



Sustainability report 2025 Sustera Group



Sustainability is at the core of our business model.

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

By ensuring that buildings are well-designed, well-constructed and well-maintained, we can create positive impacts for people, the environment and the economy. This is what we call our value-creation impact. At the same time, we aim to consider all ESG aspects as we continue to develop our own impactful business. This is what we call our traditional ESG focus areas.

This is Susterera's fourth sustainability report. In this report, we describe the sustainability and impact work we carried out in 2025 — including both our successes and the challenges we encountered.

We hope you enjoy reading our report!

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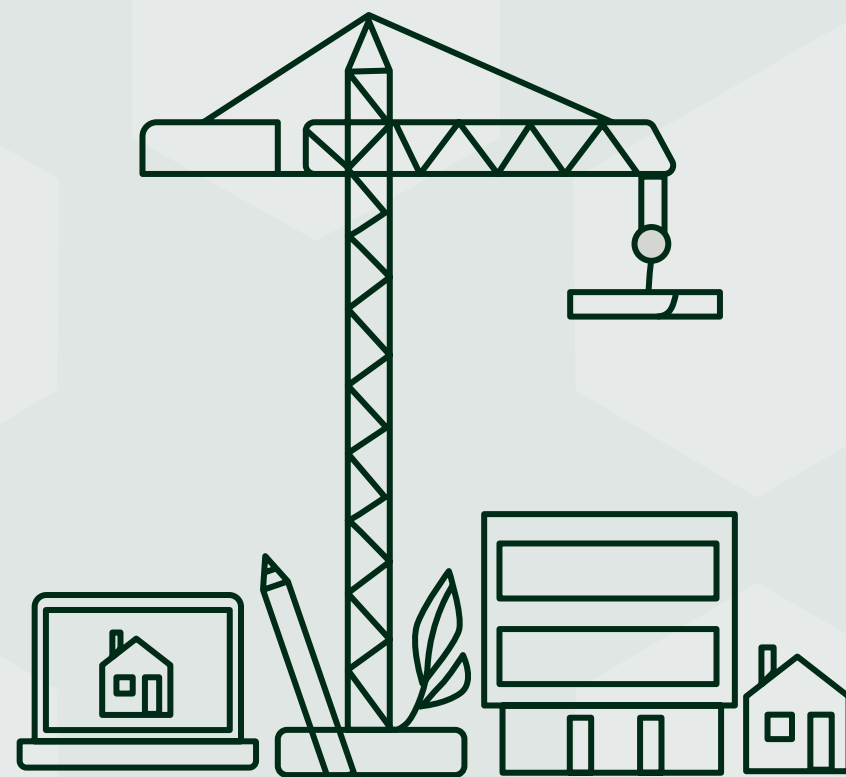
1 Summary and introduction

1 – Summary and introduction

We are a leading Nordic specialist in sustainable property lifecycle management. With the expertise of over 450 professionals in Finland and Sweden, we ensure buildings remain in optimal condition, endure longer, and minimise environmental impact – all while enhancing their value. Our services enable clients to maintain the sustainability of their properties throughout their entire lifecycle, from new construction to ongoing use.

Construction phase

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



New property

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



Operation and maintenance

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



Lifecycle optimisation

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

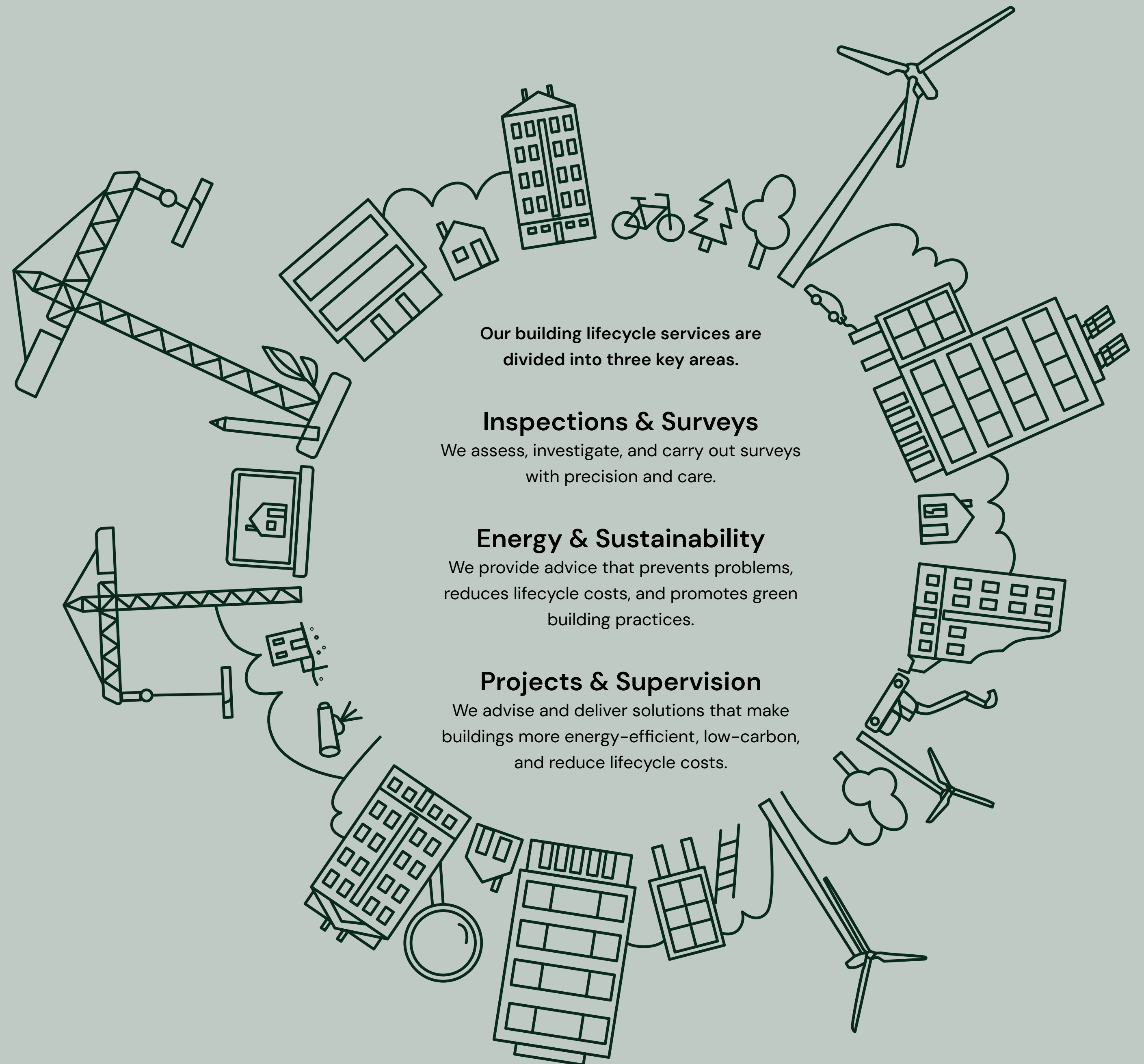


Planning and construction
2–10 years

Maintenance and property development
50–100+ years

Foundations of our strategy

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



1 – Summary and introduction

The why

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

The expertise is needed because the building stock is ageing, regulations are increasing, health awareness is growing and sustainability targets are becoming increasingly stringent.

The what

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

The impact

- Wellbeing & productivity
- Energy & financial savings
- CO₂ emission reduction
- Property value growth
- Reduction of toxic impact on environment

The how – our values



Expertise

We are experts at what we do and we deliver with passion and pride. We are constantly developing and innovating new services to provide expertise to meet evolving customer needs and tightening regulations.



Impactful

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



Wellbeing

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

Building sustainability together

A more sustainable built environment is created step by step — and always together. At Sustera, this means combining our expertise with our customers' needs to shape healthier, safer, more energy efficient and low carbon spaces for the future.

Our sustainability foundation

Our **impact work** describes the value we create through our services. Together with our customers, we develop more sustainable cities by improving building health and safety, reducing emissions and increasing long-term value.

These are the tangible outcomes that form our impact. In 2025, our services supported the wellbeing and quality of life of more than **195,000 people**. We also improved energy efficiency and reduced our customers' carbon footprint by over **27,000 tCO₂e** — **3.5 times more** than the emissions generated by our own operations.

Alongside this, our **ESG work** ensures we run our own operations responsibly. As an expert organisation, our responsibility begins with our people: their wellbeing, competence and safety. Our ethical business principles form the basis for all our activities, and minimising our environmental footprint is equally essential. We calculate our own emissions annually and follow a clear reduction roadmap, with targets formally validated by the **Science Based Targets initiative (SBTi)**. Our most significant environmental impacts arise from procurement and mobility — both priority areas for future action.

2025 highlights and the road ahead

In 2025, we sharpened our sustainability direction. We prioritised key development areas and defined a clear roadmap for the coming years. The work was informed by customer insights, analysis of the sustainability themes most important to them, and broad input from our employees. Based on this, we conducted an **ESRS aligned double materiality assessment**, identifying both our impacts on the environment and society, and the external factors influencing our operations.

In the years ahead, we will continue to enhance building health and safety, and advance energy efficiency and low-carbon performance. We have also identified emerging themes — such as circular economy and biodiversity — where we can create significant impact together with our customers. Strengthening our service offering, building sustainability capabilities, and improving collaboration across our organisation will be key focus areas. Equally important is the continuous development of our own ESG work, including employee wellbeing, emission reduction and good governance.

Sustainability is a shared effort. Together with our people, customers and partners, we move forward — one clear and meaningful step at a time.

Lotta Kauppinen
Sustainability Manager,
Finland



2 The world around us



Key trends impacting our landscape

The world is constantly changing, so we must consider the most relevant megatrends impacting our work at Sustera. We have identified four global megatrends that are closely tied to our operations now and in the near future. Responding to these megatrends enables us to meet the challenges of the future. These megatrends are creating a tailwind that is driving demand for technical consulting.

Ageing building stock

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

Increasing regulation

Regulation related to sustainability, taxation, and digitalisation is increasing and becoming more complex. This will increase the demand for consultancy and expert advice in the construction and building upkeep.

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

Growing health awareness

People are becoming more quality and health-conscious. This shift is driving higher standards for homes and workplaces, leading to early action and increased use of professional services in property management.

