



# Solita Sustainability Report 2025

SOLITA



# Contents

**SOLITA OY SUSTAINABILITY REPORT 2025**  
 Company: Solita Oy (corp. reg. no. 2905040-7)  
 Scope: Solita Oy and all Solita companies globally  
 Reporting period: 1.1.2025–31.12.2025  
 The report has not been externally  
 verified nor subject to assurance.

<b>1</b>	<b>Greetings from our CEO</b>	<b>3</b>	<b>5</b>	<b>Double materiality assessment process IRO-1</b>	<b>22</b>	<b>7</b>	<b>Business Conduct G1</b>	<b>38</b>
<b>2</b>	<b>Creating a positive impact that lasts with a diverse and talented crew SBM-1</b>	<b>4</b>	<b>6</b>	<b>People S1</b>	<b>24</b>	7.1	Ethical and responsible business practices as a foundation of sustainable business G1-1	39
2.1	Our offering and customers	6	6.1	Policies related to own workforce S1-1	26	7.2	Management of relationships with suppliers G1-2	41
2.2	Diverse crew with a rare set of competences	6	6.2	Processes for engaging with own workforce and workers' representatives about impacts S1-2	27	7.3	Prevention and detection of corruption and bribery G1-3	42
2.3	Friends of Solita and technology partners	7	6.3	Empowering our workforce: effective processes to address negative impacts and open communication channels S1-3	28	7.4	Incidents of corruption or bribery G1-4	43
2.4	New strategy clarifying the direction	8	6.4	Proactive workforce management: addressing key impacts, managing risks, and seizing opportunities S1-4	29	<b>8</b>	<b>Environment</b>	<b>44</b>
2.5	Sustainable Artificial Intelligence across Solita and in our client engagements	9	6.5	Strategic targets: mitigating impacts, enhancing outcomes, managing risks S1-5	35	8.1	Climate change E-1	45
2.6	Positive contribution to society and environment through impactful projects	10	6.6	Employee characteristics and key attributes S1-6	36		<b>Appendices</b>	<b>62</b>
2.7	Sharing our expertise, growing our presence	12	6.7	Diversity metrics S1-9	36	<b>1</b>	<b>Governance</b>	<b>63</b>
<b>3</b>	<b>Engaging with our stakeholders SBM-2</b>	<b>14</b>	6.8	Incidents, complaints and severe human rights impacts S1-17	37	1.1	Role of administrative, management and supervisory bodies GOV-1	63
<b>4</b>	<b>Material sustainability matters SBM-3</b>	<b>17</b>				1.2	Sustainability matters addressed by the undertaking's governance bodies GOV-2	64
4.1	Environment and climate	19				1.3	Risk management and internal controls GOV-5	65
4.2	Social	20						
4.3	Business conduct	21						
4.4	Entity-specific matters	21						

1

# Greetings from our CEO

As we continue navigating the era of AI and AI-driven digital transformation, one thing is clear: sustainability is not an ambition on the sidelines. It is fundamental to how we create value and shape the future.

This report is more than a collection of metrics and disclosures. It reflects our priorities, our progress, and the tangible actions behind our commitments. It tells the story of how we integrate sustainability into our strategy, our solutions, and our everyday decisions. We are not observing change from a distance. We are actively driving it.

For us, technology is not only about staying competitive. It is about ensuring that progress strengthens the resilience of our planet and society. Innovation must serve a broader purpose: advancing our communities, protecting the environment, and building responsible, long-term business success.

The journey toward sustainability is complex. It challenges us to rethink established models, to question assumptions, and to continuously improve. Yet these challenges are precisely what make the work meaningful. We approach them with determination and transparency, guided by the belief that sustainable growth benefits both business and the world we share.

This report represents a continued commitment to the Ten Principles of the United Nations Global Compact, covering human rights, labour, environment, and anti-corruption. It is also an invitation to our people, partners, clients, and all stakeholders. Meaningful impact is created collectively. When we move forward together, the results are stronger and more lasting than any single effort alone.

We hope this report inspires dialogue, ideas, and concrete action. Digital transformation

and Artificial Intelligence have the power to redefine industries. Harnessed responsibly, they can also accelerate the transition to a more sustainable future. The opportunity is significant and so is our responsibility.

The report you are now about to read comprises of details of our key ESG actions covering the period from January 1 to December 31, 2025, including all Solita companies globally. The EU Corporate Sustainability Reporting Directive (Directive (EU) 2022/2464) (CSRD) and the European Sustainability Reporting Standards (ESRS) have guided the content and structure of this report, for example, we conducted a double materiality assessment required by the CSRD in 2025. However, the 2025 report is not fully aligned with the ESRS. The report has not been externally verified nor subject to assurance.<sup>1</sup>



**Ossi Lindroos**  
CEO



<sup>1</sup>Under the Stop-the-Clock Directive (Directive (EU) 2025/794) Solita's reporting obligation under the CSRD was delayed until 2028, reporting for the financial year 2027. Further, in December 2025 the EU adopted amendments to simplify the CSRD to the effect that the CSRD will only apply to companies with more than 1,000 employees and a net turnover exceeding 450 MEUR.



2

SBM-1

# Creating positive impact that lasts, with a diverse and talented crew



ESTABLISHED IN

1996

COUNTRIES

9

CITIES

26

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

+2,100

Solita Oy (hereinafter Solita) is a leading data- and AI-driven digital transformation partner in Europe. The company was established in 1996 in Tampere, Finland, where our headquarters still is located. In 2025, Solita was present in nine countries: Finland, Sweden, Denmark, Germany, Belgium, Norway, Poland, Switzerland, and the United Kingdom.

In February 2025, Solita announced the acquisition of UK-based PUBLIC Group International Limited, a specialised public sector digital transformation consultancy. This strategic move marks Solita's first step into the UK market.

In October 2025, Solita's Estonian business was transferred to local ownership in a transaction where the shares of Solita's Estonian entity were bought by local management and the entity changed its name to DataSky Oü. The company retained the existing Estonian team and continued to serve existing customers in close cooperation with Solita through the Friends of Solita partner network.

2025 was a challenging year to the industry. As one of the few, Solita managed to succeed in this market. In 2025, we generated revenue of EUR 257 million and grew by 5%.





2.1

## Our offering and customers

Solita has a strong and diverse offering portfolio. Our services combine expertise from strategic consulting to service design, software development, AI & analytics, cloud platforms, and integration services. We support our customers throughout their journey to becoming data-driven – from ideas to implementation and continuous development. In 2025, we further strengthened our expertise in AI by leveraging the Solita AI Office to promote the sustainable use of new AI technologies across our business and internal operations.

Solita's customer mix is diverse, encompassing various industries. Over the years, Industrial & Energy,

Health & Pharma, Mobility & Logistics, Financial, Retail, and GovTech have formed the basis of our business. Together, these six verticals account for more than 80% of our turnover. We serve both the private and public sectors in a balanced way; in 2025, 60% of our revenue came from the private and 40% from the public sector.

With many of our clients, we have built a strategic, long-lasting partnership. Most of our growth stems from our existing client base, as we consistently expand our services and scope to better serve their evolving needs. In 2025, we scaled our ability to serve large, international customers in a holistic way, by establishing an international commercial team.

2.2

## Diverse crew with a rare set of competences

At the end of 2025 Solita employed globally more than 2,100 professionals of digital transformation, including highly skilled data, cloud, design, and software development experts. We are proud of our exceptional cloud-native data & AI capabilities, which complement our strong development and design practices.

Solita has one of the strongest data talent pools in Europe, with around 700 data, AI and integration consultants; a strong software development practice with around 800 experts; and one of the leading multidisciplinary design communities in the Nordics, with over 260 design and strategy professionals. Our solutions are increasingly

cloud-native, enabled by 160 cloud platform professionals with multi-cloud capabilities (e.g. AWS, Azure, Google Cloud). Supported by the Solita AI Office, a company-wide function to drive AI adoption, we have empowered all our employees to use new technologies in their areas of expertise.

2.3

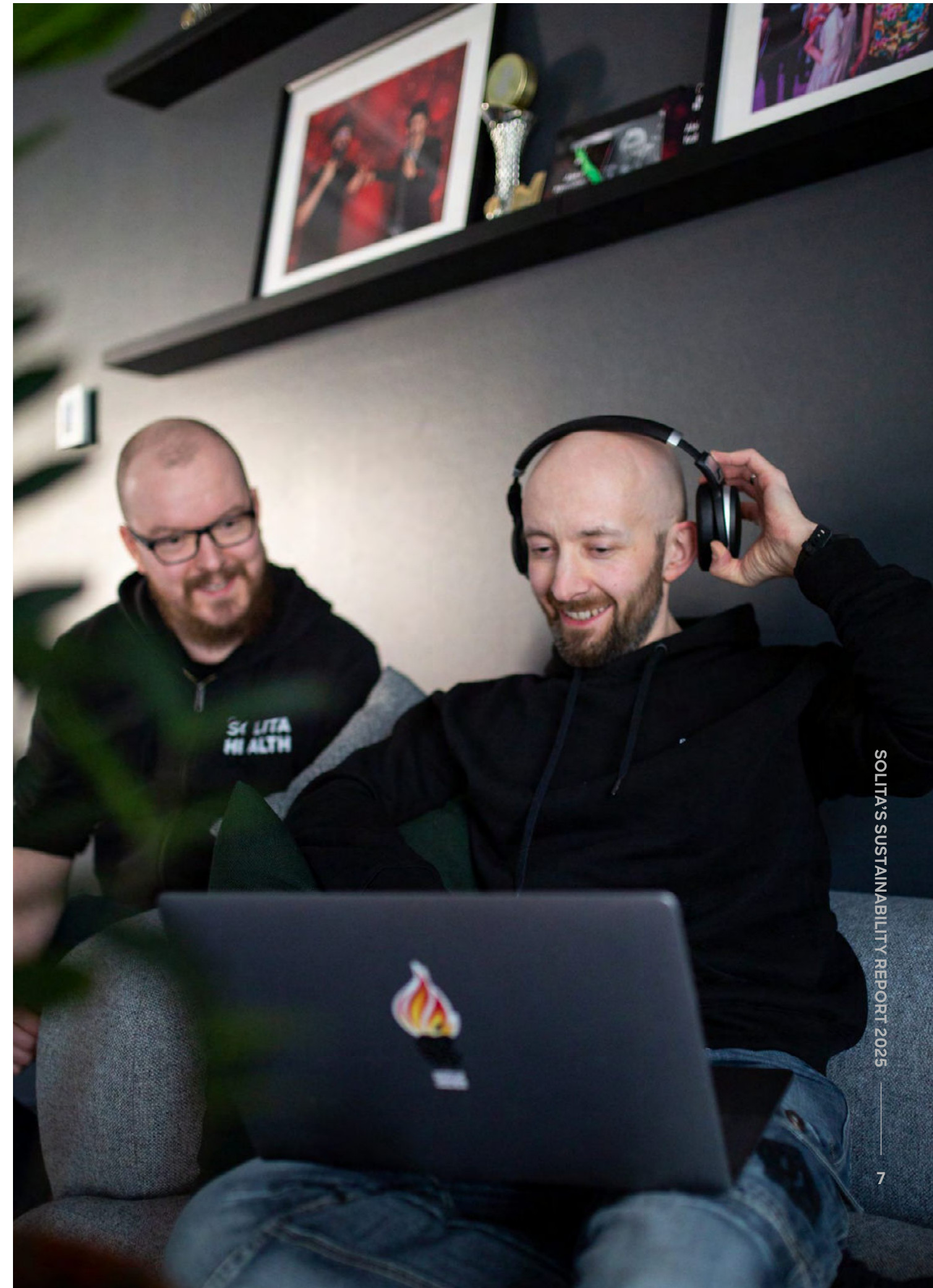
## Friends of Solita and technology partners

In addition to our own employees, we have an active and wide network of subcontractor partners 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 widen and deepen our service portfolio. In addition to our own personnel, Solita provided work opportunities to more than 300 consultants from our subcontractor partners in customer projects in 2025.

We are technology-agnostic, meaning we always seek the best possible technology solutions to meet our customers' needs. To provide them with the best options, we have partnered with several leading

technology providers, including Microsoft, Google, Amazon Web Services, Snowflake, Databricks, NVIDIA, Semarchy, dbt, MuleSoft, and Tableau. Solita is one of the few Microsoft Azure Expert MSPs in the Nordics, a Premier Tier AWS Consulting Partner, and a Google Cloud Premier Partner. In September 2025, Solita partnered with European cloud services provider UpCloud to expand our cloud offering with a cost-efficient, cyber-secure and high-performance European alternative.

We proactively integrate sustainability criteria into the selection and management of Friends of Solita and technology partnerships, aligning them with our corporate governance and compliancy guidelines. Overall, our partners play an important role in developing, bringing to market and delivering our offering.



2.4

## New strategy clarifying the direction

In 2025, we reshaped and adopted a new strategy for the next few years. Our mission remained the same as it has been for years already: to create impact that lasts to shape a better tomorrow for people, societies, and businesses. As a vision, we want to guide our customers through digital transformation.

**We always do this through our values:** caring, easy-going, passionate, and courageous – which have remained the same since 2012.

### The strategy is built around a few concrete long-term capabilities we want to foster:

- Our ability to constantly evolve as a company to be relevant for our customers in the future
- Our ability to scale our business and operations in a sustainability way
- Our ability to build long-lasting, holistic, and profitable customer relationships and
- Our ability to strengthen what is most important to us—our foundation: people and culture.





2.5

## Sustainable Artificial Intelligence across Solita and in our client engagements

Sustainability continues to be at the core of everything we do with AI at Solita, both internally and in our client work. Sustainable AI is a core principle for us and its meaning is more holistic and comprehensive than the general market definition of ‘sustainability’ in AI. For us, Sustainable AI means that our work must create business value, comply with legislation, be safe and secure, consider its environmental impact, be transparent, and meet high ethical standards – in a way we can openly and confidently stand behind. You can read more about our Sustainable AI practice at <https://www.solita.fi/services/sustainable-ai/>.

In 2025, agentic capabilities became mainstream following two years of market hype around chat-based generative AI. Being at the forefront of technology, we have

synthesised and shared our views on agentic capabilities in our Ways of Tech publication, at the annual Solita Summit in October 2025, and in several webinars, Deep Dive events and blog posts. Our perspective in the public debate on AI and its impact on the workforce remains that AI should be seen as a tool that augments human work. We do not advocate replacing people with AI. However, we recognise that AI may take over certain tasks and significantly reshape some roles and jobs. Our objective remains to make technology work in meaningful and impactful ways for individuals, organisations and society at large.

In late 2024, we joined the AI Pact, committing to the EU AI Act ahead of the legislation’s full applicability. For the past three years, our AI governance model has assessed risks related to new AI technologies and guided strategic,

tactical and operational decisions on where and how we use AI. This governance model includes representation from IT, Legal, business and AI experts, and is sponsored by our General Counsel and our Chief Operating Officer.

The evolution of AI has also led us at Solita to become more active in developing our own AI capabilities and tools. Through hands-on development, we continuously explore and learn, strengthening our ability to act as a trusted advisor to our customers and making us an active contributor to the societal debate on AI. Our two spearhead R&D investments are the Business Finland-funded ELFMO and GENIUS programs, which focus on developing enablers and competencies for generative AI.

During 2025, we finalised the development of our own LLM platform, Solitaire, and released it publicly under the name Solita FunctionAI@. The platform enables safe and secure use of generative AI capabilities within an organisation’s internal data environment. To offer our customers more EU-sovereign options, we have partnered with the local cloud provider UpCloud and are able to offer Solita FunctionAI@ in an EU-sovereign cloud environment.

At the start of 2026, artificial intelligence has become business as usual and is embedded across our operations and ways of working. We continue to promote broad AI literacy across all business units and functions, ensuring our teams are able to identify and mitigate risks related to AI in line with our comprehensive definition of Sustainable AI.

2.6

## Positive contribution to society and environment through impactful projects

Sustainability is deeply integrated into our strategy and mission: creating impact that lasts. We are committed to making a lasting positive impact on business, society, people, and the environment by combining technology, data, and human insight.

Our main tool for making a positive impact is our client projects, some examples of which are presented here.



### CASE STUDY

## Digital government grant system ensures transparency into billions of euros

Solita partnered with the Finnish State Treasury to create a unified digital grant system that processes approximately €4 billion in government grants annually. This groundbreaking platform consolidates 300+ of individual grant types across approximately 90 government authorities into a single, accessible online system at [www.haeavustuksia.fi](http://www.haeavustuksia.fi).

The system makes government funding more accessible and equitable by bringing all grant calls into one transparent platform. Previously, maintaining separate online services across agencies was costly and fragmented. The new unified solution makes it dramatically easier for citizens, organizations, and businesses to browse and apply for grants—removing barriers and ensuring that public funds reach

those who need them most. By streamlining grant processes while reducing administrative burden, the system ensures that billions of euros in public funding support innovation, social programs, and community development more effectively than ever before.

[↗ Read more](#)



CASE STUDY

## AB Enzymes digitalises R&D operations to free up time for value-added research

AB Enzymes, a German and Finnish biotechnology company specialising in industrial enzyme development since 1907, partnered with Solita to transform their R&D operations. The company faced challenges with manual data handling, scattered storage across spreadsheets, and growing data volumes that threatened their competitive edge. Together, we implemented a full-scale cloud-based data platform connecting over 100 laboratory devices, automating routine tasks and creating a secure foundation for smooth data accessibility.

The new platform delivers significant societal impact by enabling AB Enzymes' 500 employees to focus on developing

sustainable enzyme solutions for industries worldwide—from food processing to textiles and renewable materials. By automating data collection, analysis, and visualisation, the system reduces hands-on time to minutes and minimises human error, allowing scientists to dedicate more time to innovation rather than administrative tasks. The secure, centralised platform enhances cross-team collaboration across departments and countries, enabling advanced decision-making that accelerates the development of enzymes that make industrial processes more efficient and environmentally sustainable.

