handprint

We increase our handprint by helping our customers reduce their footprint.



Value chain

We promote environmental sustainability of our value chain.

Solita’s DEI commitments

1

**Recruitment, sales & staffing**

Solita recruitment ensures competence-based attraction, evaluation and selection in order to limit biased thinking and build more diverse teams

2

**Training & competence**

Solita ensures that all employees are trained within Diversity & Inclusion and allyship

3

**Leadership**

Diversity and inclusion competence, behavior and active participation is a prerequisite for becoming and being a leader at any level within Solita

4

**Internal structures & processes**

Diversity and inclusion are built in and developed throughout the whole employee lifecycle at Solita

5

**Inclusion**

Solita actively measures our employee’s perception (also minority groups) on inclusion and supports their diverse needs within the workplace

6

**Communications**

Solita communicates actively and transparently on their progress within DEI, both internally and externally

7

**Infrastructure & resourcing**

Diversity & Inclusion at Solita is resourced with both explicit roles and budget and not dependent only on voluntary work.