Tightening sustainability targets

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



UN Sustainable Development Goals

The UN Sustainable Development Goals (Agenda 2030) form a global action plan to ensure wellbeing, economic stability and the resilience of the environment by 2030. Companies play a significant role in achieving these goals, and they serve as guiding principles for Sustera's sustainability work. We have identified five goals to which we can particularly contribute through our business:



Goal 3 – Good Health and Wellbeing

We ensure healthy and safe conditions in building use and construction, and reduce exposure to indoor air pollutants.



Goal 7 – Affordable and Clean Energy

We improve energy efficiency and enable the use of renewable energy in construction projects, helping customers reach their climate targets.



Goal 8 – Decent Work and Economic Growth

We promote sustainable economic growth by increasing the value of our customers' properties, reducing repair backlog and employing hundreds of specialists both directly and through our partner network.



Goal 11 – Sustainable Cities and Communities

We help build and maintain healthy, safe and sustainable buildings that support vibrant cities.



Goal 13 – Climate Action

We help customers achieve significant emission reductions through our services and make responsible choices in our own operations to reduce our emissions.



Stakeholder engagement

Open dialogue with our stakeholders is very important to us. It helps us anticipate expectations and develop our business accordingly. We have identified five key stakeholder groups:

Private customers (B2C)

expect clear, reliable and quickly available expert services that improve the safety and healthiness of their homes. In our collaboration, ease of service, transparency and the assurance that issues are resolved efficiently are key.

Corporate customers (B2B)

value comprehensive, clear and reliable services that support their decision-making. Their expectations increasingly focus on practical solutions to sustainability challenges. As a service provider, we are expected to operate responsibly and with high ethical standards.

Our employees

expect practices that support wellbeing at work, opportunities for developing their skills and fair, equal treatment.

Our partners

expect responsible, proactive and transparent ways of working. Smooth collaboration, open communication and long-term partnerships are essential.

The owner and the Board

expect profitable business and long-term growth, with sustainability work fully integrated into the company's strategy.



Materiality assessment

We have identified the material sustainability topics for our business based on megatrends, stakeholder expectations and the UN SDGs. The assessment follows the principles of double materiality in line with the CSRD* and ESRS** standards. On the next page, we present how the material themes appear in our daily work and what targets we have set for them.

Environment (E)

- E1 Climate Change ✓
- E2 Pollution Prevention ✓
- E3 Water and Marine Resources ✗
- E4 Biodiversity and Ecosystems ✓
- E5 Circular Economy ✓

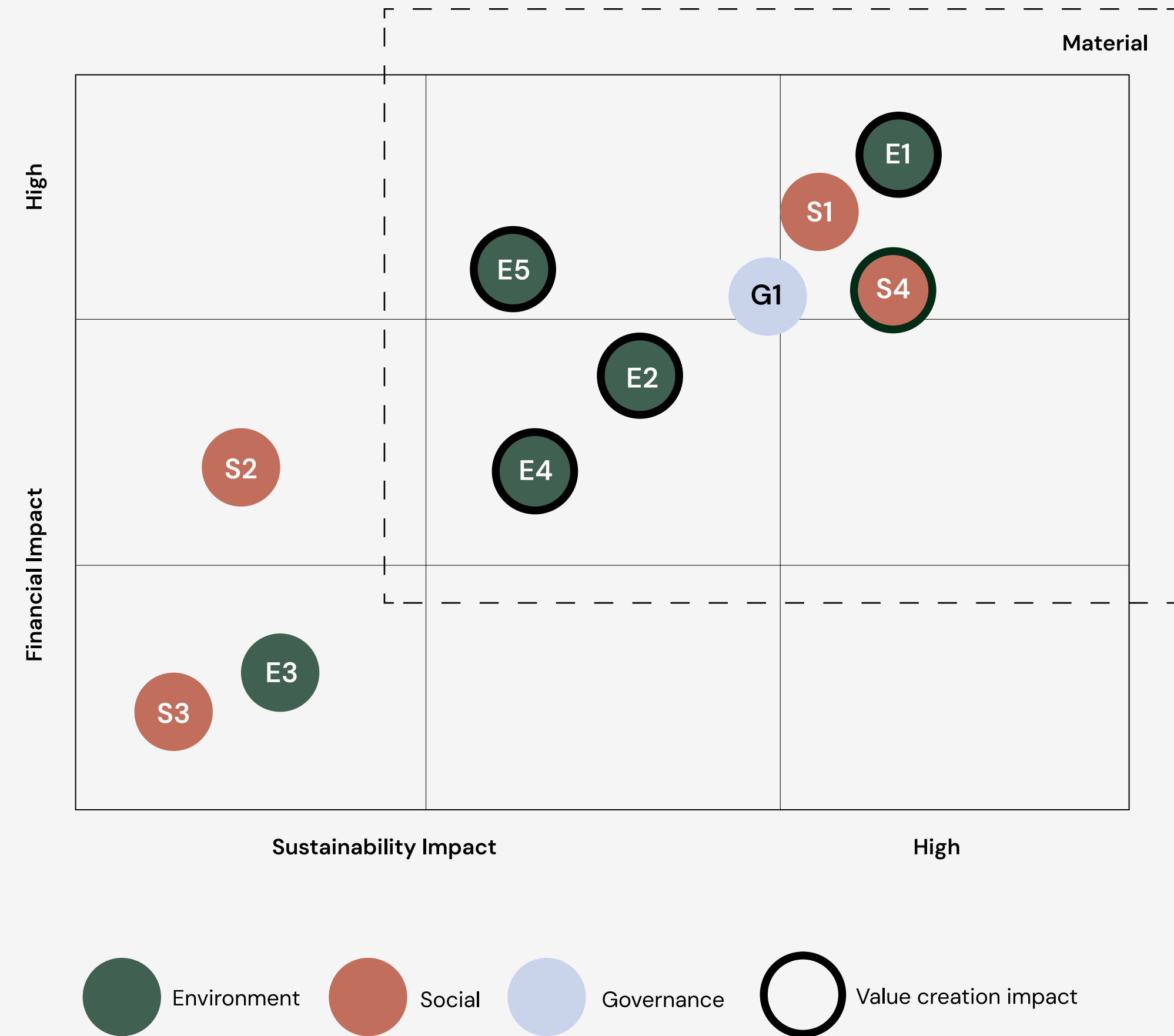
Social(S)

- S1 Own Workforce ✓
- S2 Workers in the Value Chain ✗
- S3 Affected Communities ✗
- S4 Consumers and End Users ✓

Governance (G)




- G1 Business Conduct ✓

*CSRD = EU Corporate Sustainability Reporting Directive
 **ESRS = Environmental Sustainability Reporting Standards



Sustainability roadmap

V = Value creation impact

Theme	Material topics	Targets for 2026–2027		ESRS
E (Environment) 	We mitigate climate change	Energy efficiency: We increase and develop services that improve our customers’ energy efficiency (metric: revenue, units) as well as grow the annual amount of energy our customers save (metric: MWh)	V	E1
		Carbon handprint: We grow and develop services that help our customers reduce their emissions (metric: revenue, units) as well as increase our annual carbon handprint (metric: tCO ₂ e)	V	
		Carbon footprint: We maintain SBTi-aligned climate targets and reduce our GHG emissions (metric: tCO ₂ e)		
	We manage indoor air pollutants	We grow and develop services that help customers manage indoor air risks such as radon (metric: revenue, units)	V	E2
	We promote biodiversity	We grow and develop services that support our customers in enhancing biodiversity (metric: revenue, units)	V	E4
	We advance circular economy practices	We grow and develop services that advance circular economy practices in the built environment (metric: revenue, units)	V	E5
S (Social) 	We support employee wellbeing	Employee experience: We ensure a strong employee experience, zero workplace accidents and good levels of wellbeing and work ability (metric: employee satisfaction results, accidents)		S1
		Equality and non-discrimination: We ensure equal treatment and maintain pay equality with no unjustified pay gaps (metric: employee satisfaction results)		
		Skills development: We identify training needs, strengthen key competencies and support diverse career paths and effective leadership (metric: employee satisfaction results)		
	We ensure satisfied customers	Safe and healthy user-centric spaces: We grow and develop services that ensure safe, healthy and user-centric spaces (metric: revenue, units, amount of people)	V	S4
Customer satisfaction and partnership reliability: We keep customer satisfaction at an excellent level as well as expand our customers’ knowledge by organising trainings and events that participants highly recommend (metric: NPS, recommendation-%)				
G (Governance) 	We grow sustainable business	Impact-driven services: We develop our business to become impact-driven and value-adding, expand internal knowledge and understanding of sustainability and impact as well as participate in at least two industry-level development initiatives each year (metric: impact index)	V	G1
		Sustainability-integrated strategy and decision-making: We ensure that all major decisions incorporate ESG and impact perspectives by 2028 (metric: YES/NO)		
		Responsible supplier and contract practices: We report annually using a VSME-aligned sustainability model as well as develop responsible procurement guidelines and identify key suppliers (metric: YES/NO)		

Our sustainability roadmap and its objectives apply exclusively to our Finnish operations.

Managing sustainability

We are strongly committed to sustainable business and have integrated the management of our sustainability focus areas into our operations throughout the organisation.

Our sustainability strategy guides operations

Our sustainability work is guided by a sustainability strategy that is updated at regular intervals. The strategy is built on a materiality assessment, which enables us to identify the sustainability topics and actions most relevant to our business. These actions support long-term value creation in two ways: by increasing our positive impacts for customers and society, and by strengthening the responsibility and performance of our own operations.

Operating systems and risk management as the foundation

Sustera's daily operations are guided by an operating system based on the ISO 9001:2015 quality management standard and the ISO 14001:2015 environmental management standard. In addition, our Code of Conduct sets expectations for ethical behaviour, responsible business conduct and compliance.

Risk management is an integral part of our governance model. Company management reports identified risks and related actions to the Board annually, with a particular focus on assessing social risks. We are committed to continuously improving our risk management practices to prevent potential disruptions to the business. Business continuity is further supported by improving organisational awareness of emerging opportunities and threats and by adopting a proactive approach to preparedness.

Organisation for managing sustainability work

• Board of Directors and Principal Owner

The Board of Directors and the principal owner ensure proper governance and approve the strategic goals and guiding principles of the company. At the end of 2025, a fund managed by Capital Four became the owner of the Sustera Group.

• Corporate Management and CEO

Corporate Management oversees the sustainability strategy, approves the targets, and monitors overall performance.