[Read more](#)



CASE STUDY

## Future of education – New Opin.fi service (“I learn” in Finnish)

The Opin.fi service, a collaboration between Solita and 37 Finnish higher education institutions, represents a significant step towards enhancing societal well-being and improving access to education in Finland. Launched in spring 2025 as the first major outcome of the Digivisio 2030 initiative, Opin.fi makes open course offerings from all higher education institutions available to everyone, regardless of age, life situation, or educational background. This initiative has deep societal significance, aiming to strengthen national competence and educational competitiveness by offering a flexible pathway for continuous learning and personal growth, thus responding to

the rapidly changing demands of the modern working life.

The service tackles the previous challenge of fragmented study offerings by consolidating information onto a national data platform, making it easier for learners to find suitable studies. Through this effort, Finland aims to become a global leader in flexible learning and digital education by 2030, reinforcing the nation's capacity to adapt to future challenges and opportunities.

[Read more](#)



2.7

# Sharing our expertise, growing our presence

As a data and AI company at the forefront of technological development, we aim to create positive impact by sharing knowledge that helps companies, societies and individuals adapt, grow and make informed decisions.

In 2025, Solita continued to actively engage with customers, partners and the broader stakeholder community through industry participation, events, academic cooperation, and other forms of interaction. During the year, we organised 25 customer events and participated in over 20 external events across our markets.

### Our events and Solita Summit 2025

The majority of our 2025 event content centred around artificial intelligence and its

responsible and business-driven adoption. Key themes included how organisations can leverage AI in practice, how to prepare data foundations for AI use cases, agentic AI, AI-assisted software development, as well as cyber security and sustainable digital transformation. Through these topics, we aim to support our customers in navigating technological change in a secure and sustainable way.

Our flagship event, Solita Summit 2025, focused on reconnecting technology

with humanity. The event brought together strategy, innovation and people in one intelligent virtual experience.

The programme featured 30 presentations across six thematic tracks, covering topics such as AI transformation (including Generative AI), business-driven data, IT security, and productivity enhancement. The diverse content allowed us to support our strategic narrative while creating an accessible and engaging experience for our stakeholders. The event attracted nearly

5,000 registered participants, demonstrating strong interest in responsible AI and digital transformation.

### Publications and knowledge sharing

In addition to events, we continued to share knowledge through guides, blogs and case stories, supporting transparency and responsible digital development.

45

CUSTOMER AND RECRUITMENT EVENTS

OUR EVENTS REACHED ALMOST

10,000

PARTICIPANTS

SOLITA SUMMIT REACH ALMOST

4,000

PEOPLE

WE PUBLISHED

8

GUIDES

OUR SPECIALIST COMMUNITY DELIVERED

98

BLOG POSTS

WE SHARED OUR KNOWLEDGE THROUGH NEARLY

1,000

SOCIAL MEDIA POSTS

**In 2025, we published:**

- 8 guides, primarily focused on data and AI, retail, and the Green Digital Product Passport. Our Ways of Tech report explored the broader implications of technological progress across society – from geopolitics to public services and businesses.
- 84 blog posts on solita.fi and 14 technical blog posts on dev.solita.fi.
- 28 case stories highlighting customer collaborations and real-world impact.

These publications aim to make complex topics accessible and promote practical approaches to AI, data, sustainability and digital transformation.

To further share our expertise, we remained active on social media, publishing nearly 1,000 posts during the year. We also supported Solitans in developing their social media capabilities through our Thought Leadership training programme. Solita also shared its expertise through journalistic media. During the year, the company and its experts were mentioned nearly 500 times across our markets.

**Research & academic collaboration**

Regarding our research cooperation in 2025, we contributed to several large European research consortia, collaborating with dozens of companies and universities across Europe and beyond.

Our experts supported joint research initiatives on topics such as digitalisation in healthcare, the use of AI in mobility, and assessing the potential of generative AI for the European IT industry.

In addition, we continued close collaboration with leading Finnish universities and universities of applied sciences, strengthening the connection between academic research and practical implementation in ICT, healthcare and mobility.

**Recruitment and community engagement**

We also continued to support diversity, inclusion and talent development through recruitment and community initiatives. In 2025, we organised 5 dedicated recruitment events, including

- 2 Female Mingle events in Sweden
- 2 user group meetups in Finland and
- 1 Mothers in Business event in Finland.

We also participated in and hosted several local recruitment events across our operating countries, strengthening our employer brand and supporting inclusive growth in the technology sector. Our speakers, including CEO Ossi Lindroos, participated as speakers at several major industry events.



3

SBM-2

# Engaging with our stakeholders



TABLE 1. SOLITA'S STAKEHOLDERS.

Stakeholders	How we engage with them	The purpose of the engagement	Outcome
Employees	<ul style="list-style-type: none"> <li>Active internal communications: We hold regular meetings and circulate internal newsletters, supported by active digital communication channels. These include Slack as our company-wide messaging platform and a shared intranet used across all operating countries.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure employees are informed, can provide feedback, and can engage in two-way dialogue</li> </ul>	<ul style="list-style-type: none"> <li>These platforms allow employees to share their perspectives on company policies, initiatives, and potential impacts, fostering a culture of transparency and mutual respect.</li> </ul>
	<ul style="list-style-type: none"> <li>Annual internal communications survey</li> </ul>	<ul style="list-style-type: none"> <li>To understand employees' perspectives on our digital employee experience and internal communications culture, including what they value and what they would improve.</li> </ul>	<ul style="list-style-type: none"> <li>The survey showed that Solitans were generally happy with the internal communications (n=566). People were most satisfied with their team leads and open discussion, and they trust the information shared by the leadership. People were least satisfied with finding information and being informed about what's happening in other teams, units, or countries. This input guides our internal communications.</li> </ul>
	<ul style="list-style-type: none"> <li>Strategy survey (2025)</li> </ul>	<ul style="list-style-type: none"> <li>To understand employees' views on what matters most to them in shaping Solita's strategy for 2026-2030.</li> </ul>	<ul style="list-style-type: none"> <li>Around 400 well-reasoned and insightful responses were received representing close to 20% of Solitans. Employees' input gave a clear view of where we are strong, where we need to improve, and what matters most as we shape our next chapter. We used input thoroughly while shaping the strategy.</li> </ul>
	<ul style="list-style-type: none"> <li>Solita leadership manifesto survey (2025)</li> </ul>	<ul style="list-style-type: none"> <li>To gather employees' perspectives on what is important in leading business, customers and people—and what should be articulated in our joint Leadership Manifesto.</li> </ul>	<ul style="list-style-type: none"> <li>445 responses to the survey including 379 well-thought and high-quality answers to the open questions were received. The input was used in forming the updated Solita Leadership Manifesto, which was published together with the Solita Strategy 2026-2030.</li> </ul>
	<ul style="list-style-type: none"> <li>Peakon engagement survey (continuous)</li> </ul>	<ul style="list-style-type: none"> <li>To gauge satisfaction and identify areas for improvement. To have two-way dialogue between management and employees.</li> </ul>	<ul style="list-style-type: none"> <li>The feedback gathered from these surveys is analysed and used to inform our decision-making processes, ensuring that our actions align with the needs and expectations of our employees.</li> </ul>
	<ul style="list-style-type: none"> <li>Regular inclusion survey</li> </ul>	<ul style="list-style-type: none"> <li>To ensure diverse perspectives are considered.</li> </ul>	
	<ul style="list-style-type: none"> <li>Anonymous whistleblowing channel (continuous)</li> </ul>	<ul style="list-style-type: none"> <li>To enable employees to anonymously report any concerns or violations related to human rights or other misconduct.</li> </ul>	<ul style="list-style-type: none"> <li>All reports are handled confidentially and promptly, with appropriate actions taken to address and resolve the issues.</li> </ul>
	<ul style="list-style-type: none"> <li>Townhalls including a Q&amp;A session</li> </ul>	<ul style="list-style-type: none"> <li>To provide employees with the latest developments of the company including financial and operational performance and general market situation.</li> </ul>	<ul style="list-style-type: none"> <li>Employees are kept up to date about the latest developments of the company. They can ask questions directly from the leadership.</li> </ul>

Stakeholders	How we engage with them	The purpose of the engagement	Outcome
<b>Existing and potential new customers</b>	<ul style="list-style-type: none"> <li>Customer satisfaction surveys (continuous).</li> </ul>	<ul style="list-style-type: none"> <li>To provide a channel for customers to give constructive feedback regarding our offering, service levels, capabilities, and cooperation in general.</li> </ul>	<ul style="list-style-type: none"> <li>Improved offering, better cooperation with customers, more satisfied customers, business value for both parties.</li> </ul>
	<ul style="list-style-type: none"> <li>Account management practices (continuous) and daily collaboration with the customer by the delivery teams.</li> </ul>	<ul style="list-style-type: none"> <li>To better understand customer’s needs and their current challenges, we have named account managers who are responsible for customer relationship. They regularly interact with key stakeholders on customer’ side. In addition, delivery teams work closely with the customer on a daily basis.</li> </ul>	
	<ul style="list-style-type: none"> <li>Customer events, including digital and physical events, such as crash courses, meetups and the Solita Summit (continuous).</li> </ul>	<ul style="list-style-type: none"> <li>To educate customers on topical themes related to technology and other important themes.</li> </ul>	
<b>Suppliers and other business partners</b>	<ul style="list-style-type: none"> <li>Friends of Solita network, formal contractual relationships (continuous).</li> </ul>	<ul style="list-style-type: none"> <li>To find joint business opportunities, and to buy professional services.</li> </ul>	<ul style="list-style-type: none"> <li>Joint business benefits for both parties.</li> </ul>
<b>Investors</b> (Apax Digital and over 600 employee owners)	<ul style="list-style-type: none"> <li>Regular meetings for employee investors regarding recent developments, ongoing cooperation with Apax (continuous).</li> </ul>	<ul style="list-style-type: none"> <li>To keep everyone informed and engaged.</li> </ul>	<ul style="list-style-type: none"> <li>Shared understanding of company’s current status, challenges and opportunities.</li> </ul>
<b>UN Global Compact</b>	<ul style="list-style-type: none"> <li>Annual Communications on Progress (COP) reporting, participation in UN Global Compact’s events and training, sharing Solita’s experiences and best practices for other signatories (annually).</li> </ul>	<ul style="list-style-type: none"> <li>To provide us with a globally recognized framework, the initiative’s Ten Principles, which relate to human rights, labour, environment, and anticorruption goals.</li> </ul>	<ul style="list-style-type: none"> <li>Better understating on global sustainability regulation and framework, knowledge sharing.</li> </ul>
<b>United Nations Sustainable Development Goals (SDGs)</b>		<ul style="list-style-type: none"> <li>To provide us with a globally recognised framework, the SDGs, against which we can benchmark our actions.</li> </ul>	<ul style="list-style-type: none"> <li>Mapping Solita’s ESG actions against the SDGs. From the SDGs, we mostly impact goals 3 (Good health and well-being), 5 (Gender equality), 8 (Decent work and economic growth), 9 (Industry, innovation and infrastructure) and 16 (peace, justice and strong institutions).</li> </ul>
<b>Science Based Targets initiative (SBTi)</b>	<ul style="list-style-type: none"> <li>Solita’s near-term science-based emission reduction targets were approved by SBTi in fall 2024, and Solita is committed to reporting its progress related to emission reductions according to the initiative’s requirements.</li> </ul>	<ul style="list-style-type: none"> <li>To validate our emission reduction targets in line with a 1,5 degrees pathway.</li> </ul>	<ul style="list-style-type: none"> <li>Solita has science-based emission reduction targets approved by the SBTi.</li> </ul>
<b>AI Pact</b> (European Commission’s AI Pact is a voluntary framework developed to drive trustworthy and safe AI development)	<ul style="list-style-type: none"> <li>Sharing experience with peers and the new AI Office through workshops and events.</li> </ul>	<ul style="list-style-type: none"> <li>To drive trustworthy and safe AI development.</li> </ul>	<ul style="list-style-type: none"> <li>Having an AI governance strategy for future compliance with the AI Act.</li> <li>Identifying High-risk AI systems.</li> <li>Promoting AI literacy and responsible AI use and development within the company.</li> </ul>

4

SBM-3

# Material sustainability matters



Double materiality assessment is the basis for sustainability disclosures under the CSRD. Solita updated the double materiality assessment (DMA) stipulated by the CSRD and the ESRS<sup>2</sup> in summer 2025 with the help of an external service provider, Upright Oy.

Based on the double materiality assessment, Solita had 15 material sustainability matters, of which 13 were ESRS matters and 2 other relevant entity-specific matters. From the ESRS matters, five were related to Environment, six to Social, and two to Governance matters. The entity-specific matters were “Distributing knowledge” and “Societal infrastructure”. 78 matters were considered low or no materiality.

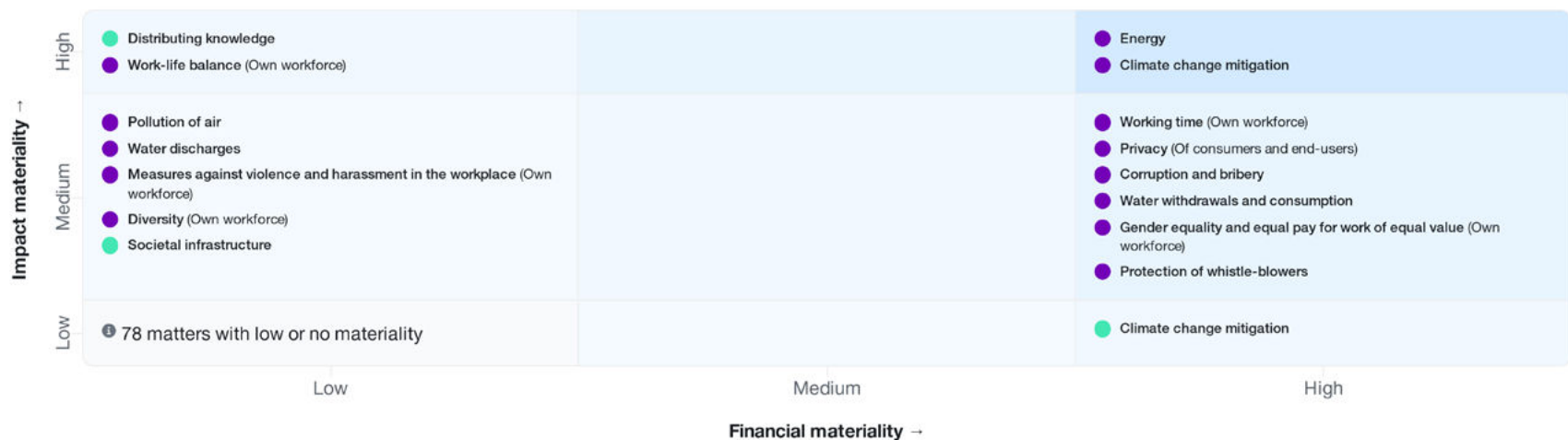
The material matters were assessed to be material either from the impact materiality or financial materiality perspectives, or from both. Similarly, items could have either positive or negative materiality, or both.

**TABLE 2. MATERIALITY MATRIX BASED ON THE DMA.**

**Financial vs impact materiality**

Solita has 15 material sustainability matters.

● Positive materiality ● Negative materiality ● Positive and negative materiality



Release 1.11.0  
Version 1.3.1089

<sup>2</sup>The DMA has not been subject to assurance.

## 4.1

## Environment and climate

Based on the DMA, Solita has 5 material sustainability matters, which are related to environment and climate. The following table describes the identified matters, type, their impact materiality, possible financial materiality and whether impact occurs in upstream value chain, internally at Solita's operations, or downstream value chain.

TABLE 3. MATERIAL SUSTAINABILITY MATTERS RELATED TO ENVIRONMENT AND CLIMATE.

Sustainability matter	Rationale	Type	Impact materiality	Financial materiality	Value chain impact
<b>Climate change and climate change mitigation</b>	Creation of GHG emissions through services provided for customers in different industries.	Negative	Actual, potential	Financial risks are related to operational, and competitive pressures across regulatory compliance, brand reputation, and capital access—all linked to climate performance and transition preparedness. The transition to a low-carbon economy creates a market opportunity.	Internal, downstream, upstream
<b>Energy</b>	Consumption of substantial amounts of energy is linked to a business model, as inherent to the company's products and services.	Negative	Actual, potential	The transition to a lower-carbon economy poses a regulatory risk, as regulators introduce stricter energy efficiency requirements, renewable sourcing mandates, and reporting obligations.	Internal, downstream, upstream
<b>Pollution of air and pollution of water and soil</b>	Linked to the company's materials and services. Driven by the provision of consulting services to industries such as transport, retail, manufacturing and healthcare.	Negative	Actual and potential	Not material	Internal, downstream, upstream
<b>Water withdrawals and consumption</b>	Driven by the usage of significant amounts of freshwater for data center cooling and generation of wastewater in upstream value chains. That's inherent to the company's operations within data and cloud consulting industry.	Negative	Actual	Suppliers' dependency on freshwater causes a risk of decreased availability and increased costs	Upstream
<b>Water discharges</b>	Linked to company's services. Driven by the provision of consulting services e.g. to retail and manufacturing services.	Negative	Actual	Not material	Internal, upstream

4.2

## Social

Identified material social sustainability matters are highly associated with the well-being of the employees. The consulting industry has a higher risk of excessively long working hours, and poor work-life balance. Also, a low female representation in the company's senior leadership triggered these sustainability matters.

TABLE 4. MATERIAL SOCIAL SUSTAINABILITY MATTERS.