• Country Leadership and Business Divisions

Country leadership and business divisions are responsible for implementing sustainability actions and embedding sustainability into daily operations. The work is coordinated, guided and reported by the Sustainability Manager.

• Employees

Employees contribute through workshops and development activities, ensuring that sustainability practices are implemented effectively across the organisation.



GEOLO®

Emission savings for construction

Sustera®

Partnered by:

ROTOTEC
CLEVER GEOTHERMY POWER

KONSULTTITOIMISTO
Q EnerSys Oy

3 Our value creation impact

Customer experience as driver

As an expert-driven organisation, our business is built on understanding and meeting our customers' expectations — often even before they are explicitly expressed.

Our role is not only to deliver high quality services, but also to support our customers in developing their own operations, decision making and long-term sustainability performance. Strong customer collaboration and proactive service are therefore central to how we create value.

Maintaining the excellent customer experience

During 2025, we continued to strengthen our approach to customer satisfaction. We developed our customer interaction practices, increased the consistency of our feedback collection and enhanced cross-functional cooperation to ensure an even smoother service experience. As a result, our customer satisfaction in Finland stayed at an excellent level, with an NPS of 68 (67 in 2024). This result significantly exceeds our target of 60. In Sweden, the NPS score decreased from 37 in 2024 to 28 in 2025. During 2025 our Swedish business carried out an important restructuring to strengthen the business. The closure of three businesses impacted the experience of our customers in the short term. In the longer term this will strengthen our focus and offer better service to our customers.

Our customer satisfaction is 68 in Finland (NPS)

Our customer satisfaction is 28 in Sweden (NPS)



Our impact value in action

We enhance energy efficiency and reduce carbon footprint of our customers

Our carbon handprint* was

27,056 tCO₂



We enhance wellbeing and quality of life of property users

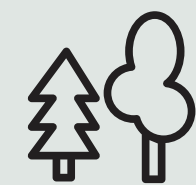


Total of **14,963** inspections and surveys were accomplished

We maximise cost savings and economic growth of our customers

Our savings handprint* was more than

€114 million



Total of **177** green building certifications were accomplished

Our wellbeing handprint* was

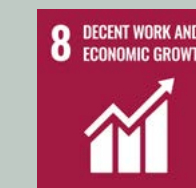
195,119 individuals



Our tax footprint was

€27 million

contributing to public services

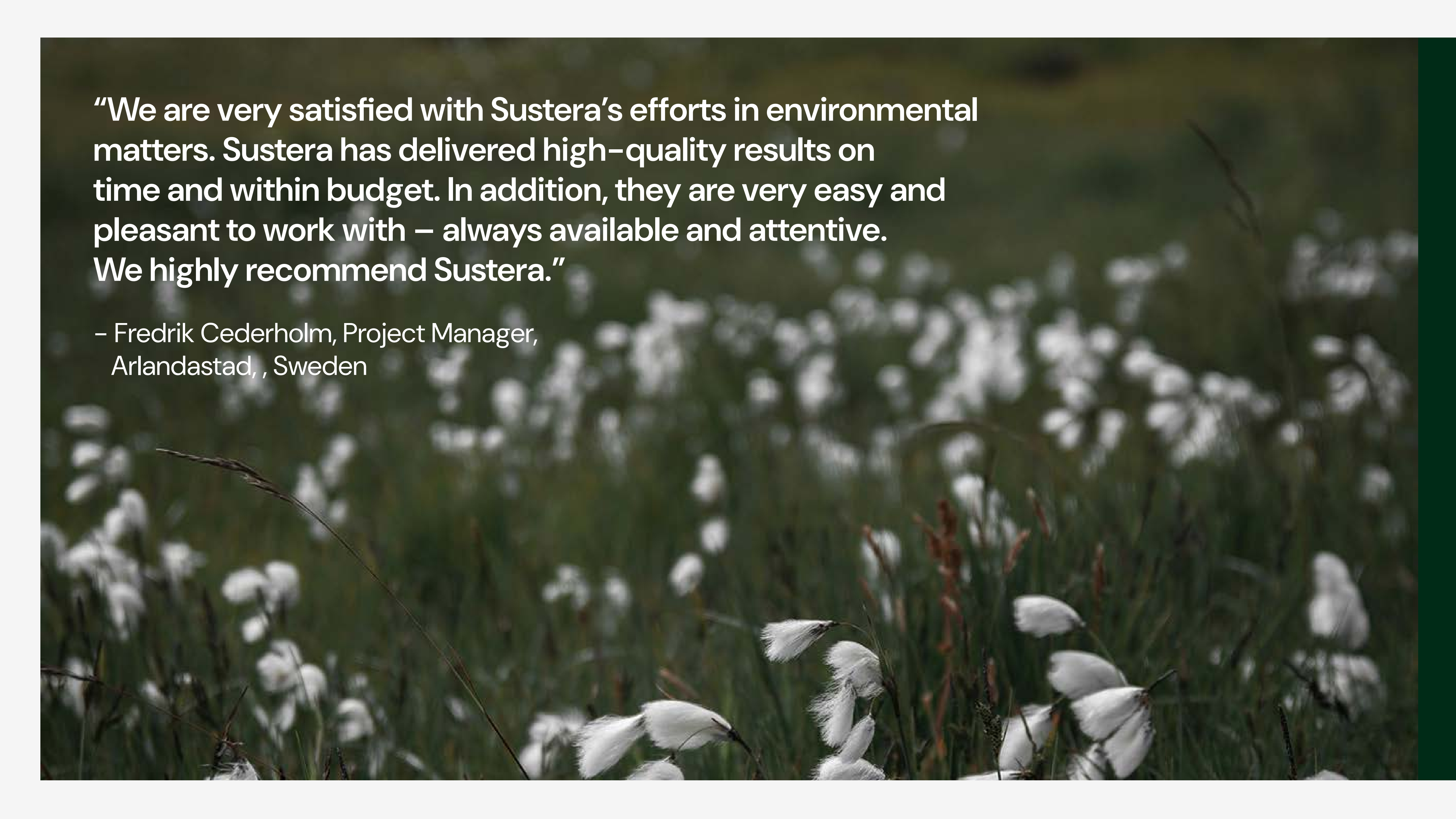


*Carbon handprint shows how much our customers reduced or avoided climate emissions through our services.

*Wellbeing handprint shows how many individuals live or use the inspected properties.

*Savings handprint shows how much our customers save money through planned maintenance, energy savings and reduction of repair backlog.

The tax footprint is reported at the group level, whereas all other figures cover only the Finnish business operations.



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

– Fredrik Cederholm, Project Manager,
Arlandastad, , Sweden

3 – Value creation impact strategy

Setting a new sustainability benchmark in logistics

Stenvreten 8:37 in Enköping demonstrates how future-proof logistics buildings can combine performance and climate responsibility.

Stendörren Fastigheter has developed a state-of-the-art logistics facility in Enköping with ambitious sustainability targets. Sustera played a key role in achieving these goals through certification, analysis and technical expertise.

Collaboration for outstanding results

Sustera's responsibilities included BREEAM certification (AP and Assessor), NollCO₂ compliance, lifecycle assessments, moisture control and energy solutions. The project team worked closely with Stendörren Fastigheter and YLAB Larssons Bygg AB to integrate low-carbon strategies from the earliest design stages.

"This project aimed for BREEAM Excellent but reached Outstanding thanks to strong collaboration and commitment to sustainable solutions," says Cristian Nae, BREEAM AP at Sustera.

Certified performance and climate impact reduction

The 9,700 m² building is certified BREEAM-SE v6.0 Outstanding and NollCO₂, achieving a climate footprint of 212 kg CO₂/m² (requirement <270 kg CO₂/m²). Key measures included geothermal heating with free cooling, solar panels, heat recovery systems and enhanced thermal performance. Materials were selected for durability, adaptability and minimal environmental impact.

"It's been inspiring to see the team embrace every BREEAM requirement with creativity and determination," adds Johanna Millander, BREEAM Assessor at Sustera.



A man with a beard and glasses, wearing a dark blazer and blue shirt, is walking through a modern office hallway. He is holding a smartphone and looking at it. The hallway has large windows on the left side, offering a view of a cityscape. There are several orange armchairs arranged along the windows. The ceiling is high and industrial, with exposed pipes and lights. The overall atmosphere is professional and contemporary.

“The taxonomy consultancy was professional and clear, providing valuable support for the project’s implementation.”

– EU Taxonomy Advisory Client, Finland

Energy upgrade for S-market Mukkula

Extensive building services renovation boosts energy efficiency at Lahti supermarket.

In 2024, S-market Mukkula in Lahti, Finland underwent a full refurbishment of its refrigeration and building services systems. Sustera was responsible for the design of all HVAC, electrical and automation systems, supporting the client Hämeenmaan Kiinteistöt Oy in their goal to improve energy performance.

Smart design for smarter energy use

The 2,700 m² supermarket saw the replacement of all refrigeration units alongside major upgrades to heating, ventilation, electrical and automation systems. Sustera's design introduced a heat recovery system from the refrigeration plant, replacing district heating. Additional heating is provided via electric boilers and resistors, while ventilation volumes were reduced to match the new heating method.

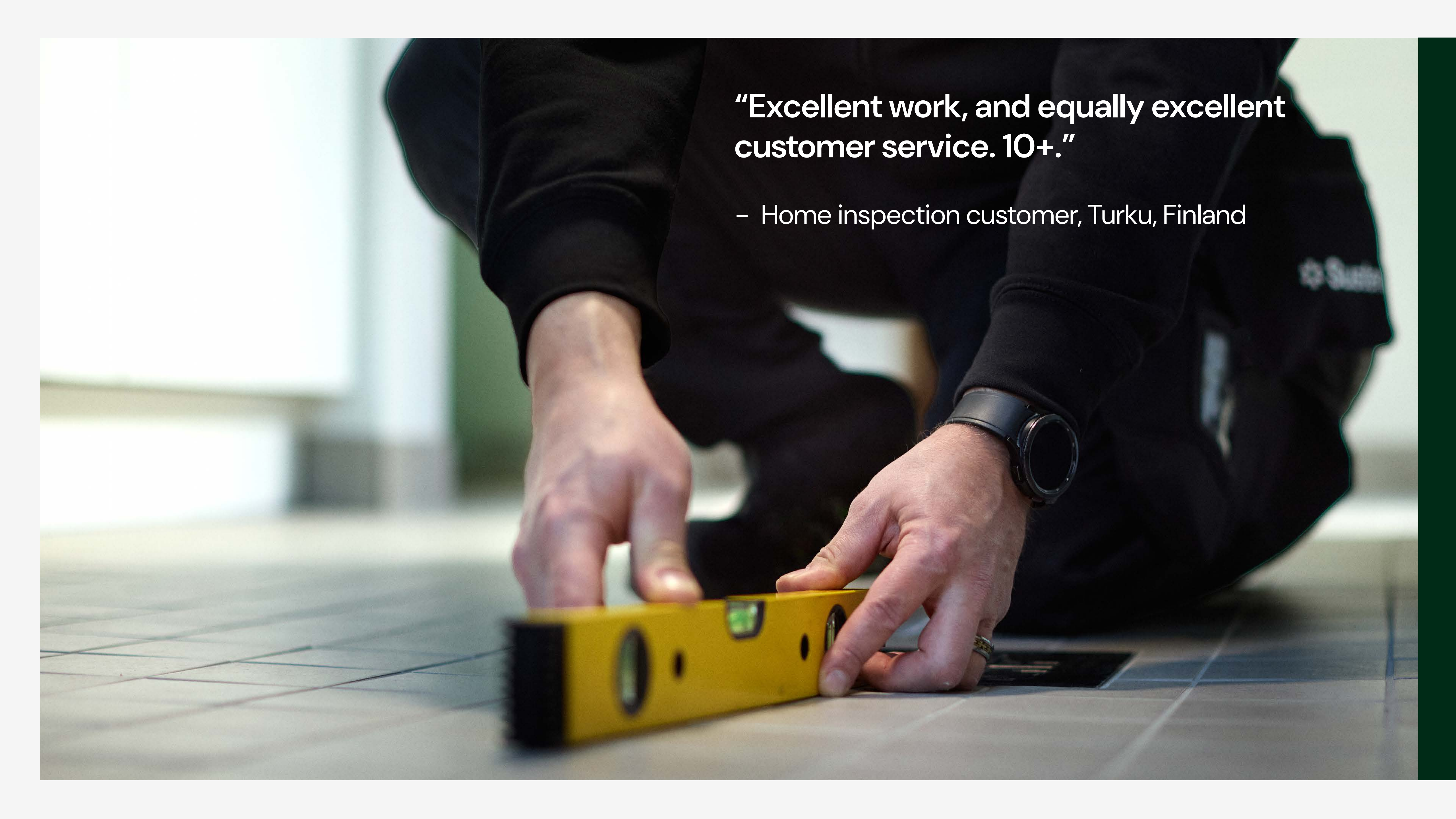
Automation was fully renewed, including a comprehensive indoor climate monitoring system integrated with EnerKey. "We designed a robust system to monitor temperature, humidity, CO₂ and pressure differentials, helping the client optimise energy use," says Mikko Aro, HVAC Designer at Sustera.

Efficient collaboration and results

Electrical design included lighting, access control, and energy metering via Sensire, enabling detailed monitoring of consumption across systems. "With energy prices fluctuating, these systems are vital for cost control and resource planning," notes the project's electrical designer.

The client praised the collaboration: "Although the team was new to us, the project ran smoothly. Sustera's experience helped us explore new solutions and rethink traditional approaches," says Hannu Tauriainen, Technical Property Manager at Hämeenmaan Kiinteistöt Oy.



A close-up photograph of a person wearing a black hoodie, using a yellow spirit level on a light-colored tiled floor. The person's hands are visible, with a black watch on the left wrist and a ring on the right hand. The background is blurred, showing an indoor setting with a window.

“Excellent work, and equally excellent customer service. 10+.”

- Home inspection customer, Turku, Finland

Reused hollow core slabs in school pilot project

Melkinlaituri school and nursery pioneer circular construction with reused concrete elements.

In Helsinki, the new Melkinlaituri primary school and nursery incorporate approximately 350 m² of reused hollow core slabs in their ground floor structure. Sustera acted as circular economy consultant for the lifecycle project, led by YIT for the City of Helsinki.

Circular design meets lifecycle targets

During the competition phase, Sustera guided lifecycle and material efficiency goals in line with Finnish environmental classification criteria. The reused slabs, originally dismantled from a 1981 multipurpose building in Suutarila, were selected for their standard dimensions and structural suitability.

“This was Finland’s first commercial project to reuse hollow core slabs. They offered a practical and cost-effective solution and significantly reduced the carbon footprint of the structural frame,” says Juhani Huuhtanen, Lead Specialist at Sustera.

Material efficiency and carbon reduction targets were closely aligned. Reused components typically have near-zero embodied carbon, making them ideal for low-emission construction.

Recycled materials across building elements

Material content was assessed by building part, with requirements for recycled, reused or renewable materials. In addition to the slabs, recycled glass wool was used in both external and internal wall insulation, meeting quality criteria for circularity.

“Recycled glass wool was also used in partition walls, helping us meet targets across multiple elements,” explains Juuso Ojala, Specialist at Sustera. Suspended ceilings earned quality points with acoustic panels containing around 50% recycled wool.

Sustera also provided energy modelling and lifecycle planning, and continues to support implementation by reviewing procurement, assessing dust and moisture management and ensuring compliance with set targets.



4 Our ESG strategy



Our ESG contribution

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

Environmental efforts

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

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

Social efforts

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

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

Good governance efforts

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

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

Focus area #1: Environmental efforts

We recognise the urgency of addressing climate change and are committed to reducing our carbon footprint in line with the latest climate science.

Our climate work is guided by a comprehensive climate roadmap for 2024–2033 and by emission-reduction targets formally validated by the Science Based Targets initiative (SBTi). Together, these provide a clear, science-based framework for reducing emissions across our operations and value chain in line with the goals of the Paris Agreement.

Our carbon footprint in 2025

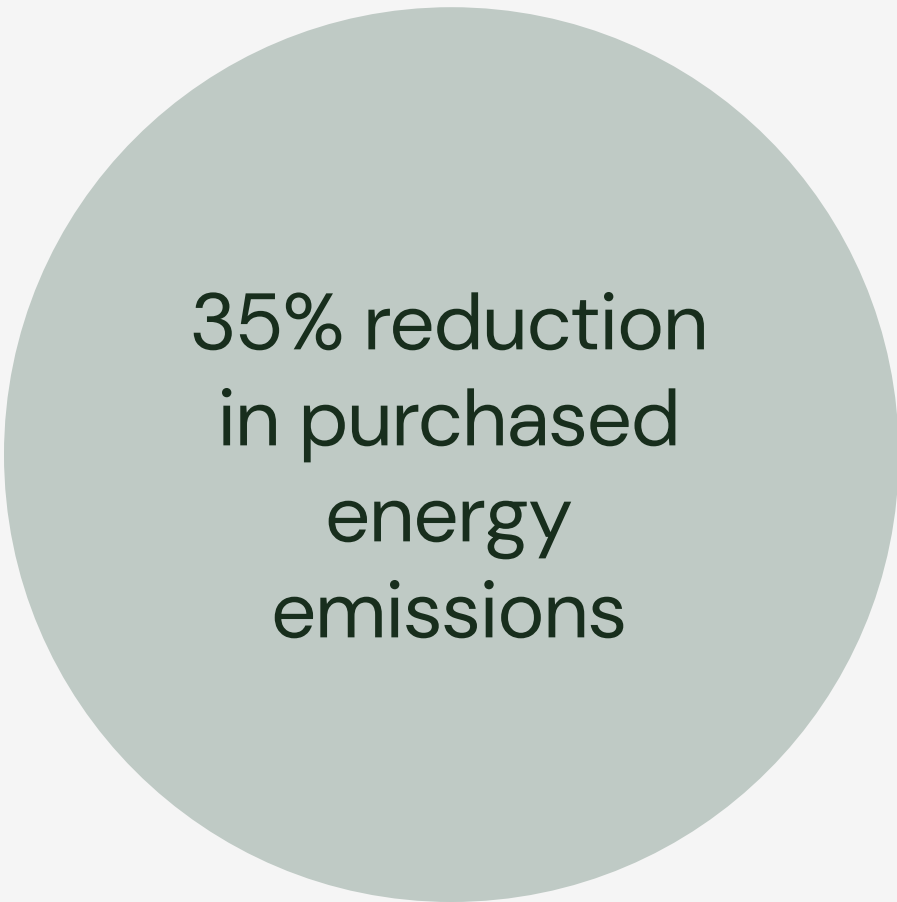
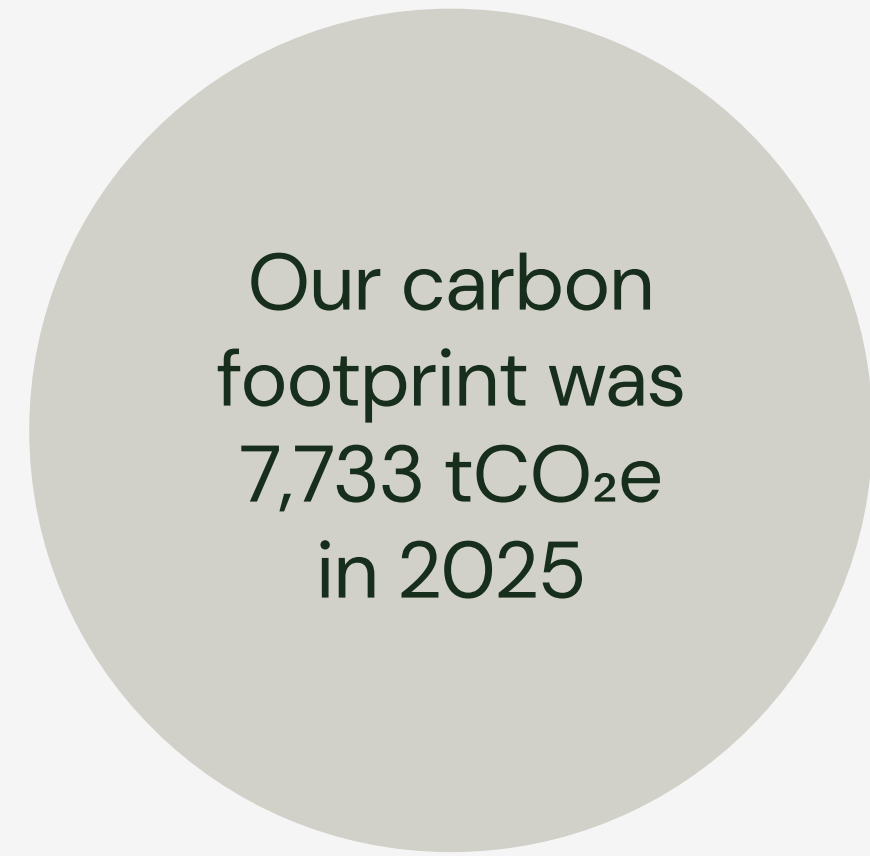
As part of our SBTi commitment, we calculate our greenhouse gas emissions in accordance with the GHG Protocol. In 2025, our total emissions amounted to 7,733 tCO₂e, which were at the same level as our baseline year 2023.