Sustainability matter	Rationale	Type	Impact materiality	Financial materiality	Value chain impact
<b>Working time</b>	Association with the consulting industry that has a high risk of excessively long working hours	Negative	Actual, potential	Excessive or unpredictable working hours pose a workforce risk arising from business conduct, as employees may experience fatigue, stress, or health problems. This could increase costs through absenteeism or higher employee turnover.	Internal
<b>Work-life balance</b>	Association with management consulting industry that has a high risk of poor work-life balance and culture of excessive work hours. The nature of consulting work can sometimes lead to long hours and high demands, which may indirectly affect employees' ability to balance work and family life.	Negative	Actual, potential	Not material	Internal, upstream, downstream
<b>Gender equality and equal pay for work of equal value</b>	These matters are driven by the company-specific data points such as low female representation in the company's senior leadership.	Negative	Actual, potential	Gender equality gaps or pay discrimination pose a regulatory compliance risk, as regulators enforce gender pay gap reporting and transparency obligations. This may increase other operating expenses for audits, reporting tools, salary benchmarking, or legal advisory costs.	Internal
<b>Measures against violence and harassment in the workplace</b>	Driven by low female representation in the company's senior leadership and employees, and gender-related power imbalance has been proven to increase the probability of sexual harassment	Negative	Potential	Not material	Internal
<b>Diversity</b>	Limiting of diversity by lack of leadership diversity. Driven by low female representation in the company's senior leadership and employees.	Negative	Actual	Not material	Internal, downstream
<b>Privacy</b>	Collection and processing of personal data.	Negative	Potential	Non-compliance with data protection obligations may pose a regulatory compliance risk, as regulators enforce privacy laws such as GDPR and sector-specific frameworks. This may increase other operating expenses through fines, required audits, or privacy-by-design system upgrades.	Internal, downstream

4.3

## Business conduct

Identified material governance matters are highly associated with the management consulting industry.

TABLE 5. MATERIAL GOVERNANCE MATTERS.

Sustainability matter	Rationale	Type	Impact materiality	Financial materiality	Value chain impact
<b>Protection of whistle-blowers</b>	Association with the management consulting industry characterized by an elevated risk of corruption and bribery, where non-functional whistle-blowing channels pose a significant risk.	Negative	Potential	Failure to comply with whistleblower protection laws may pose a regulatory compliance risk, as regulators require formal processes and non-retaliation safeguards. This may increase expenses through fines, mandatory policy reforms, or reputational enforcement pressure.	Internal
<b>Corruption and bribery</b>	Association with the management consulting industry characterized by an elevated risk of corruption and bribery	Negative	Potential	Corruption or bribery practices may pose a regulatory compliance risk, as regulators enforce anti-corruption laws and international agreements. This may increase expenses through investigations, penalties, compliance program upgrades, or third-party auditing.	Internal

4.4

## Entity-specific matters

In addition to the material sustainability matters described above, the analysis revealed two entity-specific matters for Solita. These are not covered within standard ESRS sustainability matters. However, given the material impact of the company on the matters, we have included them in this report to present a fuller picture of our impact materiality.

Examples of Solita’s impactful cases as well as our knowledge distribution efforts are described in chapters 2.6 Positive contribution to society and environment through impactful projects and 2.7 Sharing our expertise, growing our presence.

TABLE 6. MATERIAL ENTITY-SPECIFIC MATTERS.

Entity-specific matter	Rationale	Type	Impact materiality	Financial materiality	Value chain impact
<b>Societal infrastructure</b>	Refer to Solita’s positive contribution to society and knowledge sharing through its customer engagements in e.g. transportation industry in the public and sector, and energy, retail and financial industries in the private sector.	Positive	Actual	Not material	Downstream
<b>Distributing knowledge</b>		Positive	Actual	Not material	Downstream

5

IRO-1

# Double materiality assessment process



Solita conducted updates to the double materiality assessment (DMA) stipulated by the CSRD and ESRS in summer 2025 with the help of an external service provider, Upright Oy.<sup>3</sup>

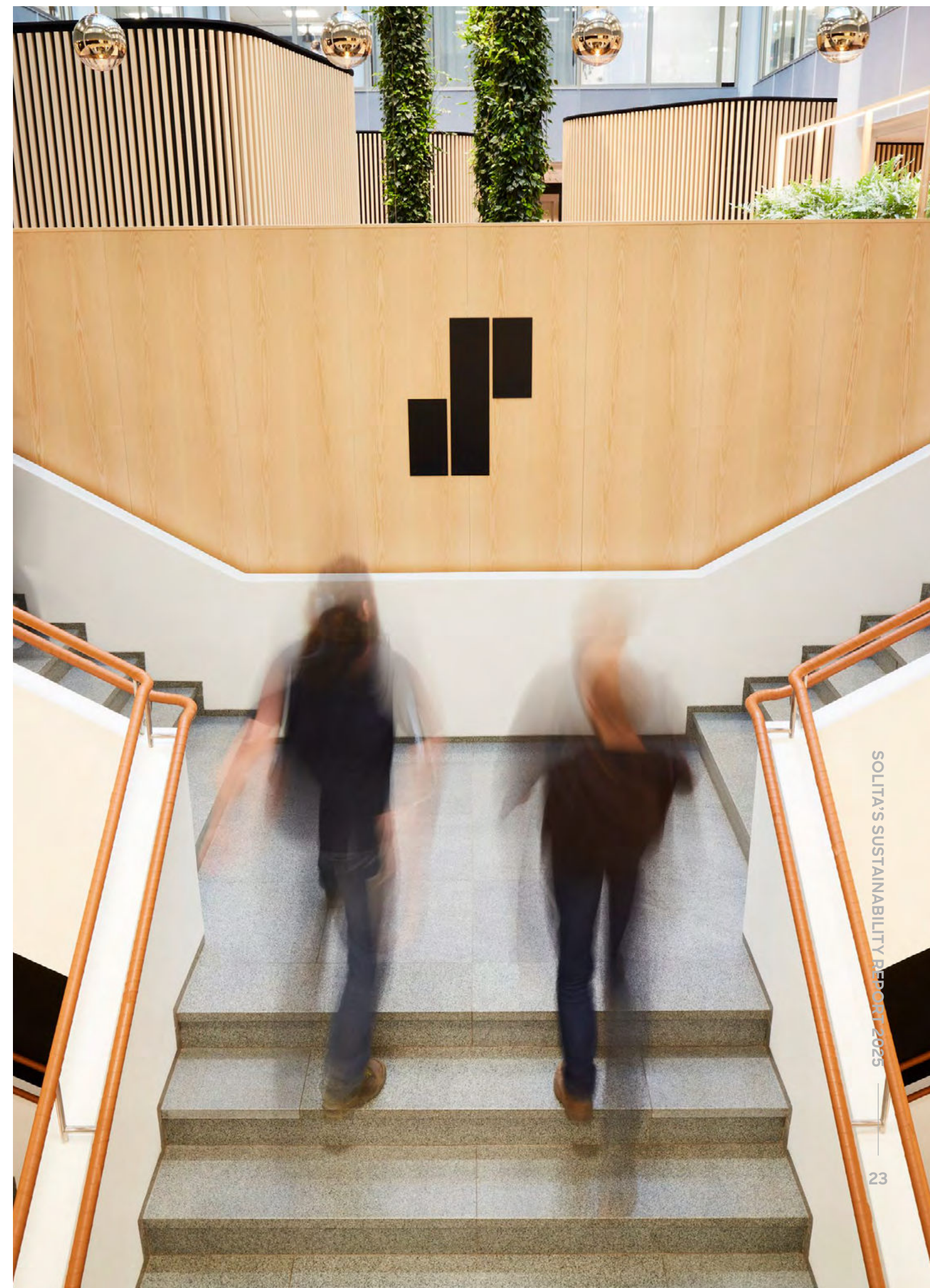
The assessment was conducted using the Upright data engine, which combines information from science-based data sources and assesses impact materiality from various perspectives, considering the company's product and service mix, its geographic reach, and other aspects that reflect the company's capabilities to address specific sustainability matters.

In addition to the scientific articles and trusted third-party datasets, the updated company-specific information such as the company's product and service mix, chosen sustainability metrics and data on the company's suppliers, own operations, and customers were used as an input to the assessment. Thus, the analysis covered the company's own operations as well as its downstream and upstream value chains.

The Company's stakeholders' perspectives were taken into account through surveys which were sent to both internal and external stakeholders in 2024. Internal stakeholders included the company's HR, legal and compliance, procurement, sustainability and HSE and finance and risk management operations. External stakeholders included employees, customers, suppliers, communities and NGOs and investors. The stakeholder survey was not updated in 2025.

The results of the double materiality assessment were presented to and discussed with the board of directors. The management judgment was also used to disable a low-materiality sustainability matter, association with political lobbying, from the analysis.

<sup>3</sup>The DMA has not been subject to assurance.





6

S1

# People

At Solita, our people are the cornerstone of our sustainability journey. We believe that fostering a supportive, inclusive, and empowering work environment is essential to achieving our sustainability and business goals.

Our commitment to our employees is reflected in our comprehensive initiatives that promote well-being, diversity, and professional growth.

By nurturing our workforce and combining in our leadership high autonomy with culture of caring we aim to create a positive impact not only within our organisation but also in the broader community.

**Our culture is built on five key elements:**



**Come as you are**

We celebrate diversity and encourage everyone to bring their authentic selves to work. Our community of communities spans across various European countries, each with its own local character, yet united by shared values—being caring and courageous, passionate about our work and having a relaxed, easy-going work culture.



**You are cared for**

We prioritise respect, kindness, and enjoyment in our working lives. We promote a helpful and grounded culture where people matter, ensuring clear expectations and support for our employees through various programs and initiatives.



**You are trusted**

We believe in high personal responsibility and accountability. Our culture of autonomy and caring empowers our teams to make the right choices and take on challenges with the support and guidance they need.



**You keep growing**

Continuous learning and development are at the heart of our culture. We provide well-structured learning opportunities and support our employees in building the careers they desire, with experiences in various industries, countries, technologies, and disciplines.



**This work matters**

We are committed to making a significant impact through our work. We advise some of Europe’s most dynamic and demanding customers on their biggest challenges, always prioritising integrity and value delivery.

## 6.1 S1-1 Policies related to own workforce

At Solita, we are committed to fostering a supportive, inclusive, and safe work environment for all our employees. Our comprehensive set of HR and people policies reflects our dedication to upholding human rights, promoting diversity and inclusion, and ensuring the well-being of our workforce. These policies are aligned with internationally recognised instruments and are implemented through specific procedures to prevent, mitigate, and address any issues that may arise. Below is an overview of our key policies and procedures, all of which are available for employees on our internal portal:

TABLE 7. POLICIES RELATED TO OWN WORKFORCE.

Name of the policy	Content in brief	Scope of policy	Accountable for implementation	Global standards and protocols
<b>Solita code of conduct</b>	Summarises Solita's principles of responsible operation, including ethical behaviour, compliance with laws, respect for others, safeguarding business assets, data protection, responsible business practices, and environmental sustainability.	All employees of Solita and its subsidiaries	General Counsel	UN Global Compact Principles, EU Whistleblower Protection Regulation
<b>Solita employment relationships policy</b>	Defines principles related to employment relationships, including employment terms, work environment, salary, occupational healthcare, development and training, and worker's committees. Ensures compliance with local labour laws and cultural expectations.	All Solita subsidiaries in each country	Group CHRO, Country Management Teams	Ten Principles of the UN Global Compact, local labour laws
<b>Solita recruitment policy</b>	Outlines recruitment strategies, employer branding efforts, DEI initiatives, privacy policies, and the integration of AI in recruitment processes. Ensures a fair, transparent, and efficient recruitment process.	All Solita subsidiaries in each country	Talent Director	
<b>Solita gender equality and diversity policy</b>	Promotes gender equality and non-discrimination, covering recruitment, working conditions, pay, leadership, training, and workplace bullying. Ensures competence-based attraction, evaluation, and selection to limit biased thinking and build diverse teams. Includes specific commitments to inclusion and positive actions for vulnerable groups.	All employees and directors of Solita and its subsidiaries	Group CHRO, Local People and Culture Directors, Country CEOs	EU directives, Ten Principles of the UN Global Compact, ILO conventions
<b>Solita health and safety policy</b>	Ensures a safe and healthy working environment, covering physical and mental health, workplace community, and healthcare services. Includes accident and travel insurances, mental wellbeing services, and ergonomic support.	All Solita subsidiaries in each country	Group CHRO, Local People and Culture Directors, Country CEOs	
<b>Solita sexual and gender-based harassment policy</b>	Addresses and prevents sexual and gender-based harassment, outlining reporting procedures and consequences. Includes zero tolerance policy, reporting channels, and immediate intervention measures.	All employees	Group CHRO, Country CEOs, Team Managers	Equality Act, local criminal laws
<b>Abnormal termination of employment policy</b>	Defines principles related to abnormal termination of employment, including immediate termination processes, security considerations, and responsibilities. Ensures a unified process flow and clear communication between HR, Legal, IT, and Security.	All Solita subsidiaries in each country	Group CHRO, Country Management Teams	Local labour laws
<b>Employment privacy statement</b>	Outlines how Solita Group companies process personal data of their employees. It covers data collection, usage, sharing, and retention practices, ensuring compliance with legal obligations and promoting employee security and welfare	Employees of Solita Group companies. It includes data collected directly from employees, generated by the company, or obtained from third parties such as public authorities, insurance companies, and colleagues.	Local Solita company, together with Solita Oy, are the data controllers responsible for managing and implementing this policy.	EU Commission's adequacy decisions, standard contractual clauses for data transfer outside the EU/EEA
<b>Acceptable Use of Assets policy</b>	Solita's Solita Acceptable Use of Assets policy defines how company-provided devices, software, services, networks and information may be used. Its goals are to protect users, Solita and customers, and to safeguard openness, trust and integrity. Work assets are primarily for business use; only limited, reasonable personal use on Solita devices is allowed.	All employees	Group CISO	NIS 2, ISO27001



6.2

S1-2

## Processes for engaging with own workforce and workers' representatives about impacts

At Solita, we recognise that our people are our most valuable stakeholders. Our approach to engaging with our employees is built on the principles of transparency, inclusivity, and continuous improvement. We strive to create an environment where every employee feels valued, heard, and empowered to contribute to our collective success.

We maintain open communication channels through regular meetings, internal newsletters and our intranet, as well as very active digital conversation platforms to ensure employees are informed and can provide feedback.

We deeply value the insights and perspectives of our workforce, recognising that their firsthand experiences and feedback are crucial in shaping our decisions and activities. This participatory approach was demonstrated through our fall 2025 strategy and leadership manifesto surveys. Both the manifesto survey and the strategy survey received nearly 400 responses helping shape our strategic direction and leadership principles for 2026–2030. Our approach to integrating workforce perspectives is built on continuous engagement, transparency, and inclusivity, ensuring that our employees' voices are heard and considered in managing both actual and potential impacts.

In Finland, the co-operation committee, based on the Co-operation Act, facilitates open dialogue in the workplace and contributes to the development of the company and the work community. Participants in these meetings include representatives for both the employer and the employees, as well as administration experts. This committee plays a crucial role in ensuring that the perspectives of our workforce are integrated into our decision-making processes. Workers' committees or councils also follow the national legislation, and applicable regulations and guidelines.

We actively seek input from our employees through various channels, including the Peakon Engagement Survey and the Inclusion Survey. The Engagement survey is carried out every three weeks and gives the possibility for open comments. Active dialogue is carried out through this channel between employees and managers. These tools provide us with valuable data on employee satisfaction, engagement, and inclusivity, highlighting areas where we can improve and adapt our strategies. The feedback gathered from these surveys is analysed and used to inform our decision-making processes, ensuring that our actions align with the needs and expectations of our workforce.

We involve employees in discussions and decisions that directly affect their work and well-being as much as possible and actively seek feedback on decisions made. By considering diverse perspectives, we can make more informed and effective decisions that address both current challenges and future opportunities. This collaborative approach not only enhances our ability to manage actual and potential impacts but also strengthens our organizational resilience and adaptability.

At Solita, we are committed to upholding human rights and ensuring that our operations do not negatively impact on our employees or other stakeholders.

6.3

S1-3

## Empowering our workforce: effective processes to address negative impacts and open communication channels

We have implemented a whistleblowing mechanism that allows employees to report any concerns or violations related to human rights or other misconduct. More details can be found in chapter 7.1.1. Protection of Whistleblowers. Our commitment to transparency and accountability is reflected in our regular reporting on human rights matters, ensuring that stakeholders are informed about our efforts and progress.

In addition to our grievance mechanism, we provide training and awareness building to educate our employees about diversity and inclusion and their importance in the

workplace. These initiatives aim to foster a culture of respect and responsibility, ensuring that all employees understand their rights and the company's commitment to protecting them.

By engaging with our workforce in meaningful ways, integrating their perspectives into decision-making, and implementing measures to provide and enable remedy for human rights impacts, we aim to build a strong, cohesive, and motivated team that drives our sustainability goals forward.



6.4

S1-4

# Proactive workforce management: addressing key impacts, managing risks, and seizing opportunities



6.4.1

## Secure employment

At Solita, we are committed to providing secure and meaningful employment opportunities for our employees. Our approach to secure employment is rooted in our dedication to fostering a supportive and inclusive work environment, where every employee can grow and thrive. It is built on the principles of transparency, continuous learning, and employee well-being. We recognise that secure employment is not only about job stability but also about continuous learning, professional development, and employee engagement.

Solita ensures employment security through policies and practices that prioritize employee stability and job satisfaction. We have implemented comprehensive measures to support our workforce, including flexible working arrangements, and a strong focus on work-life balance. Our commitment to secure employment is reflected in our low turnover rates and high employee retention.

## Nurturing growth

Despite a challenging market environment in 2025, Solita maintained a resilient and balanced recruitment approach. We welcomed 340 new Solitans, with 25% of hires being women, strengthening our commitment to inclusive and equitable hiring practices.

We believe in nurturing the growth of our employees by providing ample opportunities for professional development and career advancement.

### Our growth strategy includes:

#### → Ambitious recruitment

Our Talent Academies remained a strategic cornerstone for sustainable long-term growth, enabling us to bring in early-career talent while balancing business demand across markets. In addition to Academies, we sharpened our focus on attracting experienced professionals and ensuring equitable, transparent recruitment processes that support diverse hiring.

#### → Leadership development

We have established clear leadership foundation, Solita Leadership Manifesto which clarify what we believe about leadership, define the behaviours we expect, and provide a shared direction for how leadership shows up across the company. Shared foundation aligns our expectations, guides everyday decisions, and helps us grow a consistent leadership culture in a changing environment.

At Solita, we develop leadership systematically and continuously by measuring, evaluating, and developing cornerstones of leadership; leadership foundation & principles, management system & roles, competences & requirements, and offering support for day-to-day leadership and growing as a leader. In that way we drive leadership excellence that builds trust, drives performance, and nurtures a healthy culture.