The majority of our emissions originate from other indirect (scope 3) sources across our value chain, such as purchased goods and services and employee travel. Purchased services and products account for approximately 57% of our total emissions, while employee commuting represents around 28%.

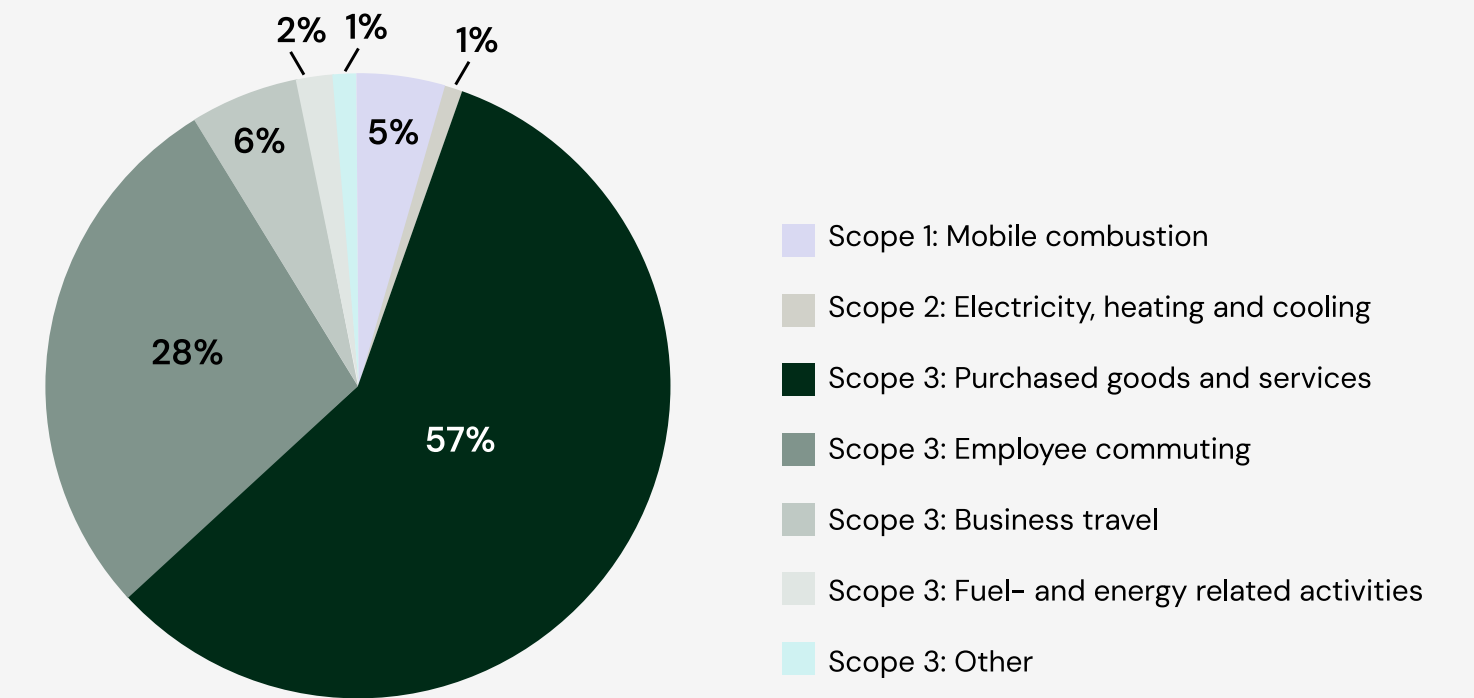
In 2025, we focused particularly on reducing indirect emissions from purchased energy. We renegotiated the electricity contracts for our offices, which resulted in a 35% reduction in our scope 2 emissions compared to 2023.

When comparing results with previous years, it is important to note that the figures are not fully comparable due to changes in both the calculation method and the tool used.

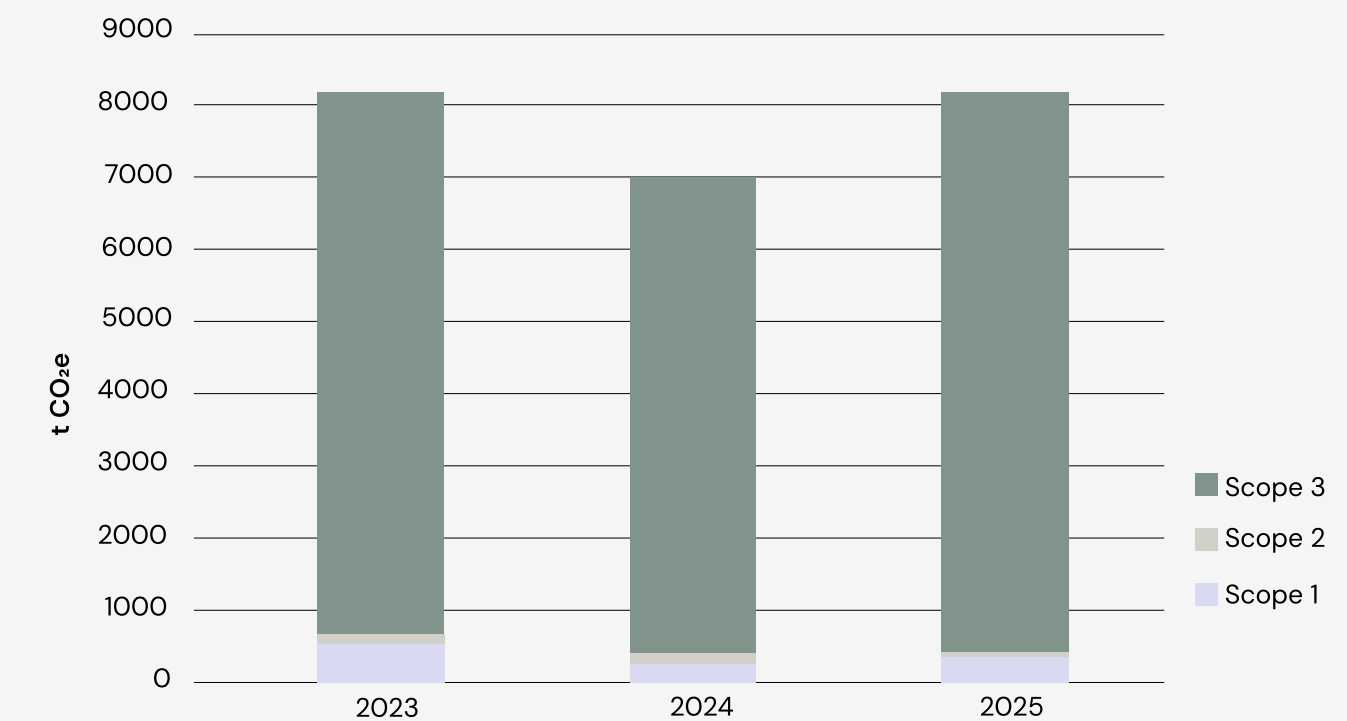
Through these measures, we continued to advance the most material actions in our climate roadmap and made progress towards our SBTi-validated targets.