**Solita Growth Academy** provides training and learning opportunities for all Solitans across different business units, locations, and job roles. The academy's mission is to support daily learning with training and mentoring, ensuring clear learning targets that create value for employees, customers, and the company.

We offer structured pathways for **skill development**, aligning learning opportunities with personal aspirations and organisational goals. This includes upskilling and reskilling employee capabilities and supporting career progression.

Solita utilises multiple **learning platforms**, including Workday Learning and O'Reilly Learning, to offer a wide range of courses and training sessions. Popular courses in 2025 covered topics such as AI, cloud computing, data engineering, programming languages, and data science. Additionally, Solita provided specialised training on confidentiality, GDPR basics, anti-bribery and corruption, security awareness, and courses to become AI literate.

Employees were encouraged to pursue certifications to enhance their skills and knowledge. In 2025, Solita saw nearly 480 employees obtaining certifications in areas such as Azure Fundamentals, Certified ScrumMaster, Databricks Certified Data Engineer Associate, Agile Data Engine for Data Engineers, and AWS Certified Cloud Practitioner.

In addition, we offered various additional learning opportunities, including conferences, seminars, hackathons, competence communities, job shadowing, info sessions, and crash courses. Also mentoring was provided to support employees' professional growth.

We actively engage with our employees to understand their needs and aspirations.

Regular surveys, interviews, and feedback mechanisms help us tailor our support and training programs to meet the evolving needs of our workforce.

Solita's commitment to employee growth and development was reflected in the high engagement and satisfaction levels among employees. The eNPS score for Growth (including employees experiences on learning, mentoring and career paths) was 51 in December 2025. The score is 38 points higher than the industry average.

By investing in comprehensive learning and development initiatives, Solita ensured secure employment and nurtured the growth of its employees, enabling them to reach their full potential and contribute to the company's success.



6.4.2

## Working time and work-life balance

At Solita, we are committed to fostering a supportive and inclusive work environment that promotes a healthy work-life balance for all employees. Our approach to managing working time and work-life balance is rooted in our dedication to employee well-being, health, and safety.

### Current policies and practices

We offer flexible working hours, remote work options, and part-time work arrangements to accommodate the diverse needs of our workforce. In Finland our comprehensive family leave policies include provisions for diverse families and infertility treatments, ensuring that all employees can balance their work and personal lives effectively.

### Material impacts

The material impacts of working time and work-life balance on our workforce include employee well-being, productivity, job satisfaction, and retention rates. Employee feedback and surveys have highlighted specific challenges, such as the need for better feedback skills.

### Risk management

To manage material risks associated with working time and work-life balance, we have implemented measures to prevent burnout, reduce stress, and ensure compliance with

labour laws and regulations. Our health and safety policy outlines the responsibilities for maintaining and improving health and safety standards, including regular risk assessments and monitoring.

### Opportunities for improvement

We continuously seek opportunities to enhance employee well-being and work-life integration. Initiatives such as the dedicated feedback training program, inclusive leadership training, and discussions on Generative AI issues have been implemented to address these opportunities. Additionally, our goal-oriented in-house coaching and easy-access mental health support services (Auntie) provide individual support for personal and professional development.

### Effectiveness of actions

The effectiveness of our actions is reflected in high satisfaction levels among employees. For instance, the average satisfaction scores for In-house Coaching and Auntie services are 9.7 and 9.3, respectively. Our employee engagement survey tool, Peakon, shows high scores for mental well-being (eNPS 55),



organisational support (NPS 52), and social well-being (NPS 66), all significantly above industry benchmarks.

Many of our people make active use of the services we've built to support employee wellbeing and personal growth. For example, around 10–20% of our employees use Auntie or Inhouse Coaching every year. In addition, the reflection opportunities offered to the whole community (hosted Living in Exceptional Times sessions) consistently attract more than 100 participants each time. People come to learn, to engage in meaningful conversations about work, humanity, and our organisation. Participation has remained at the same level throughout the six years we've been offering these sessions. These are the signals that show that people are finding their way to these services, consider them valuable, and receive meaningful support and benefit from them.

### Case studies and examples

In response to a widely expressed need to develop feedback skills and culture, a dedicated feedback training program was created. To address the need for inclusive

leadership skills, we introduced a training program focused on leading through bias. Additionally, we trained leaders to better understand and manage different team dynamics, especially in customer settings.

Furthermore, employees were supported by enabling joint discussions on the issues and feelings that Generative AI has brought to the table. We also saw an increasing demand for services tailored to customer teams, assisting dozens of teams with customer work-related phenomena or conflict situations.

During 2025, 100 Solitans utilised goal-oriented in-house coaching to clarify their career direction, deal with challenging situations, learn new ways of thinking and acting, take better care of themselves, and receive support on their leadership journey. Additionally, 140 employees took advantage of Auntie services in tough life situations, further developing their (self)leadership skills, or getting support as new Solitans when starting a new job in a new environment. The high satisfaction levels among Solitans, with average scores of 9.7 for in-house coaching and 9.3 for Auntie services, reflect the effectiveness of these initiatives.



6.4.3

## Equality

At Solita, we are deeply committed to promoting gender equality and ensuring equal pay for work of equal value. Our comprehensive policies and initiatives are designed to foster an inclusive and fair workplace, addressing material impacts on our workforce, managing material risks, and pursuing material opportunities related to gender equality.

### Current policies and practices

Solita's employment relationships policy outlines our commitment to gender equality and equal pay. We ensure that all employees are paid at least the living wage of their country of employment, and individual salaries are not dependent on gender or any other individual characteristics. Our job architecture framework implemented in 2025, provides a transparent and consistent approach to salary determination, including clear communication about how salaries are set, consistent application of salary guidelines, and regular reviews that consider individual performance and contribution.

### Effectiveness of actions and opportunities for improvement

We continuously seek opportunities to enhance gender equality and equal pay. Initiatives such as role architecture, transparency in defining salaries, pay philosophy, and inclusive leadership training are part of these. In Peakon, both women and men are basically equally engaged. In some drivers of Peakon, women are slightly more satisfied, while in others, men are more satisfied.

Some of the key themes for our DEI work for 2025–2027 are inclusion & belonging and equity. In 2025, two info sessions were organised around this topic. The session “I’m a feminist, not perfect” explored everyday feminism through personal reflection, highlighting how internalised biases shape our thinking and behaviour – often without us even noticing. A central insight was that being committed to equality does not mean being free from bias.

The other session focused on feedback and gender dynamics, particularly the observation that women often report receiving less actionable feedback than men. In the session we explored how to both ask for and give feedback that goes beyond a

simple “good job” and why that distinction matters for each of our development.

### Plans and commitments

We are committed to continuous improvement in gender equality and equal pay. Our future plans include further developing our existing programs to ensure gender equality and equal pay for work of equal value across the organisation.

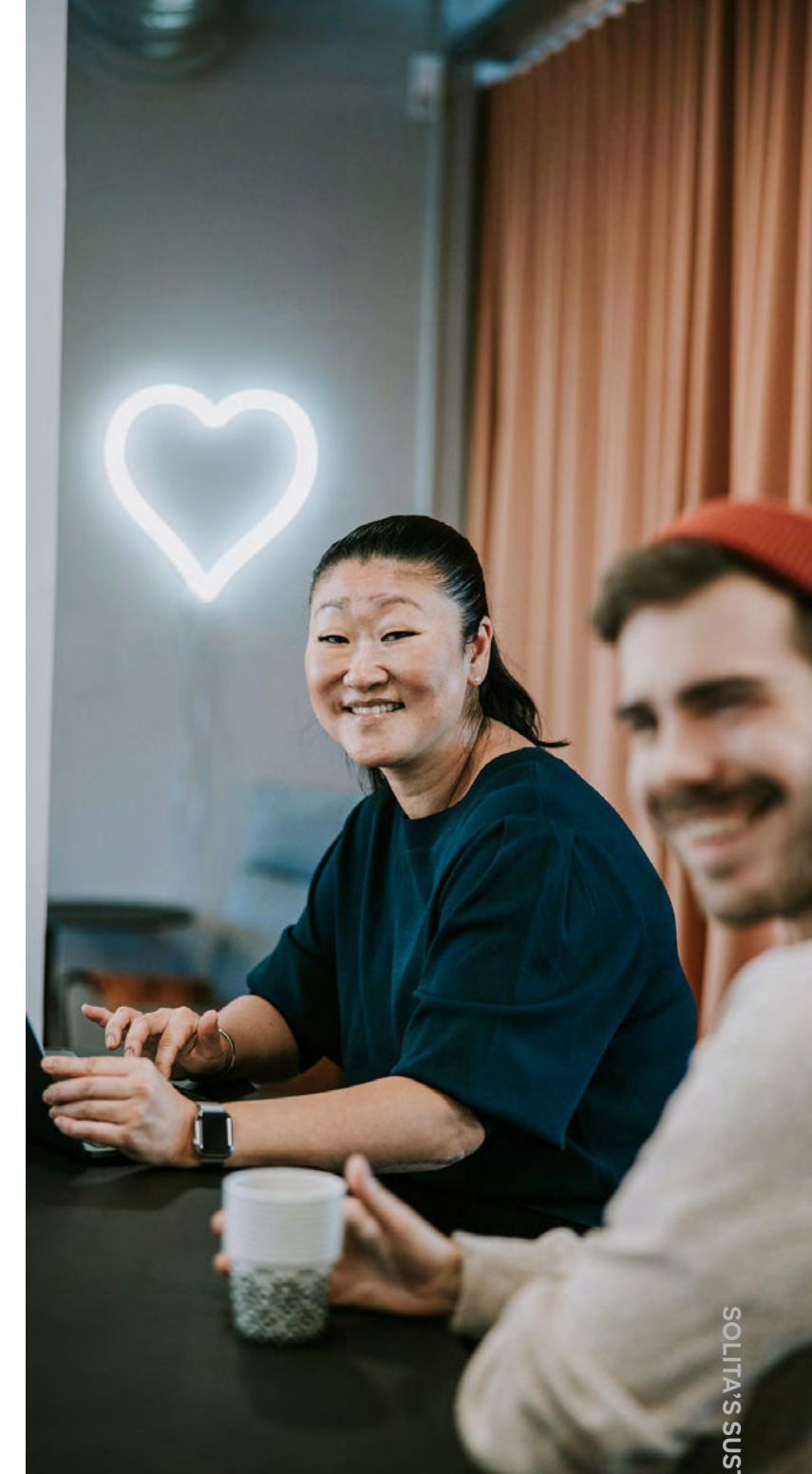
By advancing these initiatives and maintaining a strong, consistent focus on equality, Solita continues to promote a fair and inclusive workplace for all employees.

6.4.4

## Diversity

At Solita, we are dedicated to fostering a diverse, equitable, and inclusive workplace.

In 2025, Solita undertook several key actions to promote Diversity, Equity, and Inclusion (DEI). Our commitment to fostering a diverse and inclusive workplace is reflected in our comprehensive policies and initiatives aimed at creating an environment where all employees feel valued and respected.



### Current policies and practices

Solita's DEI initiatives are designed to promote diversity in hiring, retention, and promotion, as well as to create an inclusive workplace culture. Our policies include specific diversity guidelines related to gender, race, ethnicity, age, disability, sexual orientation, and other relevant characteristics. These policies are communicated to all employees, and we encourage a culture of respect and inclusion.



CASE STUDY

## Supporting neurodiversity

**In 2025, we hosted an info session:** “Introduction to neurodiversity in working life”. The session focused on neurodiversity as part of invisible diversity, different cognitive profiles, and how we can shape our ways of working together to build an even stronger, more inclusive culture where everyone can play to their strengths.

**We currently offer also two eLearning courses on the topic:** As a neurodivergent at work and At work as a close relative to a neurodivergent. These courses provide a safe space to deepen self-understanding, explore individual strategies for wellbeing and everyday functioning, and identify ways to work with one’s strengths.

Another form of support we offered in 2025 and will continue in 2026 is individual neurodiversity-affirming coaching with a neurodiversity coach. Coaching is available for neurodivergent employees as well as parents of neurodivergent children. These sessions have been very popular and have received excellent feedback.

Our DEI strategy is built on these key pillars:

### We commit 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 continuously strive to ensure equal and non-discriminatory employee experience.

### We strive to ensure diversity, equality, and inclusion

- We promote equality, diversity, and non-discrimination in our community.
- We actively build an inclusive company culture.

### 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.

### Material impacts

The material impacts of diversity on our workforce include enhanced employee well-being, increased productivity, innovation, and improved retention rates. Employee feedback and surveys have highlighted specific challenges, such as the need for better feedback skills and inclusive leadership training. In 2025, one of our focus areas in DEI work was neurodiversity.

### Risk management

To manage material risks associated with diversity, we have implemented measures to prevent discrimination, harassment, and bias. One example being our eLearning course “Mitigating Bias in Recruitment” which is aimed at people involved in recruiting to understand and interrupt unconscious bias in the recruitment process.

**Effectiveness of actions**

In 2025, Solita’s efforts to support diversity and inclusion were highly appreciated by employees.

People trust that Solita is an equal workplace for everyone. In our Peakon survey, employees rated the statement “Based on my experience, all people are treated fairly at Solita, regardless of their background, gender, age, etc.” with an NPS of 69 (14 above Industry benchmark).

There is also strong confidence that any inappropriate behaviour would be addressed. The statement “If I experienced serious misconduct at work, I’m confident Solita would take action to rectify the situation.” received an NPS of 63, which is 20 above industry benchmark.

According to our Pay equality survey conducted in Finland (in cooperation with an external partner, Perform & Pay), we have very small pay gap between men and women.

When salaries are analysed in relation to job architecture and job complexity (job sizes), the pay gap is 1% in favour of men at the Solita Oy level. In consultative roles, the gap is even smaller, only 0.17% in favour of men. Compared to 2023, both the share of women in the personnel and the pay gap between women and men have moved in a more equal direction.

Although the survey showed that the pay gaps at organisational level between men and women are very small, we want to continue analysing the gaps at a more detailed level, by job profiles and job sizes, enabled by the job architecture.

Our sick leave rate varied between companies and was about 3.3% 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 eight (8) minor work-related accidents and eight (8) commuting accidents. There were no work-related fatalities in 2025.

**TABLE 8. KEY ACTIONS IN 2025 ON DIVERSITY, EQUITY AND INCLUSION.**

<p><b>1 Job architecture with job profile guide</b></p> <p>We implemented a comprehensive job architecture framework with job profile guide to ensure transparency and fairness in salary determination. With the framework, it will be easier to understand the expectations for different job profiles and career possibilities. We want to create clarity on pay ranges in different job profiles and fair compensation based on the responsibilities and requirements in each role.</p>	<p><b>2 Neurodiversity awareness and training</b></p> <p>We launched two eLearning courses for neurodivergent and for close relatives of neurodivergent people. These courses provided a safe space to deepen self-understanding, explore individual strategies for wellbeing and everyday functioning, and identify ways to work with one’s strengths, as well as raise leaders’ awareness.</p>
<p><b>3 Individual neurodiversity-affirming coaching</b></p> <p>These one-on-one sessions provide a confidential and tailored space to reflect, gain new perspectives, and find concrete strategies to navigate possible challenges. The sessions help exploring what works best, whether they need support in balancing work and family life, building functioning skills, managing stress and emotional load, or building resilience and self-compassion.</p>	<p><b>4 Equal pay for work of equal value principles and Pay equality survey</b></p> <p>We are committed to ensuring all employees are paid fairly and equitably. Regular pay equality surveys were conducted to ensure compliance and making sure that salaries are not dependent on gender or other individual characteristics.</p> <p>We also launched a group level pay philosophy with pay principles and carried out a pay equality survey in Finland in 2025.</p>
<p><b>5 Sponsorship of Plan International Finland’s Girl Award</b></p> <p>We sponsored the 2025 Plan International Finland’s Girl Award, which highlights individuals and communities that promote gender equality.</p>	<p><b>6 Support for Pride events</b></p> <p>We continued our annual support for Pride events, sponsoring one event in a city with a Solita office. In 2025, we supported Tampere (Manse) Pride as an official sponsor.</p> <p>We also held Pride celebrations across European offices and raised awareness with an info session on the topic.</p>



6.5

S1-5

## Strategic targets: mitigating impacts, enhancing outcomes, managing risks

6.5.1

### Process for setting people-related targets and workforce engagement

At Solita, we are committed to fostering a diverse, equitable, and inclusive workplace. Our process for setting people-related targets is inclusive and participatory, ensuring that our workforce is actively involved in decision-making.

6.5.2

### Setting targets

We utilise various committees and working groups to set people-related targets. In Finland, the co-operation committee, based on the Co-operation Act, facilitates open dialogue in the workplace and contributes to the development of the company and the work community. Participants in these meetings include representatives of both the employer and the employees, as well



as administration experts. Occupational safety and health committee work is also conducted mainly within the co-operation committee. Similar committees exist in most of the countries where we operate, ensuring that dialogue on people-related matters is consistent and inclusive. Additionally, we have a Diversity and Inclusion Working Group, comprised of employees who voluntarily join the team. This group engages in discussions about various initiatives, ideas, and strategies to be included in our DEI targets and actions each year. By using these committees and working groups as sounding boards, we ensure that our employees take part in decision-making and target-setting, particularly in areas related to employee resource groups such as neurodiversity, Solita Women FWD, and the LGBTQAI+ community.

6.5.3

### Tracking performance

Our personnel actively participate in tracking our performance against people-related targets. We conduct regular assessments incorporating feedback from the co-operation committee, Diversity and Inclusion Working Group, employee resource groups, and the Peakon engagement survey, as well as other feedback channels. This collaborative approach allows us to monitor our progress, celebrate achievements, and address any challenges promptly.

6.5.4

### Identifying lessons and improvements

We continuously seek to learn from our performance and identify areas for improvement. Through periodic reviews and feedback sessions with the co-operation committee, Diversity and Inclusion Working Group, employee resource groups, and insights gathered from the Peakon engagement survey and other channels, we gather valuable insights and suggestions.