Our GHG emissions in 2025 divided into categories



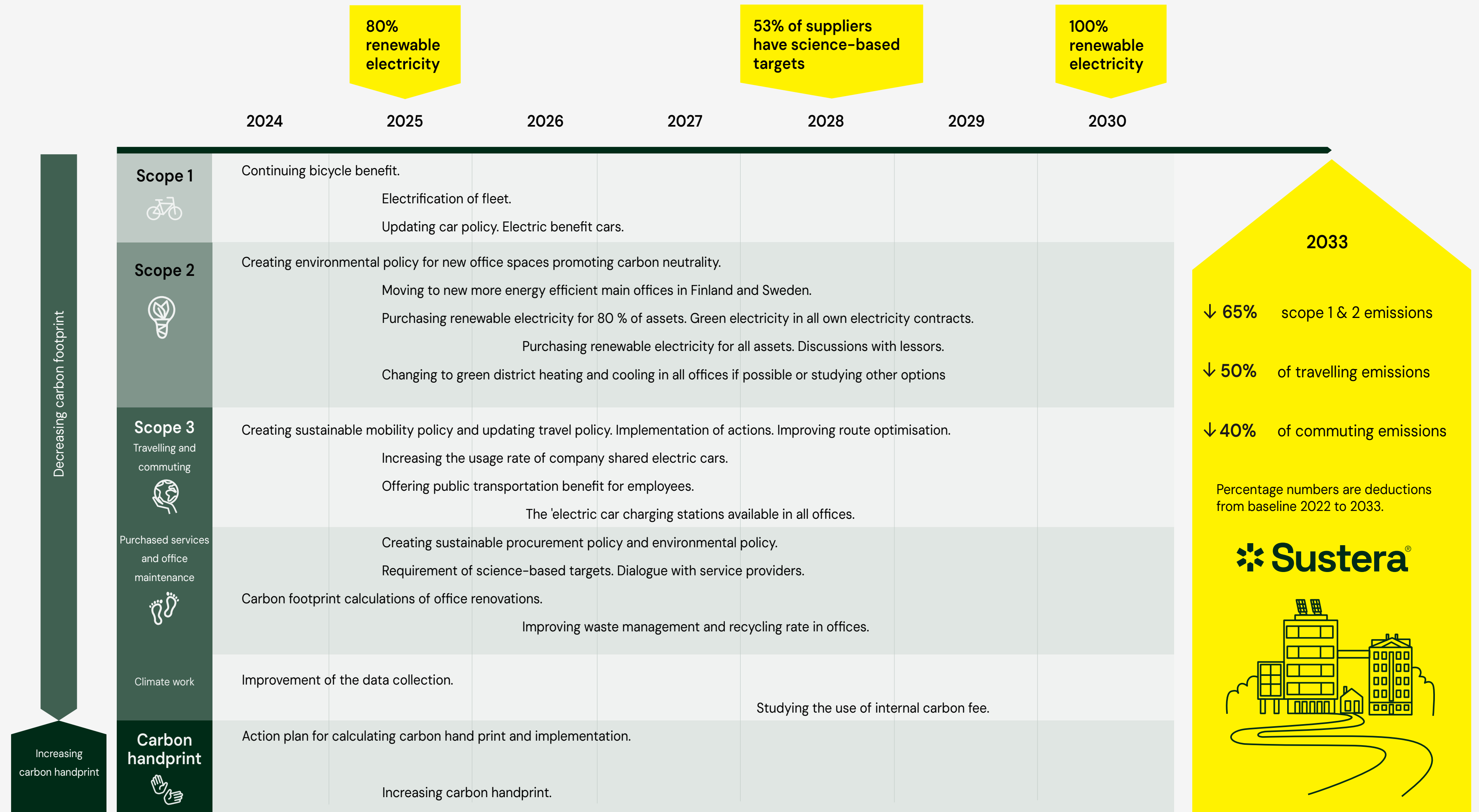
Our total emissions in 2023–2025, tCO₂e



Sustera's climate roadmap

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

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





“Climate action for us means cutting our own emissions while helping our clients reduce theirs. Together, we can create more sustainable, low-carbon cities.”

– Lotta Kauppinen, Sustainability Manager at Sustera Finland

Focus area #2: Social efforts

We know that a successful business is built on skilled and thriving staff. That's why it's especially important to us that our employees feel good at work, enjoy a safe and equal working environment, and, therefore, can serve our customers in the best possible way.

At the end of 2025, Sustera Group had 459 employees. 79% of our employees work in Finland and 21% in Sweden. Approximately 28% of our employees are women, and 72% are men.

Harmonisation of people practices

One of the key people-related focus areas in 2025, continuing into 2026, has been the harmonisation of people practices across the Sustera Group. This work supports equality by ensuring fair and consistent people practices for all employees.

During the year, particular emphasis was placed on aligning employee benefits and services to create a more unified employee experience across the organisation. In Finland, occupational health care services were centralised under a single provider to ensure equal access to comprehensive occupational health services for all employees.

In addition, certain employee benefits and insurance arrangements were reviewed and aligned where appropriate, with the aim of supporting transparency, fairness and consistency across the Group.

Employee satisfaction

Engaging our employees is crucial for us as a company to better understand their motivation, satisfaction and commitment to the organization and its success. We measure employee experience through surveys conducted on a quarterly basis.

Employee survey results show strong satisfaction with managerial work, rated at 4.1 out of 5. Employees also report clear understanding of what is expected of them at work, scoring 4.05 out of 5. Our latest employee surveys reflect a period of change. We are actively strengthening engagement and workplace culture, while results related to managerial and leadership practices remain at a solid level, highlighting the strength of day-to-day leadership.

Employee and leadership development

Continuous employee development is essential so that our employees commit to Sustera and we can provide value-creating services to our customers.

In 2025, we developed a set of leadership promises aimed at articulating Sustera's leadership principles, strengthening a unified leadership culture, and supporting high-quality leadership. The implementation of these leadership promises is supported by a comprehensive training and development programme for managers.

We invest in a systematic annual performance and development review process, complemented by regular one-to-one discussions between managers and employees. This approach supports continuous employee development and the consistent achievement of objectives.

We want to improve our gender equality

At Sustera, gender equality is fundamental to our daily management practices. We strongly denounce all forms of discrimination or harassment. We also measure our gender pay gap. In 2025, our gender pay gap was 15.8% in Finland and 7.1 in Sweden.

Total of
459
employees
at the end of
2025

Overall managerial
rating 4.1
on scale 1-5

Clarity on role
expectations
scored 4.05
on scale 1-5



4 – Our ESG strategy

Occupational health plays a central role in maintaining work ability

We provide comprehensive occupational health services, regular checkups, and mental health support. In Finland, in addition to standardising occupational health services, managers were trained in early support model to help identify and address work ability challenges at an early stage. The organisation has an active occupational safety committee that reviews work-related injuries and develops corrective measures.

Customer training days to increase knowledge

We believe that a step toward a sustainable future begins with the right knowledge and understanding. This is why we want to raise awareness about sustainable buildings.

We actively communicate our activities through social media, direct mail, press releases, and customer events. In 2025, there were a total of 29 press releases and 104 media hits in Finland and Sweden. The potential reach of media hits was 113 million people.

In addition, we organised multiple customer training days and webinars in Finland and Sweden. A total of 46 training sessions with a 98.7% recommendation rate was organised in Finland and 37 training sessions were carried out in Sweden.

Actively networking

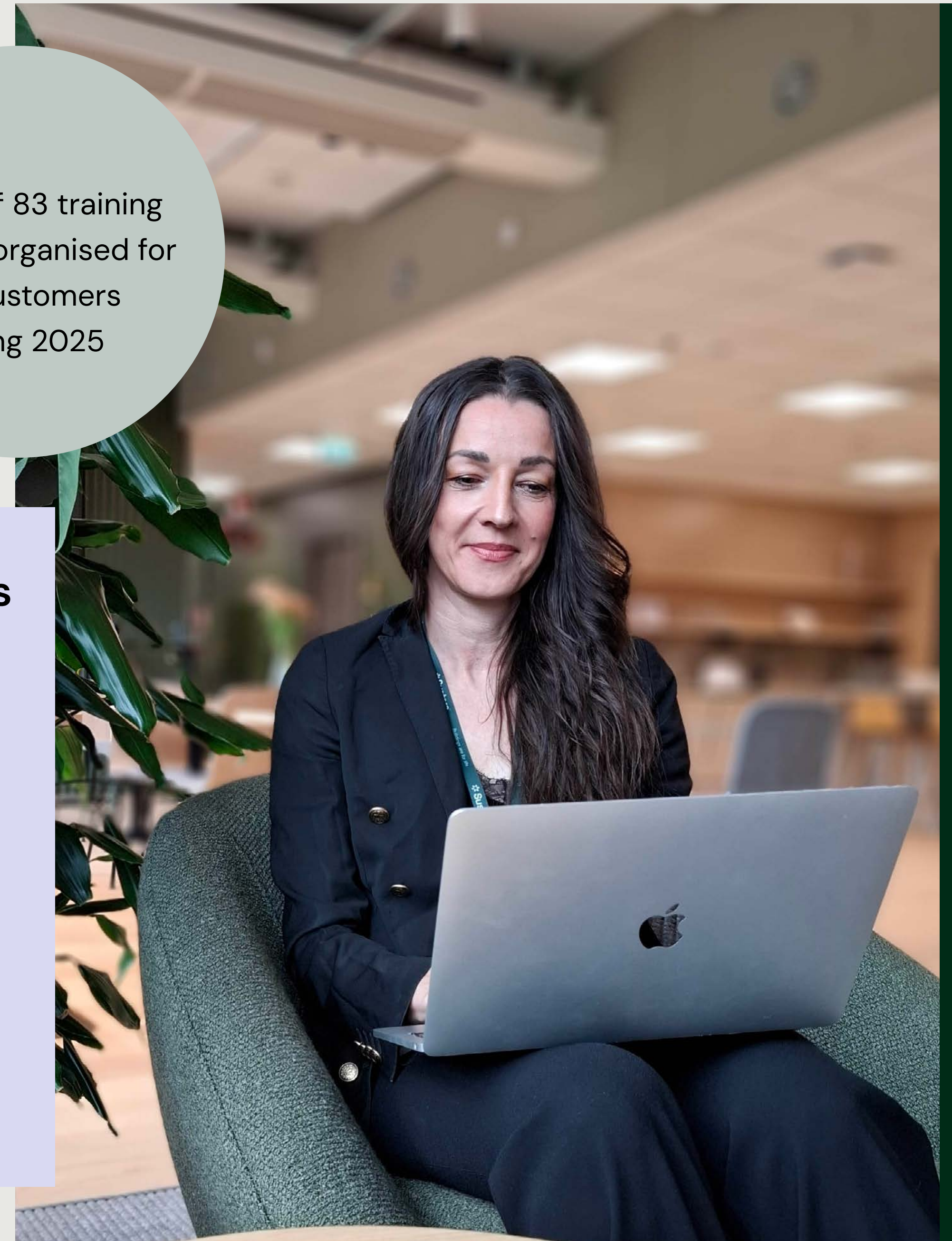
We are also active in many organizations closely related to our industry and their committees, such as the Green Building Council Finland. This is how we can share information and knowledge on the topics we work with every day. These events also allow us to learn new things.

A total of 83 training sessions organised for our customers during 2025

Highlights of our webinars in 2025

Webinar 1:
Understanding Building Area Measurements 29.10.2025
held by Antti Heimlander,
148 registered

Webinar 2:
How Housing Associations Can Future-Proof Their Properties Through Energy Renovations 30.1.2025
held by Mari Rajaniemi,
106 registered



Case: Meet our employees

Moisture expertise in new construction

Tommy Augustsson supports sustainable building practices as a certified moisture specialist at Sustera Sweden.

Based in Stockholm, Tommy Augustsson works as a moisture expert within Sustera's Energy & Sustainability division, focusing primarily on new-build projects. His role is essential in ensuring healthy indoor environments and long-term building performance.

Diverse projects and strong client relationships

Tommy's work spans both large and small construction sites, where he assesses moisture risks and supports project teams in implementing best practices. He values the variety in his role from technical challenges to building lasting relationships with repeat clients.

"I really enjoy the diversity of the job. Every project is different, and working closely with clients and colleagues makes it rewarding," Tommy says.



Tommy Augustsson



Tom Bergholm

Technical manager with a strategic mindset

Tom Bergholm ensures smooth operations across commercial properties as part of Sustera Finland's technical management team.

Tom Bergholm is one of Sustera's 16 technical managers, a team responsible for the day-to-day functionality of over 200 commercial and logistics properties across Finland. With a background in property automation and technical management, Tom brings decades of experience to his role.

From shopping centres to lifecycle expertise

Tom began his career in property services in 2001, specialising in building automation and technical systems. Since 2004, he has worked extensively in shopping centre environments, progressing from service manager to property manager in major commercial hubs.

In 2015, he took on the role of property manager for the newly opened Dixi centre in Vantaa – a client relationship that continues today. Tom joined Sustera through a series of mergers, having previously worked at Gasti Management and EcoReal, now unified under the Sustera brand.

Reliable support for property owners

Today, Tom manages several commercial properties in the Helsinki region, including shopping centres and office buildings. His role involves overseeing maintenance, budgeting, lifecycle planning and resolving technical issues.

"No two days are alike. I meet tenants, run projects and respond to whatever comes up. That variety keeps things interesting," Tom explains.

Adaptability, speed and reliability are key traits in his work. "Each property is different. Shopping centres are busier and more prone to incidents, while office buildings are more stable. You need the right mindset to manage both," he adds.

Tom's proactive and positive approach has earned praise from clients and colleagues alike. "Tom is a skilled, fair and helpful team player with deep expertise in property maintenance. It's been a pleasure working with him for over a decade," says Jan Trygg, Tom's supervisor at Sustera.

“What keeps me inspired in my work is the constant variety – every day brings new perspectives, challenges and opportunities to make a difference.”

–Tom Bergholm,
Technical Manager at Sustera Finland

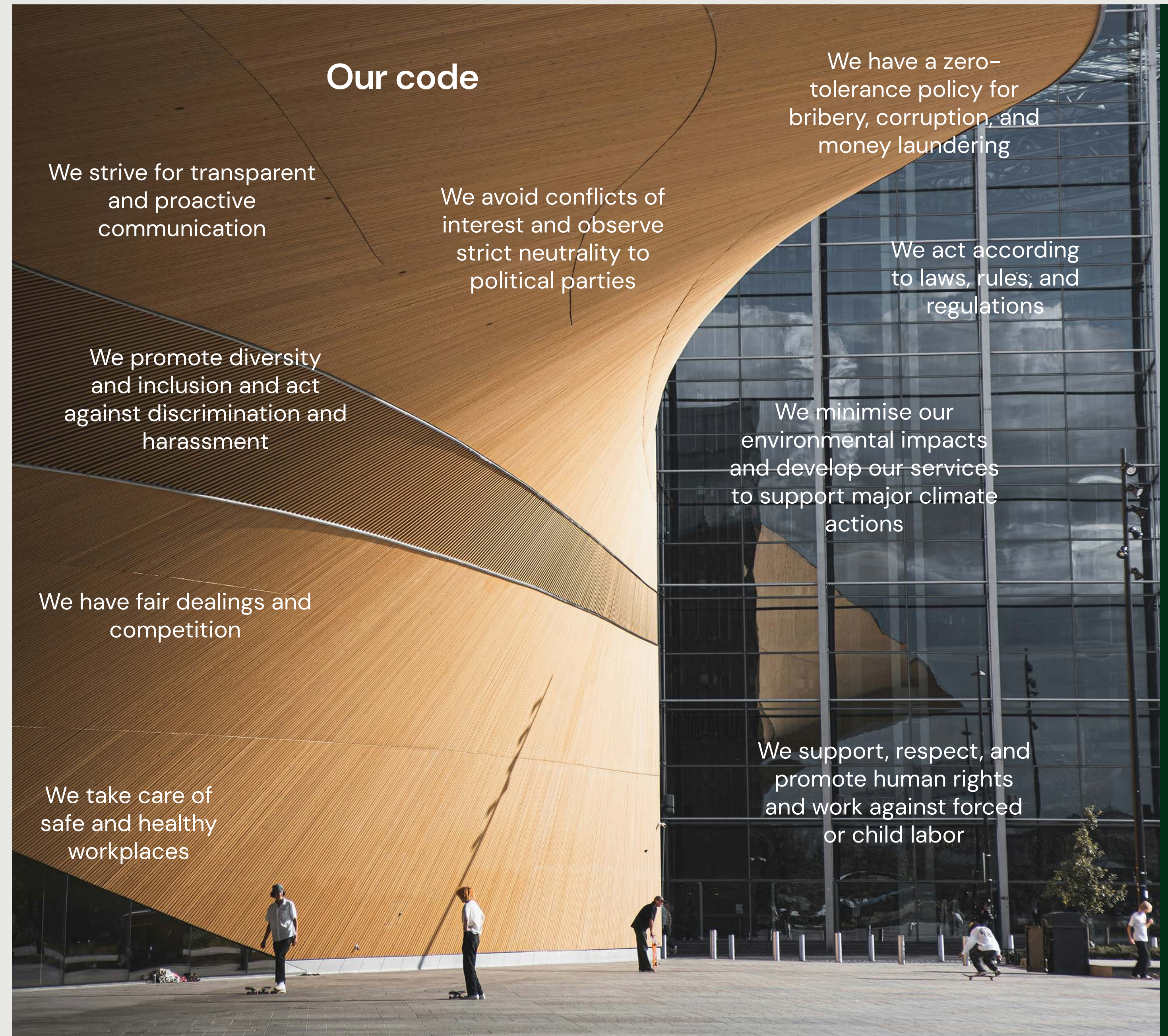


Focus area #3: Good governance efforts

Good corporate governance, including ethical business practices and responsibility throughout our value chain, is the foundation of our operations. We place strong trust in our employees and their commitment to learning and development, forming our proposition's basis to create lasting value. Our approach involves taking action, delivering quality, and fostering customer trust.

Code of Conduct outlining our principles

Our most crucial corporate principles regarding business ethics, social responsibility, and environmental performance are in our Code of Conduct ("Code"). The Code is a compendium of commitments, rules, and guidelines underpinning our operations. It delineates how we conduct business and represent ourselves as employees. We adhere to a unified company approach, meaning that we operate in accordance with our values, policies, and principles across all domains and in all interactions with our stakeholders. The Code applies to all employees in Finland and Sweden.



Our code

We strive for transparent and proactive communication

We avoid conflicts of interest and observe strict neutrality to political parties

We have a zero-tolerance policy for bribery, corruption, and money laundering

We act according to laws, rules; and regulations

We promote diversity and inclusion and act against discrimination and harassment

We minimise our environmental impacts and develop our services to support major climate actions

We have fair dealings and competition

We support, respect, and promote human rights and work against forced or child labor

We take care of safe and healthy workplaces

4 – Our ESG strategy

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

Supplier Code of Conduct outlining principles for our suppliers

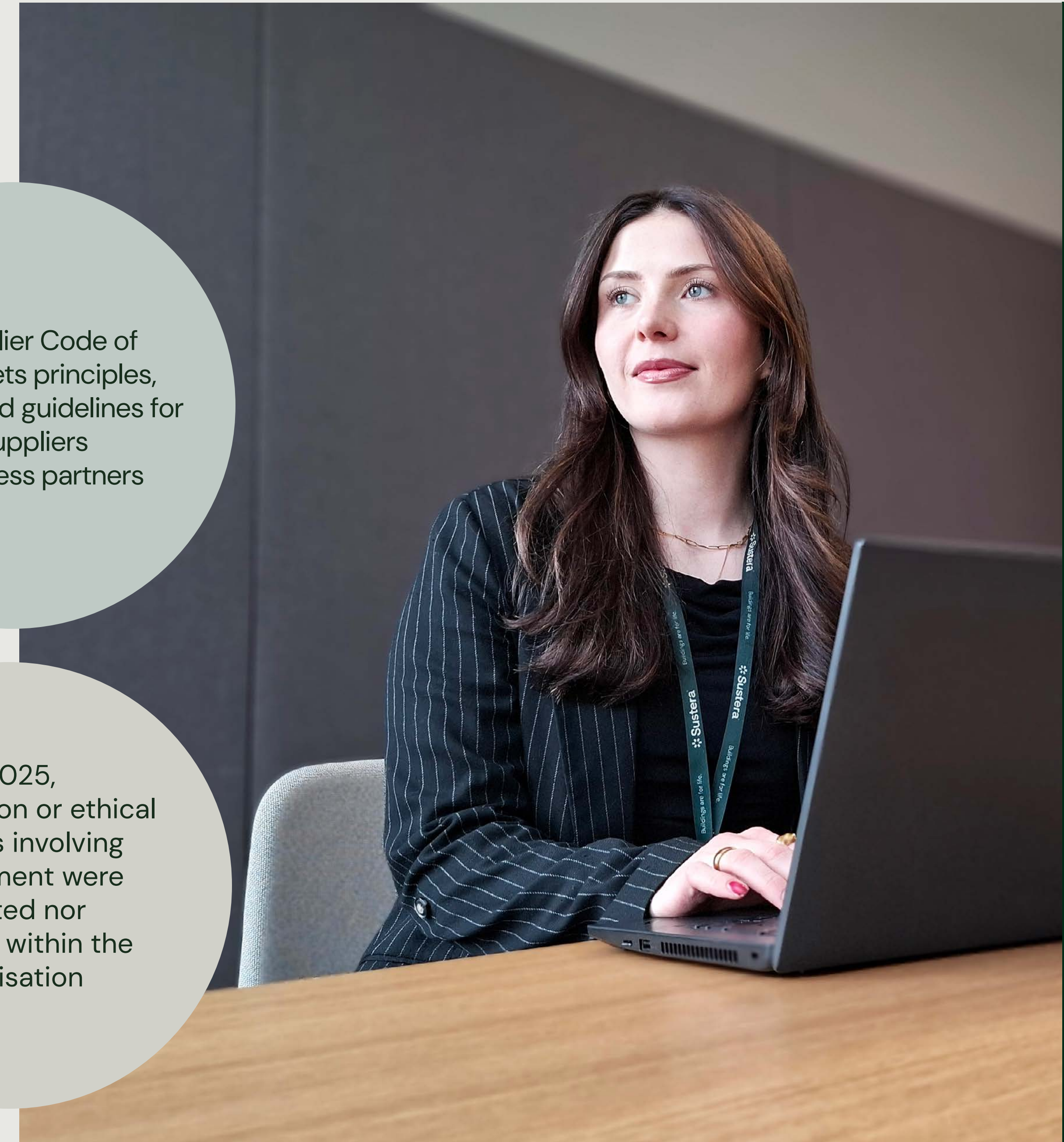
Our Supplier Code of Conduct outlines principles, standards, and guidelines for our suppliers and business partners with whom we collaborate. These principles are based on our “Code” and cover various areas such as ethical business practices, human rights, and compliance with laws and regulations. In the coming years, we plan to continue developing our Supplier Code of Conduct to include sustainability guidelines for our partners. This will allow us to enhance aspects such as carbon footprint calculation, which will facilitate supplier engagement to decrease emissions in the upstream value chain.