This iterative process enables us to implement necessary improvements and enhance our people-related practices, ensuring that we achieve our long-term goals. It should be also noted that managers at Solita pay exceptional attention to open comments from their team members in Peakon, either by acknowledging them or by responding directly. The current result being 42%. According to Peakon, the benchmark for comment interaction in other companies is 11.9%, which indicates a significant difference.

6.6

S1-6

## Employee characteristics and key attributes

Numbers are reported by headcount at the end of reporting period (31 December 2025).

TABLE 9. EMPLOYEE HEADCOUNT BY COUNTRY.

Country	Headcount 2025
Belgium	61
Denmark	280
Finland	1,262
Germany	21
Norway	9
Poland	232
Sweden	223
Switzerland	9
United Kingdom	38
<b>Total</b>	<b>2,135</b>

TABLE 10. EMPLOYEES AND NON-EMPLOYEES HEADCOUNT.

Employee type	Headcount 2025
Employee	2,135
Contingent worker <sup>4</sup>	337
<b>Total</b>	<b>2,472</b>

TABLE 11. EMPLOYEE HEADCOUNT BY GENDER AND EMPLOYEE TYPE.

Employee type	Male	Female	Not declared / Other	Headcount 2025
Permanent	1,533	585	12	2,130
Temporary	2	3		5
<b>Total</b>	<b>1,535</b>	<b>588</b>	<b>12</b>	<b>2,135</b>

TABLE 12. EMPLOYEE HEADCOUNT BY TIME TYPE.

Time type	Male	Female	Other / Not declared	Headcount 2025
Full-time	1,409	490	11	1,910
Part-time	126	98	1	225
<b>Total</b>	<b>1,535</b>	<b>588</b>	<b>12</b>	<b>2,135</b>

TABLE 13. EMPLOYEE HEADCOUNT BY GENDER.

Gender	Headcount 2025
Male	1,535
Female	588
Not declared / Other	12
<b>Total</b>	<b>2,135</b>

TABLE 14. EMPLOYEE TURNOVER.

	2025	2024	2023
Rate	18.8%	11.1%	12%
Number of employees	332	229	230

<sup>4</sup>Contingent workers are classified as non-employees. They are individuals whose labour contributes to Solita Group but do not hold an employment contract with Solita.

6.7

S1-9

## Diversity metrics

TABLE 15. EMPLOYEES IN GROUP LEADERSHIP TEAM BY GENDER.

Gender	Headcount 2025
Male	5
Female	2
<b>Total</b>	<b>7</b>

TABLE 16. EMPLOYEES IN MANAGEMENT<sup>5</sup> BY GENDER.

Gender	Headcount 2025	Share 2025
Male	196	69%
Female	89	31%
<b>Total employees</b>	<b>285</b>	

<sup>5</sup>Management includes all employees who are either direct managers to employees or are in a managerial role within the organisation.



6.8

S1-17

## Incidents, complaints and severe human rights impacts

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 labour or human trafficking.

Our policies and procedures for handling harassment and discrimination cases are

designed to ensure compliance with relevant privacy regulations and labour laws. We maintain a clear and fair disciplinary policy to address violations and support affected individuals.

By addressing these areas, we aim to provide a comprehensive understanding of the extent to which work-related incidents and severe human rights impacts are affecting our workforce, and the effectiveness of our measures to prevent and address such issues.

TABLE 17. PREVENTATIVE MEASURES, TRAINING, AND RESOLUTION OUTCOMES.

Preventive measures	We have clear policies in place to prevent workplace harassment, including a sexual and gender-based harassment policy. These policies are communicated to all employees, and we encourage a culture of respect and inclusion.
Training	All employees are made aware of Solita's harassment prevention policies during onboarding.
Percentage of employees trained in harassment prevention policies	All employees at Solita are made aware of harassment prevention policies. This ensures that everyone understands their individual responsibility in maintaining a safe and respectful workplace.
Effectiveness of awareness campaigns and training sessions	During the years 2023 - 2025, we had a total of ten (10) reported harassment cases, which can be considered a small number given the size of our organisation. This indicates that our awareness campaigns and training sessions have been effective in preventing and addressing workplace harassment.
Resolution outcomes	In cases of reported harassment, we take immediate action to investigate and resolve the issues. This includes providing support to the affected individuals and taking disciplinary actions against those found responsible.

TABLE 18. DISCLOSURE REQUIREMENTS.

Disclosure	Results
Number of work-related incidents and complaints	During the reporting period, we had five (5) workplace harassment incidents.
Severe human rights impacts	No human rights incidents, such as forced labour, human trafficking, or child labour, were reported during the reporting period.
Fines, sanctions, and compensation	There were no fines, penalties, or compensation for damages related to the incidents and complaints disclosed above.



7

G1

# Business conduct

7.1

G1-1

## Ethical and responsible business practices as a foundation of sustainable business

Solita is a culture company driven by its values. 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 partners acting on behalf of Solita. Our relevant key policies are described in the following table. All the documents are available for employees on our internal portal.

TABLE 19. KEY POLICIES RELATED TO ETHICAL AND RESPONSIBLE BUSINESS CONDUCT.

Name of the policy	Content in brief	Scope of policy	Accountable for implementation	Global standards and protocols
<b>Solita code of conduct</b>	Summarises Solita's principles of responsible operation, including ethical behaviour, compliance with laws, respect for others, avoiding conflicts of interest, safeguarding business assets, data protection, responsible business practices, and environmental sustainability.	All employees of Solita and its subsidiaries.	General Counsel	UN Global Compact Principles, EU Whistleblower Protection Regulation
<b>Partner code of conduct</b>	Summarises Solita's expectations towards its subcontracting partners regarding responsible business conduct, human rights, privacy and data protection, information security, and environmental sustainability.	Solita's subcontracting partners, and all personnel employed by or engaged to provide services to the partner regardless of where the partner is doing business.	Procurement Director	UN Global Compact Principles, EU Whistleblower Protection Regulation
<b>Supplier code of conduct</b>	Summarises Solita's expectations towards its suppliers regarding responsible business conduct, human rights, privacy and data protection, information security, and environmental sustainability.	Suppliers who provide goods and services to Solita.	General Counsel	UN Global Compact Principles, EU Whistleblower Protection Regulation.
<b>Solita whistleblowing guideline plus whistleblower privacy statement</b>	When and how to blow the whistle, the investigation process description, whistleblower protection in the case of non-anonymous whistleblowing; and processing of personal data in whistleblowing system.	The Solita Group as a whole, including all group companies; subcontractors, customers and partners.	General Counsel	Directive (EU) 2019/1937 on the protection of persons who report breaches of Union law, national country-specific legislation.
<b>Data protection policy</b>	Covers all our activities involving the processing of personal data in both customer projects and internal business operations.	The Solita Group	General Counsel	The General Data Protection Regulation (GDPR) (EU) 2016/679
<b>Solita anti-bribery and corruption policy</b>	Strictly forbids all forms of corruption in all our activities. It also contains guidelines and approval process and consequences of non-compliance.	The policy is global and covers all legal entities in the Solita Group. It applies to all employees and directors of Solita and its subsidiaries as well as partners acting on behalf of Solita.	General Counsel	UN Convention against Corruption; OECD Convention Combating Bribery of Foreign Public Officials in International Business Transactions; Council of Europe's Civil and Criminal Law conventions; national legislation
<b>Supplier screening and selection procedure</b>	Describes different steps and checks that needs to be taken before engaging in cooperation with a subcontracting partner. Also includes description of a quarterly screening process.	Solita Group	General Counsel	National legislation such as the Finnish Contractor's Liability Act as well as national, regional, and international laws on sanctions including UN, EU sanctions lists.
<b>Software and SaaS procurement policy</b>	Principles of Solita's Software and SaaS procurement, process steps, ESG and vendor review	Solita companies governed by Solita Group IT	Director, Group IT & Security	



7.1.1

## Protection of Whistleblowers

Solita is subject to whistleblower regulations based on the EU Whistleblower Directive (EU) 2019/1937. Raising ethical concerns aim at protecting public interest and giving protection to whistleblowers who report breaches of Union law in certain areas that may seriously jeopardise public interest.

Solita strives to achieve transparency and a high level of business ethics. Our employees are the most important source of insight for revealing possible misconduct that needs to be addressed. Whistleblowing can be done openly or anonymously. We offer different channels to raise concerns 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 either through our ethics email or by anonymous messaging through the whistleblower communication channel.

Our whistleblowing service offers a possibility to alert the company about suspicions of misconduct in confidence. It is an important tool for reducing risks and maintaining trust in our operations by enabling us to detect and act on possible misconduct at an early stage.

The purpose of Solita's whistleblowing guidelines is to encourage employees to blow the whistle on suspected misconduct without any risk of retaliation, as well as to ensure an appropriate investigation process. The

guidelines apply to the Solita Group as a whole, including all group companies in different countries, regardless of the number of employees in the respective group company.

The Solita Whistleblower channel has been available since 2019 to 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.

Information about the anonymous Whistleblower channel and other ways to report misconduct is available to employees through our internal channels. The channel can be accessed through a public website. Access to messages received through our whistleblowing communication channel is restricted to appointed individuals authorised to handle whistleblowing cases, namely the Chief Human Resources Officer and the General Counsel. Handling of reports is confidential, and all actions are documented. The whistleblower will be informed of and updated on the measures taken within three (3) months, subject to what can be disclosed in the matter. All forms of retaliation against a reporting person are prohibited, such as suspension, lay-off, dismissal, transfer of duties and any other disadvantageous or unfair treatment.

7.2

G1-2

## Management of relationships with suppliers

When starting cooperation with new companies and organisations, we use our best effort to assess the associated risks and opportunities, in line with our Code of Conduct, and following our supplier management procedure.

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 across all countries. Through this concept, we want to promote our values of openness, trust and equality within our partner network. All our partners are required 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 2025, the screening did not result in any findings requiring corrective measures.

The supplier code of conduct, Solita procurement policy, supplier management procedure, and the Software and SaaS procurement policy are followed when we buy products or services from different suppliers. They also include social and environmental criteria for the selection of suppliers.



**7.3** G1-3

# Prevention and detection of corruption and bribery

Doing business in an ethical and responsible way is crucial for Solita. We have zero tolerance for bribery and corrupt activities. We must make sure that we conduct our business with integrity, the highest ethical standards, and in compliance with anti-corruption laws, rules, and regulations.

**7.3.1**

## Anti-bribery and corruption policy

The purpose of Solita’s Anti-bribery and corruption policy is to raise employees’ awareness of the risk of bribery and corruption and prevent offering or accepting bribery, including any kind of facilitation payments. The policy strictly forbids all forms of corruption, including but not limited to extortion, cronyism, bribery, facilitation payments, nepotism, fraud and money laundering in all our activities.

The policy also contains guidelines and approval process on giving gifts, paying travel expenses, and providing entertainment and

other hospitality, and participation in external events organized by a supplier or other partner.

The policy is global and covers all legal entities in the Solita Group. It applies to all employees and directors of Solita and its subsidiaries as well as partners acting on behalf of Solita, who are expected to, and whose responsibility it is to be aware of and fully comply with the content of the policy.

**7.3.2**

## Anti-bribery and corruption training

We provide formal anti-bribery and corruption training for all our employees. The training is mandatory for customer-facing roles (sales, account directors, bidding teams, etc.) and management and leadership roles. For other employees, we launched a basic training course on the topics described in the anti-bribery and corruption policy.

TABLE 20. ANTI-CORRUPTION TRAINING.

	At-risk functions	Management teams	Group Leadership Team	All other employees
<b>Training coverage</b>				
Total	218	36	7+9	
Total receiving training	100%	100%	100%	
Mandatory	X	X	X	
Voluntary				X
<b>Delivery method</b>				
E-learning tool	X	X	X	
Info session + recording				X
<b>Topics covered</b>				
Definition of corruption	X	X	X	X
Company policy	X	X	X	X
Consequences	X	X	X	X

**7.3.3**

## Internal controls

For the prevention of bribery and corruption within our own operations, we implement the appropriate controls to make sure our financial data is presented accurately, and our transactions are reported timely and in an objective and consistent manner.

Participation in an external event organised by a supplier or other partner is acceptable if there is a real and documented business-related reason for participation, the costs of participation are reasonable, and participation is not against Solita’s anti bribery guidelines or possible local guidelines.

In these situations, Solita will pay the travel and accommodation costs. Participation and possible travel expenses must be approved before the event.

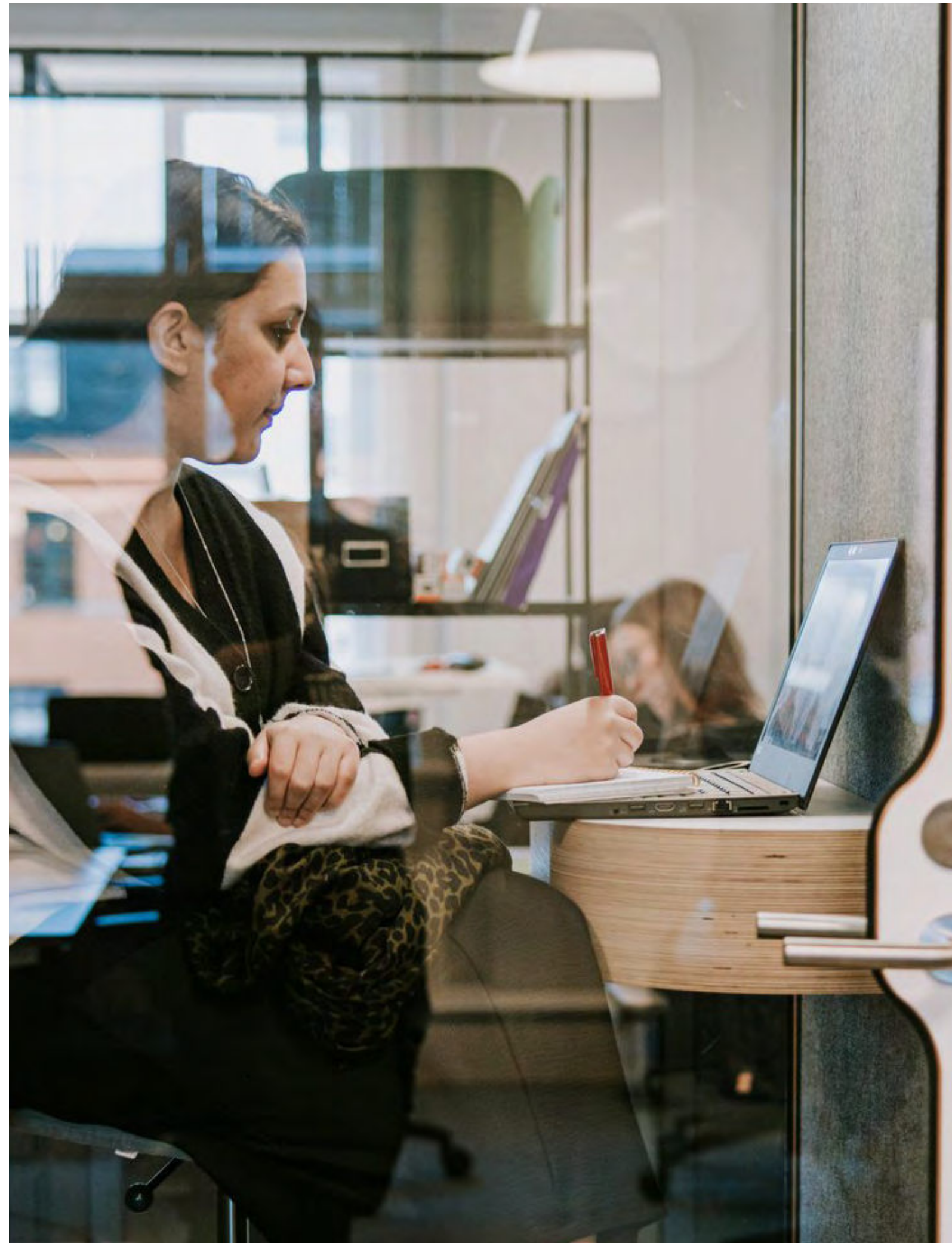
We have implemented organisational procedures to maintain constant oversight over company expenses. An integral part of these procedures is our approval system. Every gesture, be it in the form of gifts, meals, or any other form of gift or hospitality, if offered or received, requires approval from a designated superior. This not only ensures that every transaction aligns with our principles but also aids in creating an environment of accountability and transparency.

7.4 G1-4

## Incidents of corruption or bribery

TABLE 21. CORRUPTION AND BRIBERY INCIDENTS.

Corruption and bribery incidents	2025
Number of convictions for violation of anti-corruption and anti-bribery laws	0
Fines for violation of anti-corruption and anti-bribery laws (EUR)	0





8

# Environment



8.1

E-1

## Climate change

The ICT industry faces a dual responsibility: managing the significant energy consumption of digital technologies, AI, analytics, and cloud platforms, while leveraging these same tools to drive efficiency gains, waste reduction, logistics optimisation, and innovative sustainable business practices.

8.1.1 E1-1

### Reducing footprint and increasing handprint

We aim to tackle climate change in two ways:

- **Reducing our footprint.** We are actively working to minimise our environmental impact and limit global warming to 1.5°C, in line with the Paris Agreement. Our primary focus is on reducing our own carbon footprint, guided by near-term science-based greenhouse gas emissions reduction targets.
- **Increasing our handprint:** We are enhancing our service offerings and capabilities to help our customers reduce their carbon footprints, thereby increasing our positive impact. Our board-approved ESG budget includes planned environmental measures, with allocated costs for implementation.

8.1.2 ESRs 2 SBM-3

### Climate impacts, risks and opportunities

Based on our Double Materiality Assessment (DMA), creation of GHG emissions, energy consumption, and water withdrawals and consumption are material sustainability matters for Solita from both impact and financial materiality perspectives.

The identified financial risks are related to operational and competitive pressures across regulatory compliance, brand reputation, and capital access. Financial opportunities are driven by transition to a low-carbon economy. We have not identified any physical climate risks.

The regulatory burden faced by our customers and other stakeholders is visible for us through increased inquiries and requests for information about our carbon footprint and climate actions.

European sustainability regulations, including the Deforestation Regulation (EUDR), Ecodesign for Sustainable Products Regulation (ESPR) with its Digital Product Passport requirement, and Corporate Sustainability Reporting Directive (CSRD), are creating new transparency and traceability requirements for businesses. Despite some recent postponements, these frameworks are driving demand for digital solutions that enable companies to track, report, and verify their sustainability performance. Our expertise in digital traceability solutions helps clients meet these emerging requirements.

We believe that our strategy and business model are currently climate resilient. We have taken steps to ensure that we are well-positioned to meet our customers' demands as a supplier and through our offerings. We are also constantly monitoring legislation at both EU and national levels to anticipate any necessary changes.



**8.1.3** ESRS 2 IRO-1

### Description of the processes to identify and assess material climate-related impacts, risks and opportunities

The material sustainability matters, risks, and opportunities described in the previous chapter have been gathered and analysed using the following methods and processes:

**Double materiality assessment:** For more information, please refer to chapter 5. Double materiality assessment process.

**Internal office audits:** Solita has a comprehensive environmental management system built according to the ISO 14001:2015 standard's requirements and certified by an external partner. Our offices and office-specific environmental risks are regularly analysed as part of this system. Office audits are conducted at least once every three years or whenever there are major changes, such as an office move.

**Annual management reviews:** These reviews are held annually as part of the environmental management system to discuss the expectations of our external stakeholders, providing guidance on necessary actions.

**Regulatory monitoring:** As part of our environmental management system, we regularly monitor regulatory changes in the EU and nationally to ensure compliance.

**GHG Emissions calculation:** We calculate Solita's greenhouse gas emissions annually for scopes 1, 2, and 3 to understand our impact on climate change and the effectiveness of our climate actions.

**8.1.4** E1-2

### Policies related to climate change mitigation and adaptation

The following table outlines our guidelines related to climate change mitigation. All the guidelines are available for employees in the internal portal.

**8.1.5** E1-3

### Conscious actions to reduce carbon emissions

In 2025, we continued to follow the stricter business travel guidelines implemented already in August 2023. As a result, greenhouse gas emissions from flights, ferries and accommodation reduced by 49 tCO<sub>2</sub>e compared to 2024.

TABLE 22. POLICIES RELATED TO CLIMATE CHANGE.

Name of the policy	Content in brief	Scope of policy	Accountable for implementation	Global standards and protocols
<b>Solita's environmental guideline</b>	Environmental commitments, company's actions to reduce emissions in line with the science-based emission reduction target, what is expected from employees, company actions to increase handprint, minimum level of environmental practices required from countries/entities	Solita and all its subsidiaries	Chief of Staff	ISO 14001:2015, Science-based Targets initiative
<b>Business travel guideline</b>	Business travel related guidelines for employees and managers	All employees of Solita and its subsidiaries	CHRO	
<b>Solita service management policy</b>	The policy defines Solita's core service management principles, which guide our service management practices. It also outlines the overarching roles and responsibilities related to service management and sets high-level service management objectives and defines service management principles. One of the core principles is environmental sustainability and lifecycle responsibility: We develop and manage our services with a long-term perspective, taking responsibility throughout their lifecycle to ensure environmental sustainability, quality and value for both customers and Solita.	The policy applies to services provided utilizing one or all of the following: ProSMaX project and service management model, Solita Cloud Managed Services or Solita Service Desk.	EVP Finland	ISO 20000-1:2018

Solita Group IT manages and scales the Group IT architecture to meet business needs and optimize resource usage. Energy consumption optimisation, security improvements and cost savings provide near-perfect synergy in these efforts. Sustainable IT is a strategic theme for Solita's IT & Security. This involves ensuring and enhancing environmental, social, and governance principles in the procurement and production of IT services. We achieve this through continuous infrastructure modernisation, sustainable choices throughout the value chain, responsible resource use, service harmonisation, and improved supplier management practices.

Solita has adopted a cloud-only approach to internal service and capacity use, which enables efficiency as redundant capacity is not required for high availability and redundant and obsolete services and capacity can be rapidly decommissioned.

Continuous consolidation to migrate subsidiary companies' IT infrastructure and simplify overall IT infrastructure footprint continued also in 2025. GHG emissions from leased IT assets decreased by 26 tCO<sub>2</sub>e (5.5%).

In 2025, we modernised the technical architecture of meeting rooms in our major offices in Finland and Sweden, significantly reducing both the technical footprint, the energy consumption of the devices and services required and the total cost of ownership of the meeting room setup.

We initiated an office concept project to plan and define the future of Solita's offices. Our previous office concept was established in 2019, and since then, circumstances and ways of working have changed significantly. The updated office concept will serve as a guide to ensure a consistent and equitable experience across all locations and set stricter environmental criteria for new offices.

We implemented major office space optimisation and renewal initiatives for the major Finnish offices in 2025 as well as in Vejle and Aalborg in Denmark. Office space in the Tampere office was reduced by releasing one floor, decreasing the overall footprint and cost while increasing the utilisation without impacting personnel well-being and working conditions. Helsinki office moved to a new location with an optimised single-floor floorplan and much higher utilisation rate, better efficiency, and reduced footprint. Offices in Vejle and Aalborg moved to new locations.

The new office in Helsinki uses renewable energy. Market-based GHG emissions from purchased electricity decreased by 25 tCO<sub>2</sub>e (45%) and from heating by 10 tCO<sub>2</sub>e (16%).

8.1.6 E1-4

### Science-based emission reduction targets

Solita has near-term science-based emission reduction targets validated by the Science Based Targets initiative. The targets conform with the SBTi Criteria and Recommendations (Criteria version 5.2).

SBTi has classified Solita's scope 1 and 2 target ambition as in line with a 1.5°C trajectory. The absolute reduction target for scopes 1 and 2 was set using the absolute contraction method and it covers 100% of minimum boundary emissions, whereas the intensity target for scope 3 was set using economic intensity (GEVA), and it covers 94.63% of minimum boundary emissions.

Solita's official near-term science-based target is the following:

Solita commits to reduce absolute scope 1 and scope 2 GHG emissions 42% by 2030 from a 2023 base year. Solita also commits to reduce scope 3 GHG emissions from purchased goods and services, waste generated in operations, business travel and employee commuting 51.60% per EUR value added within the same timeframe<sup>6</sup>.

To meet the science-based emission reduction targets, our emissions should gradually decrease. The following tables show the target values for different scopes between 2023 (base year) and 2030 (target year).

TABLE 23. ANNUAL SCOPE 1+2 EMISSION LEVELS IN LINE WITH THE ABSOLUTE REDUCTION TARGET OF 42% FROM 2023 (BASE YEAR) TO 2030 (TARGET YEAR), TCO<sub>2</sub>E.

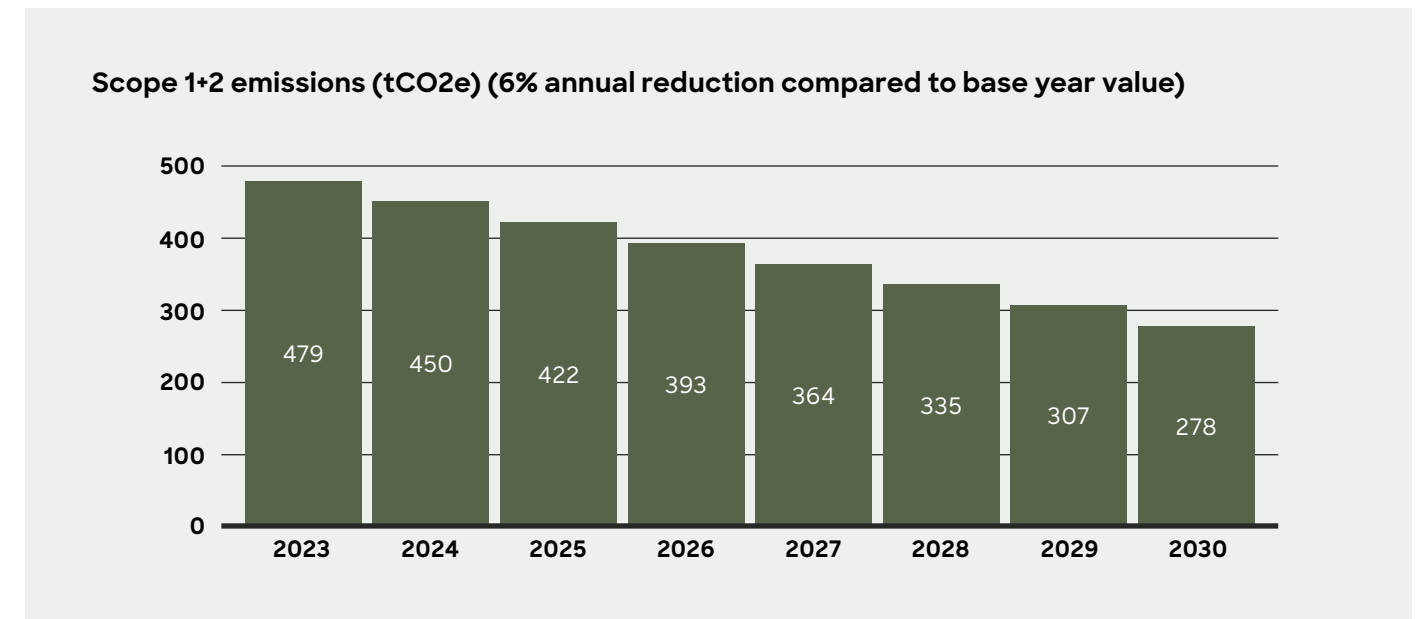
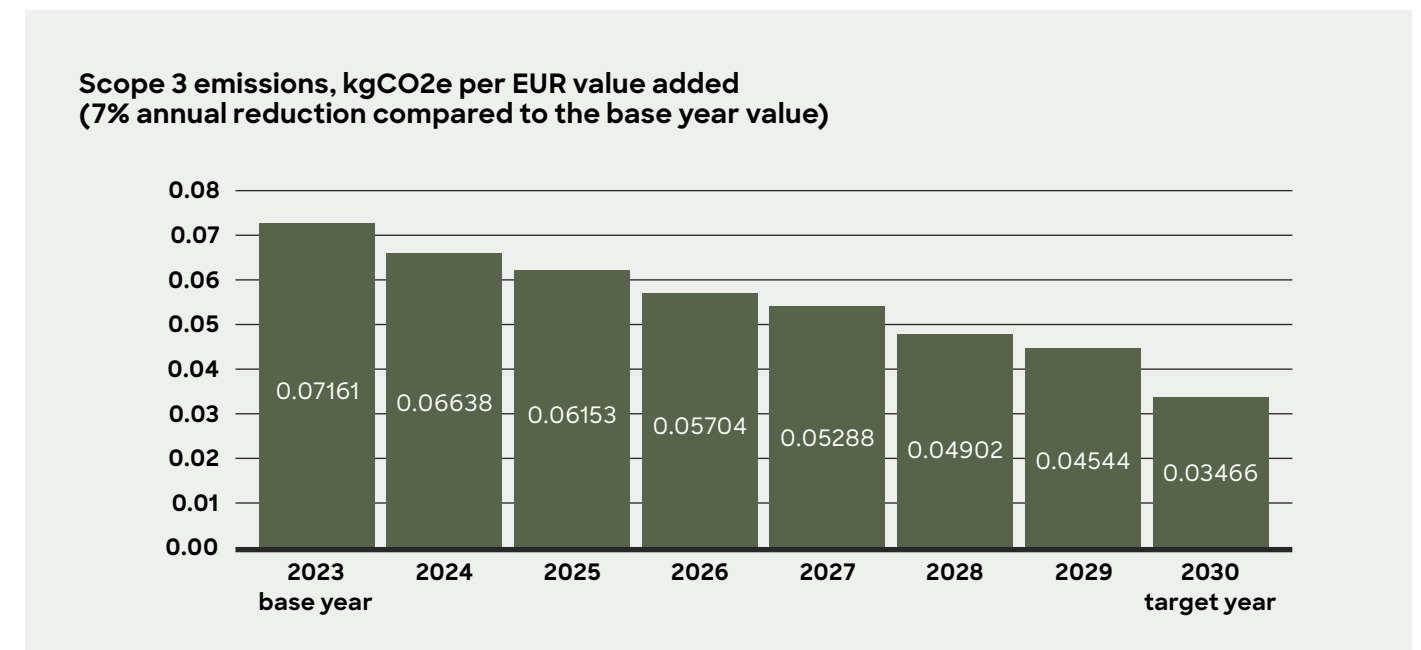


TABLE 24. ANNUAL SCOPE 3 EMISSION INTENSITY LEVELS IN LINE WITH ECONOMY INTENSITY REDUCTION TARGET OF 51.60% FROM 2023 (BASE YEAR) TO 2030 (TARGET YEAR), KGCO<sub>2</sub>E PER EUR VALUE ADDED.



<sup>6</sup> The target boundary includes land-related emissions and removals from bioenergy feedstocks.

**TABLE 25. EXPECTED DECARBONISATION LEVERS TO REACH SCIENCE-BASED EMISSION REDUCTION TARGETS.**

Scope	Emission source	Actions
Scope 1	Company cars	Over 90% of our Scope 1 emissions originate from company cars, primarily in Belgium. Starting from July 1st, 2023, Solita has only accepted electric cars. The latest gasoline car was leased in March 2023, and after its leasing period (4 years) ends, there will be no gasoline, diesel or hybrid company cars in Belgium. This is expected to positively contribute to emission reductions.
Scope 2	Electricity, heating	Solita leases all its offices. Electricity is either sourced by us or through the lessor. All electricity contracts under our responsibility have been changed to renewable electricity. Our new office concept sets environmental criteria for new offices, which is expected to gradually reduce our scope 2 emissions. It is worth noting that we often have no control over the heating method or the general source of electricity in a building.
Scope 3	Business travel	We continue to limit business travel, particularly internal travel, through stricter travel policies and guidelines.
Scope 3	Commuting	We encourage employees to commute to the office using public transport, bicycles, or by walking. To support this, we select office locations that are easily accessible by public transport and limit the number of available parking spaces. Additionally, we provide financial support for employees to purchase monthly commuting tickets.
Scope 3	Waste	We continue enhancing waste recycling possibilities at the offices.
Scope 3	Purchased goods and services	Given the wide range of products and services in this category, we prioritize those we can most effectively influence, starting with IT and cloud capacity:  We continue streamlining our internal IT environments by eliminating excess capacity and duplicate tools and systems.  We always choose greener data center facilities or regions when setting up cloud environments.  Additionally, we implement carbon calculation tools in customer cloud environments to obtain more reliable data and educate our customers. Furthermore, our procurement policy sets environmental criteria for our suppliers.

8.1.7 E1-5

### Energy consumption and mix

Solita does not belong to the high climate impact sectors listed in NACE Sections A to H and Section L (as defined in Commission

Delegated Regulation (EU) 2022/1288). Solita's NACE code is J62.0 Computer programming, consultancy and related activities. Therefore, the share of fuel consumption between different fossil sources has been omitted from the table.

**TABLE 26. SOLITA'S ENERGY CONSUMPTION AND MIX.**

Energy consumption and mix	Scope	Reporting year, total	Unit
<b>Total fossil energy consumption</b>		<b>572</b>	<b>MWh</b>
<b>Share of fossil sources in total energy consumption</b>		<b>20%</b>	
<b>Consumption from nuclear sources</b>	<b>2</b>	<b>488</b>	<b>MWh</b>
<b>Share of consumption from nuclear sources in total energy consumption</b>		<b>17%</b>	
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	1	25	MWh
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	2	1,726	MWh
The consumption of self-generated non-fuel renewable energy	1	0	MWh
<b>Total renewable energy consumption</b>		<b>1,751</b>	<b>MWh</b>
<b>Share of renewable sources in total energy consumption</b>		<b>62%</b>	
<b>Total energy consumption from unknown sources</b>		<b>4</b>	<b>MWh</b>
<b>Share of unknown sources in total energy consumption</b>		<b>0.2%</b>	
<b>Total energy consumption</b>		<b>2,815</b>	<b>MWh</b>
Non-renewable energy production		43	MWh
Renewable energy production		0	MWh
Share of <b>electricity</b> from <i>renewable</i> sources		73%	
Share of <b>electricity</b> from <i>nuclear</i> sources		23%	

8.1.8 E1-6

## Gross Scopes 1, 2, 3 and total GHG emissions

### Greenhouse gas inventory methodology

The greenhouse gas inventory was conducted in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, Revised Edition (2004) and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).

The system boundary encompasses direct Scope 1 emissions, indirect Scope 2 emissions, and multiple Scope 3 category emissions. All Scope 3 categories for which emissions were identified have been included in the inventory. The consolidation approach applied is equity-based, and the reporting period covers 1 January 2025 to 31 December 2025.

### 2025 emissions overview

Total greenhouse gas emissions for 2025 were 3,414 tCO<sub>2</sub>e (market-based) and 3,511 tCO<sub>2</sub>e (location-based). The carbon footprint per employee was 1,594 kgCO<sub>2</sub>e (market-based), and emissions intensity per revenue was 0.013 kgCO<sub>2</sub>e per EUR (market-based). The primary sources of emissions were purchased goods and services, business travel, and upstream leased assets.

### Year-on-year comparison

The comparable carbon footprint increased by 315 tCO<sub>2</sub>e (+10%) from 2024 to 2025. The main drivers of this increase were higher expenditure on purchased goods and services, increased employee commuting, and growth in acquired or activated capital goods, primarily driven by office relocations in Helsinki, Aalborg, and Vejle.

### Organisational boundary changes in 2025 and assessment against recalculation policies

The organisational boundaries for 2025 differed from previous years due to two structural changes. PUBLIC Group Intl. Ltd., a UK-based subsidiary with approximately 40 employees, was acquired during 2025, while Solita OÜ in Estonia, with approximately 30 employees, was divested during the same period.

According to Solita's base year recalculation policy, base year emissions are recalculated if Solita acquires a company operating in



a sector entirely different from its core business (outside IT consulting and IT services), or if the acquisition increases the group's total headcount by more than 20%.

Additionally, Solita's Science Based Targets initiative (SBTi) target recalculation policy states that significant changes in company structure and activities—including acquisitions and divestitures—should trigger a recalculation. Significance was assessed using Solita's general materiality threshold of 5% for emission recalculations.