Whistleblower channel encouraging the reporting of misconduct and unethical behaviour

Our whistleblower channel offers an easy-to-use and confidential way to report any activities or behaviours that might violate our Code of Conduct. The channel was established to encourage all employees and other stakeholders to report misconduct, unethical behaviour, suspected legal violations, and breaches of our Code of Conduct. The whistleblower channel is maintained by a third party named Formalize ApS. In 2025, no corruption or ethical breaches involving management were reported nor identified within the organisation.

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

In 2025, no corruption or ethical breaches involving management were reported nor identified within the organisation





5 Appendix

Reporting principles

This is Sustera Group’s fourth Sustainability Report detailing the economic, social, and environmental impacts of the company’s operations. Some of the key figures only apply to specific companies. These indicators are addressed in the “initial data” section.

Date of the report: 7 April 2026

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

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This sustainability report details the economic, social, and environmental impacts of the company’s operations for the financial period from 1 January to 31 December, 2025. Our previous sustainability report was published on 24th of April 2024.

The corporate responsibility themes and aspects discussed in the report have been defined to provide the most comprehensive picture of Sustera’s sustainability aspects. The materiality assessment was conducted based on the concept of double materiality in accordance with the CSRD’s ESRS standards. This report presents only a summary of the assessment.

In addition to the sustainability programme, this report outlines the measures taken in 2025, assessed using selected indicators. The report focuses exclusively on issues within the control of the Sustera Group, covering only sustainability figures directly related to the company’s operations.

More detailed calculation limits are provided in the initial data. The achievements for the year have been compared mainly with the previous year, i.e., 2024.

This report includes all the companies that were part of the Sustera Group (former Raksystems Group) at the end of the year 2025.

Finland

Sustera Climate Solutions Oy
Sustera Energy Consulting Oy
Sustera Group Oy
Sustera Holding Oy
Sustera HVAC Design Oy
Sustera International Oy
Sustera Oy

Sweden

Raksystems Besiktning AB
Raksystems Consulting AB
Sustera AB
Sustera Green Building AB
Sustera Inspection AB
Sustera Real Estate AB

Norway

Sustera Climate Solution AS

Initial data

Financial figures

The financial KPIs in the Sustainability Report cover Sustera Group's operations, including all the companies outlined in the reporting principles. The figures are directly related to the company's operations and are based on accounting and financial statements. The figures have been audited.

Social figures

NPS: Customer satisfaction has been described using the NPS figure. The NPS figure measures whether customers recommend the company or its services to their friends. The NPS figure is calculated by classifying the grades (0–10) according to the customer satisfaction survey into three groups: 0–6 detractors, 7–8 passives, and 9–10 promoters, and subtracting the percentage of detractors from the percentage of promoters.

The number of employees refers to the number of employees at the end of the financial year (31 December 2025).

Environmental figures

Carbon handprint:

The identified savings potential includes the energy certificates, e-value assessments, and energy assessment issued for our customers in 2025. The energy savings potential is reported as MWh/a. GHG emissions savings is calculated by using SYKE's emission factors (CO₂ data/allocation method), considering an energy scenario for 25 years. Emissions are reported for a single year only.

Implemented energy-savings measures include our carbon footprint management of construction projects (reported as saved tCO₂ emissions), energy renovations (energy savings reported as MWh/a and GHG emissions savings calculated considering the equipment lifecycle of 15–30 years) and energy management (energy savings reported as MWh/a and GHG emissions savings calculated considering an energy scenario for 25 years).

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

Carbon footprint:

Our carbon footprint is calculated encompassing all scope 1, 2, and 3 emissions.

Scope 1 emissions occur from business travel with Sustera's fleet, which includes full-benefit cars. The data is collected from our driving logs and travel expense management systems, such as kilometres driven or fuel costs.

Scope 2 emissions occur from our energy consumption in our offices and apartments, specifically electricity, heating, and cooling. The location and the market-based methods were used to calculate energy-related emissions. The market-based method takes into consideration whether the purchased electricity was origin-labelled. For district heating, emissions are calculated from the local production mix.

Scope 3 emissions include business travel, employee commuting, purchased goods and services, deliveries, waste management, and water consumption. Business travel includes privately owned cars as well as public transportation, ferries, flying, and taxis. Travel data is obtained from travel expense management systems. Employee commuting data is obtained through questionnaires conducted for employees. Waste management and water data were obtained from service providers for main offices and estimated for others based on that. Other scope 3 emissions are estimated based on monetary values.

Data tables

Social data

Employees: general characteristics

	2025			2024		
	Finland	Sweden	Total	Finland	Sweden	Total
Total number of employees, ppl	363	96	459	374	184	558
of which women	96	33	129	N/A	N/A	151
of which men	267	63	330	N/A	N/A	407
of whichn permanent employees	357	95	452	371	184	555
of which temporary employees	6	1	7	3	0	3
of which under 30 years old	27	4	31	N/A	N/A	35
of which 30–50 years old	241	57	298	N/A	N/A	354
of which over 50 years ols	95	35	130	N/A	N/A	169
Employee turnover rate, %	11.57	30.77	15.85%	N/A	N/A	N/A

Health and safety

	Finland	Sweden
Recordable work-related activities		
Number, pc	10	7
Rate, %	3.1	8.4
Fatalities as a result of work-related injuries and work-related ill health		
Number, pc	0	0

Employees: remuneration, collective bargaining and training

	2025		2024	
	Finland	Sweden	Finland	Sweden
Employees covered by collective bargaining negotiations, %	96	0	98	27
Employees receiving more than minimum wage, %*	100	100	100	100
Gender pay gap, %**	15.8	7.1	N/A	N/A

*More than minimum wage refers to employees earning equal to or above the applicable national minimum wage, either by law or through a collective bargaining agreement. Data is based on headcount.

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

The tax footprint is reported at the group level, whereas all other figures cover only the Finnish business operations.

5 – Appendix

Customers: increasing the customer knowledge

	2025		2024	
	Finland	Sweden	Finland	Sweden
Communication in media				
Press releases, pc	15	14	7	N/A
Media hits, pc	102	2	268	N/A
Potential reach, ppl	67.8 million	45.6 thousand	291 million	N/A
Training sessions for customers				
Training sessions	46	37	52	100
Recommendation rate, %	98.70%	N/A	96.3	N/A

Customers: experience

	2025		2024	
	Finland	Sweden	Finland	Sweden
Press releases, pc	68	28	67	37

Membership associations:

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

5 – Appendix

Environmental data

Energy consumption and use

	2025	
	Finland	Sweden
Electricity, MWh	342	57
of which renewable, %	90%	27%
of which non-renewable, %	10%	73%
District heating or cooling, MWh	326	339
of which renewable, %	0%	2%
of which non-renewable, %	100%	98%
Fuels, MWh	857	9
of which renewable, %	0%	0%
of which non-renewable, %	100%	100%
Total, MWh	1,525	405
of which renewable, %	20%	6%
of which non-renewable, %	80%	94%

Waste generated

	2025	
	Finland	Sweden
Waste generated, tonnes	6.9	6.8
Waste recycled, %	60%	47%

GHG emissions, tCO₂e

	2025			2024	2023
	Finland	Sweden	Group	Group	Group
Scope 1	186	158	344	296	551
Mobile combustion	186	158	344	296	551
Scope 2, market based	49	38	87	146	133
Electricity	13	20	33	88	77
Heating	35	17	52	40	44
Cooling	0	0	0	19	12
Scope 2, location based*	46	18	64	86	100
Electricity	11	1.2	12	27	44
Heating	35	17	52	40	44
Cooling	0	0	0	19	12
Scope 3	5,003	2,300	7,303	6,143	6,822
Purchased goods and services	3,256	1,181	4,437	3,333	4,688
Employee commuting	1,190	1,002	2,192	2,233	1,417
Business travel	419	21	440	412	471
Fuel and energy-related activities	59	91	150	146	224
Upstream transport	21	1.8	23	17	21
Capital goods	0	0	0	1	1
Waste	4.2	3.3	7.5	0.7	0
Upstream leased assets	53	0	53	0	0
Total emissions*	5,238	2,495	7,733	6,585	7,506
Biogenic emissions	3.1	0	3.1	N/A	N/A
Emissions per employee (tCO ₂ e/employee)	14	26	17	12	12
Emissions per turnover (tCO ₂ e/M€)	119	147	127	92	84

*Calculated only for comparison purposes based on GHG Protocol standard. The figure is not included to the total emissions.

5 – Appendix

Financial data

Turnover, €

	2025	2024
Finland	44,017,786	44,031,520
Sweden	17,061,449	27,6332,873
Total	61,079,235	71,664,393

Tax handprint, €

	2025			2024		
	FIN	SWE	GROUP	FIN	SWE	GROUP
Directly paid taxes, total	5,647,031	212,689	5,859,720	6,057,893	344,956	6,402,849
Income taxes	16,809	0	16,809	21,737	0	21,737
Employer contributions	5,627,024	212,689	5,839,713	6,036,156	344,956	6,381,112
Transfer taxes	0	0	0	0	0	0
Other taxes	3,198	0	3,198	0	0	0
Indirectly paid taxes, total	27,789	58,362	86,151	106,747	90,134	196,881
Imputed electricity and energy taxes	14,558	10,836	25,394	16,685	13,322	30,007
Other taxes	13,231	47,526	60,757	90,062	76,812	166,874
Taxes to be remitted, total	15,190,813	6,042,405	21,233,218	14,815,247	10,798,054	25,657,031
Taxes related to salaries	6,808,931	4,142,004	10,950,935	7,108,304	7,017,538	14,125,843
Vehicle taxes	694	29,396	30,090	972	57,075	58,047
Net value-added taxes	8,381,188	1,871,004	10,252,192	7,705,971	3,767,171	11,473,142
Received grants, total	105,271	0	105,271	45,109	0	45,109
Grants and compensations	105,271	0	105,271	45,109	0	45,109
Total tax handprint	20,970,904	6,313,457	27,284,361	21,024,996	11,233,144	32,301,870