Since recalculations for the base year and comparison year (related to the Public GROUP acquisition) as well as the current year (related to the Estonia divestiture) would be based on headcount changes, significance was determined by evaluating whether the organisational changes resulted in a headcount variation exceeding 5%. As the net impact of acquiring Public GROUP and divesting the Estonia business unit was approximately 10 employees, the change was determined to be insignificant under both Solita's base year recalculation policy

and the SBTi target recalculation policy. Consequently, these organisational changes were not reflected in the 2023, 2024, and 2025 emission calculations.

### Base year recalculation triggered by licenses

However, base year and comparison year recalculations were triggered by a different factor: software licenses. During the 2025 calculations, it was identified that expenditure on licenses varied significantly across 2023, 2024, and 2025. To ensure comparability, calculations for all three years were updated using consistent license expenditure data from accounting records.

While this data source has limitations regarding supplier-specific information, it was determined that achieving comparable expenditure data across the reporting period was more critical for result accuracy and trend analysis. The recalculation of base year (2023) emissions resulted in a 4% increase, which remains within acceptable thresholds, and therefore Solita's SBTi targets remain valid.

**Additional refinements for comparability**

In addition to the license expenditure updates, the 2023 and 2024 calculations were refined to improve comparability with 2025 data by including “Solita team meetings” as an expenditure item within the “Food, drinks, and catering services” category. Although the impact was modest, this refinement was considered appropriate given that recalculations were already being performed due to the license adjustments, and it enhanced consistency across the three-year reporting period.

**TABLE 27. SOLITA’S GHG EMISSIONS 2023-2025.**

	2025	2024	2023 (base year)	% change 2025 vs 2024
<b>Scope 1 GHG emissions</b>				
Gross Scope 1 GHG emissions (tCO <sub>2</sub> e)	88	89	99	-1%
<b>Scope 2 GHG emissions</b>				
Gross location-based Scope 2 GHG emissions (tCO <sub>2</sub> e)	180	251	396	-28%
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> e)	84	119	379	-29%
<b>Significant Scope 3 GHG emissions.</b> All categories for which emissions have been identified have been included				
Total Gross indirect (Scope 3) GHG emissions (tCO <sub>2</sub> e)	3,243	2,892	3,200	+12%
1. Purchased goods and services	1,745	1,484	1,481	+18%
2. Capital goods	53	15	38	+253%
3. Fuel and energy related activities	67	70	81	-4%
5. Waste generated in operations	19	21	24	-7%
6. Business travel	600	578	806	+4%
7. Employee commuting	307	236	232	+30%
8. Upstream leased assets	451	488	539	-8%
<b>TOTAL GHG emissions</b>				
Total GHG emissions (location-based) (tCO <sub>2</sub> e)	<b>3,511</b>	<b>3,232</b>	<b>3,696</b>	+9%
Total GHG emissions (market-based) (tCO <sub>2</sub> e)	<b>3,414</b>	<b>3,100</b>	<b>3,679</b>	+10%
<b>GHG emission intensity</b>				
GHG emission intensity based on net revenue (market-based), kgCO <sub>2</sub> e/EUR revenue	0.013	0.012	0.016	+8%
Carbon footprint per employee, kgCO <sub>2</sub> e / employee	1,594	1,513	1,920	+5%

**Biogenic CO2 emissions**

The biogenic emissions were calculated based on the disclosed energy production mixes. If the share of bio-based energy sources used in production was not available, the emission factor was calculated for the country's average energy mixes, or the European average mix was used.

Biogenic CO2 emissions from biogas, diesel, and gasoline combustion as well as electricity production were also calculated. It was assumed that no indirect biogenic CO2 emissions were generated from the production of diesel, gasoline, and gas. The EU average distribution obligation for bioenergy was used throughout the calculations.

It was assumed that no biogenic carbon dioxide emissions were released from waste management as all waste fractions were directed to either material recycling or energy production and the resulting biogenic carbon dioxide emissions are allocated to the next operator according to GHG Protocol Value chain standard. The biogenic carbon dioxide emissions from waste transportation were not assessed as they were estimated negligible.

**TABLE 28. SOLITA'S BIOGENIC CARBON DIOXIDE EMISSIONS 2025.**

Scope	Category	Biogenic carbon dioxide emissions [kgCO2bio/a], market-based	Biogenic carbon dioxide emissions [kgCO2bio/a], location-based
Scope 1	1.1 Company facilities	0	0
	1.2 Company vehicles	6,492	6,492
Scope 2	2.1 Purchased electricity	2,545	143,115
	2.2 Purchased steam	0	0
	2.3 Purchased heating energy	325,376	233,093
	2.4 Purchased cooling energy	0	0
Scope 3 Upstream	3.3 Fuel and energy related activities	26,146	26,146
	3.6 Business travel	5,609	5,609
	3.7 Employee commuting	51,281	51,281
	3.8 Upstream leased assets	4,053	4,053
	<b>Total</b>	<b>421,502</b>	<b>469,789</b>

As mentioned earlier, Solita's science-based targets cover scopes 1 and 2, and selected scope 3 categories. Solita's GHG emissions within the target boundaries are represented in the table.

Our Scope 1 and Scope 2 emissions remain well ahead of our reduction target (target level in 2025: 422 tCO<sub>2</sub>e), demonstrating strong progress in our direct operational emissions. However, our Scope 3 emission intensity did not meet the target level for this period (target level in 2025: 0.06153 kgCO<sub>2</sub>e per EUR value added). This was driven by a combination of reduced financial performance and an increase in absolute Scope 3 emissions. We are committed to addressing this challenge and continuing our progress toward our 2030 targets.

**TABLE 29. SOLITA'S GHG EMISSIONS 2025 WITHIN THE SBTI TARGET BOUNDARY (scope 1, scope 2 (market-based), selected scope 3 categories).**

	2025	2024	2023 (base year)
<b>Scope 1 GHG emissions</b>			
Gross Scope 1 GHG emissions (tCO <sub>2</sub> e)	88	89	99
Gross Scope 1 GHG emissions (tCO <sub>2</sub> bio)	6	7	14
<b>Scope 2 GHG emissions (market-based)</b>			
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> e)	84	119	379
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> bio)	328	259	N/A*
<b>Scope 1 + Scope 2 GHG emissions, tCO<sub>2</sub>e TOTAL</b>	<b>172</b>	<b>208</b>	<b>478</b>
<b>Scope 1 + Scope 1 GHG emissions, tCO<sub>2</sub>bio TOTAL</b>	<b>334</b>	<b>266</b>	<b>14</b>
<b>Scope 3 GHG emissions</b>			
<b>Total Gross indirect (Scope 3) GHG emissions (tCO<sub>2</sub>e)</b>	<b>2,504</b>	<b>2,135</b>	<b>2,314</b>
1. Purchased goods and services	1,745	1,484	1,481
5. Waste generated in operations	19	21	24
6. Business travel (excl. accommodation)	433	394	577
7. Employee commuting	307	236	232
<b>Total Gross indirect (Scope 3) GHG emissions (tCO<sub>2</sub>bio)</b>	<b>57</b>	<b>25</b>	<b>0.4</b>
6. Business travel	6	4*	
7. Employee commuting	51	21*	0.4
<b>TOTAL GHG emissions</b>			
Total GHG emissions (market-based) (tCO <sub>2</sub> e)	<b>2,676</b>	<b>2,342</b>	<b>2,792</b>
Total GHG emissions (market-based) (tCO <sub>2</sub> bio)	<b>391</b>	291*	14.4
<b>GHG emission intensity</b>			
Scope 3 emissions, kgCO <sub>2</sub> e per EUR value added	0.10720	0.05846	0.07161

\*Calculation of biogenic emissions improved and enhanced in 2024. Therefore, results are not fully comparable between 2023-2024 regarding biogenic emissions.

8.1.9

## Methodologies, assumptions and emissions factors used

### Scope 1: Direct emissions

Scope 1 total emissions were 88 tCO<sub>2</sub>e of which 80% came from full benefit company vehicles' direct emissions.

**Company vehicles.** This category includes direct emissions from leased and owned vehicles located in Belgium and Germany. The direct Scope 1 emissions originate from the fuel combustion of these vehicles. Emissions were calculated using either a consumption-based method (where fuel or electricity consumption data were available) or a distance-based method (using kilometres driven). All vehicles had either fuel/electricity consumption data or distance travelled data for the reporting year.

**Company facilities.** Potential fugitive emissions from company facilities include refrigerants used for office cooling. For office locations known to use district cooling, fugitive emissions from cooling are assumed to be zero. Similarly, if an office reported that no refrigerants were added during 2025, or that any added refrigerants had a global warming potential (GWP) of zero, fugitive emissions were assumed to be zero. For offices that reported refrigerant additions with a GWP above zero and/or fugitive emissions, emissions were calculated based on the reported information. Where the method for producing cooling power was

unknown, conservative assumptions were applied to estimate emissions.

### Scope 2: Purchased energy

Scope 2 total emissions were 84 tCO<sub>2</sub>e of which 64% came from heating. Under Solita's equity-based consolidation approach, emissions from energy consumption are reported in Scope 2 for properties with financial/capital leases, and in Scope 3.8 (Upstream leased assets) for properties with operating leases.

Emissions were calculated using reported consumption data where available. Some uncertainties exist in reported consumption data. For example, in the Oulu office, the electricity consumption figure was significantly lower than in 2024. However, it was suspected that the 2024 was faulty as the 2025 figure is more in line with the

reported figure from 2023. For offices without consumption data, electricity and heating usage were estimated based on consumption intensity (kWh/m<sup>2</sup>) from comparable offices.

In 2025, Solita's proportional share of building electricity consumption was included where data were available. When buildings could not provide this breakdown, only directly purchased electricity was considered.

Market-based emission factors from energy provider reports were prioritised. Where unavailable, market residual mixes (electricity) or market averages (heating) were applied. Renewable energy was assigned an emission factor of 0 gCO<sub>2</sub>e/kWh. For district cooling in Finland and Sweden, only market-based factors were used, as location-based factors are not available in these countries. All district cooling consumed was CO<sub>2</sub> neutral.

### Scope 3: Upstream emissions

Scope 3 total emissions were 3 243 tCO<sub>2</sub>e, all of which came from the upstream. Of the upstream, 54% came from purchased goods and services.

#### Purchased goods and services.

This category includes cloud capacity and data center services (17% of the category), purchased IT assets (10% of the category) and other purchased goods and services such as licenses, administrative services, health and well-being services, and office supplies. Together, this category accounts for 54% of scope 3 emissions, and for 51% of total carbon footprint of the company. Emissions were calculated based on the following hierarchy depending on data availability:



TABLE 30. DATA HIERARCHY IN EMISSION CALCULATIONS FOR PURCHASED GOODS AND SERVICES.

1	<b>Reported emissions</b>	For certain cloud environments, reported emissions from the cloud supplier were received. Those were used in the calculations as such. 45% of emissions from cloud capacity and data center services were calculated using this approach.
2	<b>Calculated emission factor</b>	For service providers with reported emissions and spend from some of the Solita companies, an emission factor was calculated (gCO <sub>2</sub> e/€ (VAT 0%)) and applied to other Solita companies with purchases from the same service providers.
3	<b>Supplier specific emission factor</b>	For those spend categories with one or more reported service operators, supplier specific emission factor was calculated for the first supplier with an available carbon footprint. The emission factor (carbon footprint per euro sales or revenue) was used to calculate emission factor for the whole category.  <b>This method was used for 86% of the whole category's spend</b> (excluding licenses).
4	<b>Proxy emission factor from the same industry</b>	For the rest, a representative company or companies from the same industry with available carbon footprint data was/were chosen and a proxy emission factor was produced based on the annual carbon footprint(s) and revenue(s).
5	<b>Product specific carbon footprint</b>	For some of the categories, a product specific carbon footprint was used to produce an average spend based emission factor for the category.
6	<b>ENVIMAT emission factors</b>	For two categories, no other representative emission factor than ENVIMAT was found / could be produced. The spend in these categories was however small compared to the other categories, so using the ENVIMAT emission factors was not seen to impact the results greatly.
7	<b>Average data method</b>	For purchased IT assets, an average-data method was applied, in which an average emission factor was created from supplier-specific emission factors for each IT device type.



**Capital goods.** Emissions from purchased and leased capital goods were calculated using either item-based or spend-based emission factors. In accordance with GHG Protocol requirements, the full life-cycle emissions of goods purchased or acquired during the reporting year are allocated to 2025, rather than distributed over leasing periods or depreciation timelines.

Where purchase quantities were known, item-specific emission factors were applied. If unavailable, representative averages or comparable item factors were used.

For goods with only cost data, emission factors were selected based on spend type. For services (e.g. renovations), service provider-specific factors were prioritised, followed by industry averages or comparable provider factors. For items with spend-only information, emission factors were calculated based on assumed materials, weights, and prices. Where no other applicable factor existed, representative ENVIMAT factors were applied.

#### **Fuel and energy related activities.**

This category includes indirect emissions from fuel used in owned and financial leased company vehicles, as well as upstream emissions from purchased energy at financial leased facilities.

- For facilities with renewable/zero emissions electricity contract, average emission factor of hydro, wind, solar and nuclear power was used (incl. power plant cradle-to-gate emissions). Nuclear was only involved if the contract was not fully

renewable, but still CO2 free. For facilities with non-renewable/non-zero emissions electricity contract, average emission factor of fossil, renewable and zero emissions power was used (incl. power plant cradle-to-gate emissions).

- For facilities with zero emissions heating, emission factor for biomass heating was used (incl. power plant cradle-to-gate emissions). For facilities with non-zero emissions heating, average of emission factors for hard coal and natural gas was used (incl. power plant cradle-to-gate emissions).

The indirect emissions for electricity production are based on IPCC (Schlömer et al., 2014) and indirect emissions for heat production are produced with values from GaBi software. The energy transmission losses are estimated to be 3% for electricity (Honkapuro et al., 2015) and 7% for heat (Motiva, 2012). The biogenic emissions from only transmission losses were considered.

#### **Upstream transportation and distribution.**

No emissions were identified and therefore this category was excluded from calculation.

#### **Waste generated in operations.**

The company's offices generated mixed and energy waste, biowaste, cardboard/carton, metal, glass, paper, plastic, wood, electronic waste, and hazardous waste. Electronic waste and hazardous waste were treated as dangerous waste in the calculation. In the calculations, both the treatment of waste and transportation were included.



For some offices, primary data on the amount of waste was available. For offices without data, the amount of waste was estimated based on square meters. If the office was not in use for the full year 2025, the area was multiplied by a factor which considered the share of the year for which the office was in use.

**Business travel.** The carbon footprint of the company's business travel included emissions from flights, ferries, cars, trains, buses, various public transport, and accommodation.

For flights and ferry trips, emissions were calculated using a distance-based method, considering the number of one-way trips, the travelled distance, and appropriate emission factors. For cars with known motive powers, emissions were calculated based on the motive powers and driven kilometres derived from paid kilometre allowances. A spend-

based method was applied to taxi trips, some rental cars, public transportation, and most accommodation.

Finnish and Swedish trains were excluded as the electricity required for them is produced with fossil-free energy (VR, 2024; SJ, 2024). Where applicable, country-specific emission factors were used. If not available or not applicable, representative averages (such as an EU average) were used.

**Employee commuting.** Emissions from employee commuting were calculated using data from the employee commuting questionnaire, applying a distance-based method. The survey had a response rate of 36%. For employees who did not participate in the survey, commuting emissions were estimated based on the average data from the questionnaire for each region.



**Upstream leased assets.** Most of Solita's IT assets, including laptops, computers, mobile phones, and peripheral devices, are leased and hence, the emissions caused by the manufacturing and using these leased devices are reported in this category. An average-data method was applied, creating an average emission factor from supplier-specific emission factors for each IT device type. The leasing periods, accurate to a quarter, and the average lifetime of each device type were considered when allocating the emissions to Solita.

The company also had one full-benefit leased vehicles with operational leasing. The emissions are calculated as in scope 1.2 but reported in 3.8. Additionally, the company had a few offices with operating leases. The emissions are calculated as in scope 2 but reported in 3.8. Furthermore, indirect emissions from purchased energy for these operating lease offices are reported in 3.8 but calculated as in 3.3.

### Scope 3: Downstream emissions

No emissions were identified for scope 3 downstream categories due to our business model and activities. Consequently, the following categories were excluded from calculations: Downstream transportation, Processing of sold products, Use of sold products, End-of-life treatment of sold products, Downstream leased assets, Franchises and Investments.

8.1.10 E1-7

### Offsetting emissions from our core business

We are committed to compensating for the emissions of our core business that we cannot avoid. By core business, we mean scope 1, scope 2 (market-based), and selected scope 3 categories, depending on our ability to influence them. The following

scope 3 categories are included in our definition of core business: purchased goods and services (cloud capacity, data center services, and IT assets), waste generated in operations, business travel, employee commuting, and upstream leased assets (vehicles, offices, and IT assets).

Ensuring the real impact and high quality of our compensation efforts is essential. The chosen compensation method must meet the following criteria: additionality, permanence, verifiability, transparency, and consideration of other impacts, such as human rights or biodiversity. We recognise that the compensation scheme, related research, and different compensation options are constantly evolving, and we reassess the methodology annually.

After careful investigation, we decided to continue partnership with the UK-based company Supercritical Tech Ltd, which guarantees quality through its proprietary 118-point vetting protocol, covering climate science, environmental impact, delivery risk, and social benefits. We fully removed 2,011 tCO<sub>2</sub>e through certified carbon removal initiatives. As a technology company, we prioritised investment in innovative carbon removal solutions, including 373 tCO<sub>2</sub>e

through advanced biochar technology via Exomad Green (Puro.earth verified). Additionally, we supported nature-based reforestation with 1,638 tCO<sub>2</sub>e through the Humbo Ethiopia Assisted Natural Regeneration Project (Gold Standard verified), combining technological innovation with community-based climate action.

8.1.11 E1-8

### Internal carbon pricing

Solita doesn't apply internal carbon pricing schemes.

8.1.12 E2

### Pollution

As a company providing digital services and consultation, Solita's environmental impact is primarily due to greenhouse gas (GHG) emissions. We do not import or transport physical goods, and therefore, we do not emit pollutants into the air, water, or soil. Any potential pollution occurs in the downstream value chain, over which we have very limited control.

8.1.13 ESRS 2 IRO-1

### Description of the processes to identify and assess material pollution-related impacts, risks and opportunities

Pollution of air emerged as a material topic in our double materiality assessment and is linked to our customers and by our consulting services to industries such as retail, manufacturing, and healthcare.

Solita has a certified environmental management system, and we conduct regular internal office audits. These audits focus on waste management, recycling practices, and emergency exit preparedness in case of incidents such as fires. Office-specific risks are also regularly reviewed. To date, pollution has not been identified as a significant risk.

8.1.14 E2-1

### Policies related to pollution

While we have not adopted specific policies related to pollution, our Environmental Guideline, as mentioned in chapter [E1-2] Policies related to climate change mitigation and adaptation, outlines our approach to recycling and effective resource use.

8.1.15 E2-2

### Actions and resources related to pollution

Our actions related to pollution are actions that we have done to reduce GHG emissions. Those actions are described in a more detailed way in chapter [E1-3] Conscious actions to reduce carbon emissions.

8.1.16 E2-3

### Targets related to pollution

We have not defined or set specific targets related to pollution. Instead, our targets are focused on reducing greenhouse gas (GHG) emissions.

8.1.17 E2-4

### Pollution of air, water and soil

The company does not generate pollutants or microplastics to air, water, and soil in its own operations. Similarly, the company does not use microplastics in its own operations.

The company generates GHG emissions which are disclosed in chapter [E1-6] Gross Scopes 1, 2, 3 and total GHG emissions.



8.1.18 E2-5

### Substances of concern and substances of very high concern

The company does not produce, use, distribute, commercialise nor import or export any physical products. Therefore, there are no substances of concern or substances of very high concern to disclose.

8.1.19 E3

### Water and marine resources

Solita does not operate its own data centers. Instead, we use cloud vendors such as Google Cloud, Amazon Web Services, and Microsoft Azure to provide services for our customers. Internally, our water usage is limited to our office operations. As such, office water usage is not considered a material sustainability matter for us.

8.1.20 ESRS 2 IRO-1

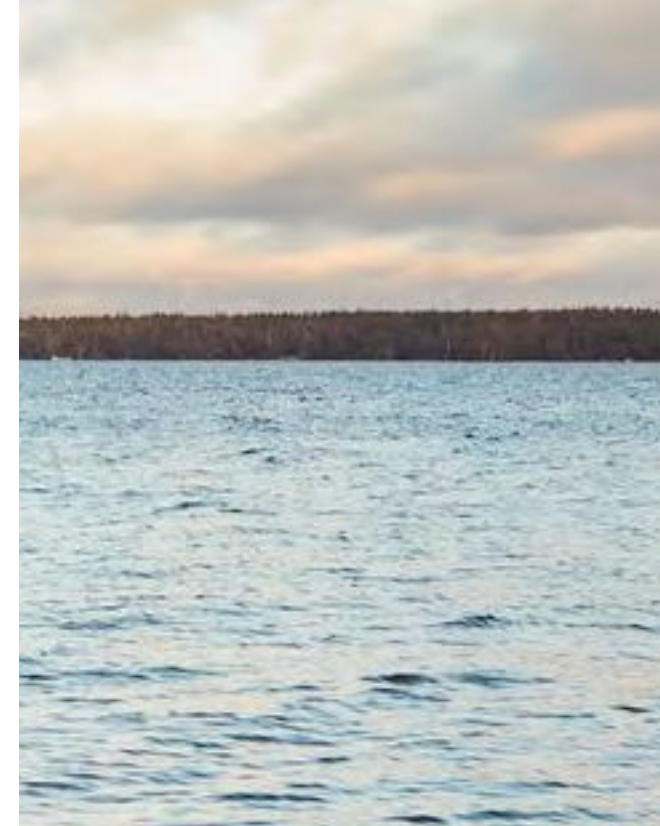
### Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities

This sustainability matter was identified as material in our double materiality assessment and is inherent to our operations within the data and cloud consulting industry. Data centers use significant amounts of freshwater for cooling and generate wastewater in upstream value chains.

8.1.21 E3-1

### Policies related to water and marine resources

Currently, the company does not have specific policies related to water and marine resources. Among Solita’s operating countries, Belgium is located in a high-water stress area. Solita has two offices in Belgium, in Leuven and in Gent. At these offices, water usage is limited to office operations and is therefore not considered material.



8.1.22 E3-2

### Actions and resources related to water and marine resource

The company does not have specific actions or resources dedicated to water and marine resources. Our ability to influence the actions of large global cloud vendors is limited.

8.1.23 E3-3

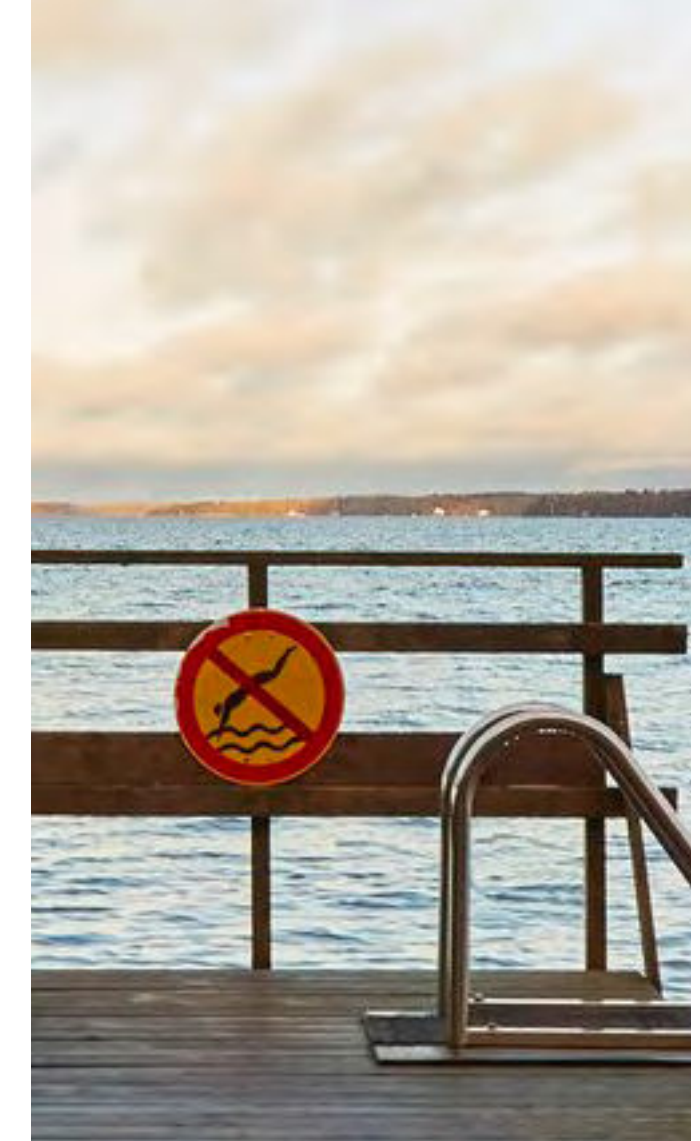
### Targets related to water and marine resources

The company has not set specific targets related to water and marine resources.

8.1.24 E3-4

### Water consumption

The water consumption at the offices is not regarded as a material sustainability matter for the company. The company does not have information regarding water consumption at cloud vendor’s data centers as this information is not available for us.



8.1.25 E5

### Resource use and circular economy

Resource use and circular economy is not considered material, but the company reports the amount of waste produced.

The company’s offices generate various types of waste. When calculating the amount of waste, we used primary data whenever available. If primary data was not available, we estimated the amount of waste based on the office’s square meters.

For those specific waste types and amounts for which waste treatment type was not disclosed, assumptions were made based on the data provided from other office locations.

TABLE 31. AMOUNT OF WASTE BY WASTE TREATMENT TYPE.

Data point		Amount	Unit
Total amount of waste		105	tn
Amount of radioactive waste		0	tn
<b>Total amount of hazardous waste</b>		<b>1.6</b>	<b>tn</b>
Hazardous waste diverted from disposal	Total	1.6	tn
	Preparation for reuse	0	tn
	Recycling	1.6	tn
	Other recovery operation	0	tn
Hazardous waste directed to disposal	Total	0	tn
	Incineration	0	tn
	Landfill	0	tn
	Other disposal operations	0	tn
<b>Total amount of non-hazardous waste</b>		<b>104</b>	<b>tn</b>
Non-hazardous waste diverted from disposal	Total	77	tn
	Preparation for reuse	0	tn
	Recycling	77	tn
	Other recovery operation	0	tn
Non-hazardous waste directed to disposal	Total	27	tn
	Incineration	27	tn
	Landfill	0	tn
	Other disposal operations	0	tn
<b>Total amount of non-recycled waste</b>		<b>27</b>	<b>tn</b>
	Share of non-recycled waste	26%	
<b>Total amount of recycled waste</b>		<b>78</b>	<b>tn</b>
	Share of recycled waste	74%	

TABLE 32. AMOUNT OF WASTE BY WASTE TREATMENT AND MATERIALS.

Data point		Amount	Unit
Waste streams relevant to company's sector	Mixed and energy waste	27	tn
	Biowaste	22	tn
	Cardboard & carton	32	tn
	Electronic waste	0.15	tn
Materials in waste	Cardboard & carton	32	tn
	Paper	5.9	tn
	Glass	6.5	tn
	Metal	3.3	tn
	Biowaste	22	tn
	Plastic	5.6	tn
	Energy waste	17	tn
	Mixed waste	9.9	tn
	Wood	0.59	tn
	Fluorescent tubes	0.0052	tn
	Electronic waste	0.15	tn
	Hazardous waste	1.6	tn
	<b>Total</b>	<b>105</b>	<b>tn</b>

**Want to  
know more?  
Contact us.**



**Diversity & inclusion**

**Outi Sivonen**  
Chief Human Resource  
Officer (CHRO)  
outi.sivonen@solita.fi



**Environmental  
sustainability**

**Heini Ojamäki**  
Chief of Staff  
heini.ojamaki@solita.fi



**Responsible  
business**

**Saana Nurminen**  
General Counsel  
saana.nurminen@solita.fi

# Solita is a technology, data, and design company dedicated to digital transformation.

Empowering businesses and societies to reinvent themselves, the company focuses on advanced technology, data innovation, and human insight by offering strategic consulting, service design, software development, AI & analytics, and managed cloud services. Established in 1996 and now a vibrant community of over 2,200 forward-thinkers, Solita operates in nine countries: Finland, Sweden, Denmark, Norway, Belgium, Poland, Switzerland, Germany and the UK.



# Appendices



## 1

# Governance

## 1.1 GOV-1

## Role of administrative, management and supervisory bodies

Solita Oy is a Finnish limited liability company domiciled in Tampere, Finland, and the duties and responsibilities of the governing bodies are defined according to Finnish law. The Solita Group currently consists of 11 operative companies in nine countries.

Corporate governance at the Company is based on the Finnish Limited Liability Companies Act (624/2006) (“the Companies Act”), the Company’s Articles of Association, and internal Corporate Governance guidelines.

The highest decision-making power in the Company is exercised by the General Meeting of Shareholders, whose tasks are set out in the Companies Act, such as the election of the Board of Directors and the Auditor, approval of the annual accounts, distribution of profit etc. The decision-making power at the General Meeting is exercised by Apax Digital GP Co Ltd, through its subsidiaries.

The Board of Directors of the Company is responsible for the administration of the Company and for the appropriate management of its business, deciding on significant matters concerning the strategy, investments, organization and finance. The Board guides and supervises the Company’s operations and the CEO, it 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. Currently the number of Board members is five. Each Solita Group Company has its own Board of Directors, with a composition considering their business needs and local requirements operating under the guidance of the Solita Oy Board of Directors.

Currently, there is no representation of employees in the members of the Company’s administrative, management, and supervisory bodies.

The Board is responsible for the Company’s governance and the proper organisation of operations in accordance with applicable laws and regulations, its Articles of Association, and the decisions taken by the General Meeting of Shareholders. The Board has approved the principles of risk management of the Group. In practice, it is the responsibility of the CEO, together with the Group Leadership Team and other management, to put in place and oversee accounting and control mechanisms and other similar mechanisms. The Risk Management function supports the identification, assessment, management, and monitoring of risks that may compromise the achievement of the Company’s business goals.

The Board meets regularly, approximately 6 times per year. The Board does not have separate committees. The Company’s CEO,

CFO and COO participate in the Board meetings, and the General Counsel acts as the secretary of the Board. Other members of the Group Leadership Team, and other executives participate in the meetings when necessary.

The Board of Directors appoints the Solita Group Chief Executive Officer (CEO). The CEO is responsible for the day-to-day business in accordance with the Finnish Companies Act, the Company’s Articles of Association and in line with orders and instructions issued by the Board. In addition, the CEO shall ensure the conformity with the law of the company’s accounts and of the reliable organization of its financial administration. The CEO may take measures that have exceptionally unusual and extensive implications on the Company only upon authorization by the Board.

Managing Directors of other Solita Group companies, or Country Heads, always operate under the guidance of the Board and the CEO.

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 and sustainability matters, allocating resources, and controlling routine functions.

TABLE 33. THE BOARD OF DIRECTORS 2025.

Role	Name	Independence	Gender	Year of birth	Nationality
Chair of the Board	Mark Beith	Non-executive	Male	1983	British
Member of the Board	Marcelo Gigliani	Non-executive	Male	1974	Spanish
Member of the Board	Jari Niska	Executive	Male	1971	Finnish
Member of the Board	Lars Olof Elfversson	Non-executive	Male	1975	Swedish
Member of the Board	Caroline Firstbrook	Non-executive	Female	1960	British

TABLE 34. SOLITA'S GROUP LEADERSHIP TEAM 2025.

Role	Name	Gender	Year of birth	Nationality
CEO	Ossi Lindroos	Male	1977	Finnish
CFO*	John Klint	Male	1974	Swedish
COO**	Simo Paasi	Male	1982	Finnish
CHRO	Outi Sivonen	Female	1976	Finnish
EVP, international expansion	Peter Barkman	Male	1968	Finnish
CMO	Aleksi Issakainen	Male	1976	Finnish
General Counsel	Saana Nurminen	Female	1972	Finnish

\* Starting February 2025

\*\* Acting CFO until February 2025

TABLE 35. COUNTRY DIRECTORS 2025

Role	Country	Name	Gender	Year of birth	Nationality
Solita Oy	Finland	Timo Honko	Male	1976	Finnish
Solita A/S	Denmark	Jesper Dan Christiansen	Male	1981	Danish
Solita AB	Sweden	Johan Torstensson	Male	1969	Swedish
Solita BV	Belgium	Pekka Ahola	Male	1965	Finnish
Solita Germany GmbH	Germany	Florian Disson	Male	1978	German
Solita AS	Norway	Espen Jacobsen	Male	1971	Norwegian
Intellishore Group A/S	Denmark	Shankar Ralhan	Male	1990	Danish
Future Mind Sp. z o.o	Poland	Tomasz Koperski	Male	1986	Polish
PUBLIC Group International Limited	UK	Ryan Shea	Male	1989	US



1.2 GOV-2

### Sustainability matters addressed by the undertaking's governance bodies

Sustainability efforts in our three main focus areas—Diversity, Equity & Inclusion (DEI), Environmental Sustainability, and Responsible Business—are driven by dedicated working groups, open to all employees.

The General Counsel holds overall responsibility for ESG within the Group Leadership Team, where sustainability matters are discussed regularly or as needed. The Board of Directors regularly receives updates and reports on sustainability matters.

These reports cover environmental, social, and governance (ESG) issues, including workforce related questions, climate risks, and ethical business practices. The reports are prepared by relevant teams, such as human resources, sustainability, risk management, and compliance, ensuring that the Board has a comprehensive view of the company's sustainability performance.

Sustainability is integrated into the company's strategic decision-making. Sustainability considerations are embedded in the company's risk management framework, with internal and external experts providing insights on emerging risks and best practices.



## 1.3 GOV-5

## Risk Management and Internal Controls

Solita maintains a comprehensive risk management process that identifies, assesses, and controls risks across strategic, operational, business, financial, environmental, security, and technology domains. This process is overseen and facilitated by our Risk and Compliance Manager in collaboration with group management and is guided by our Risk Management Policy including risk management procedures and the general risk management process. Risk management is embedded at all organisational levels, from individual delivery projects through business units and country subsidiaries to group level.

To strengthen our information security framework, we implemented the internationally recognised information security management system (ISMS) based on the ISO/IEC 27001:2022 standard. The ISMS was certified without non-compliances in May 2025. As part of this process, we implemented the following key measures:

### ISMS Framework development:

We established a structured Information Security Management System (ISMS) fully aligned with ISO 27001 requirements, ensuring systematic management of information security risks.

### Risk assessment and mitigation:

Our information security risk management processes have been formalised to support continuous improvement. We conduct comprehensive risk assessments periodically to identify vulnerabilities, with remediation measures integrated into our overall risk management strategy and embedded in operational decision-making and security design at all levels.

### Business continuity and disaster recovery:

A group-wide business continuity plan has

been defined and operationalised, supported by frameworks for unit- and customer-level continuity planning. Disaster recovery procedures are regularly rehearsed and tested to ensure operational resilience.

### Policies and procedures:

We have formalised and operationalised comprehensive information security policies covering data protection, technical and process controls, incident response, and business continuity planning. These policies are subject to ongoing review and continuous improvement.

### Employee awareness and training:

Our company-wide cybersecurity training programme ensures all employees understand and stay current on security protocols, data protection responsibilities,

and emerging cyber threats. In addition, crisis communications training was arranged for employees and the Solita Group Leadership team in 2025.

**Third-party risk management:** Information security requirements are being embedded in vendor contracts, ensuring that third-party service providers comply with security best practices and our standards.

The management system is subject to continuous monitoring and improvement, including annual internal audits and external surveillance audits to maintain certification and enhance our security posture.