

The background of the cover is a photograph of two Delete Group Oyj employees, a man and a woman, standing in front of a large blue industrial truck. The man is on the left, wearing a blue helmet, safety glasses, and a high-visibility orange and blue work suit. The woman is on the right, also wearing a blue helmet, safety glasses, and a similar high-visibility orange and blue work suit. The truck behind them is blue with the 'Delete' logo and a red cross symbol. The truck has 'VOLVO' written on the side. The scene is set in an industrial area with brick buildings in the background.

Delete 

Delete Group Oyj

ANNUAL REPORT 2019

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DELETE – LEADING NORDIC ENVIRONMENTAL SERVICE COMPANY

Delete is one of the leading environmental service providers in the Nordic countries. In 2019, the company offered services through three business segments: Cleaning Services, Demolition Services and Recycling Services.

At the end of year 2019, Delete's Board of Directors decided to focus the operations and concentrate on the development of the stable environmental service business with Cleaning Services as the backbone supported by Recycling Services.

The process for divesting of Demolition Services business continues and the business is reported in the financial statements in accordance with IFRS 5 "Assets Held for Sale and Discontinued Operations". Unless otherwise stated, all figures in this Annual Report include only the continuing operations of Cleaning Services and Recycling Services.

After the reporting period, Delete has divested its Demolition business in Sweden in two parts. Heavy Demolition AB was divested on 5 March 2020 and Special Demolition AB on 13 March 2020.

Delete was formed in 2010 through the combination of Toivonen Yhtiöt and Tehoc and was acquired by private equity investor Axcel in 2013. Since 2011, Delete has made over 35 acquisitions within the cleaning services and demolition segments. At the end of 2019, Delete employed approximately 700 persons at 36 locations in Finland and Sweden.



KEY FIGURES 2019



**CLEANING SERVICES
NET SALES**

102.8
MEUR



**RECYCLING SERVICES
NET SALES**

28.1
MEUR



CUSTOMERS
7 370



**CUSTOMER
SATISFACTION**

4.38
(1-5)



NPS
60

(-100 – +100)



**REUTILISATION
RATE**

97.4%



PROFESSIONALS

703



**PERSONNEL
SATISFACTION**

5.4
(1-7)

Result for 2018, survey carried
out every second year

NET SALES
CONTINUING OPERATIONS

125.8

MEUR
2019

EBITDA ¹⁾
CONTINUING OPERATIONS

11.7
MEUR

EBITDA
9.3%
OF SALES

PROFIT
(-LOSS) FOR THE PERIOD
CONTINUED OPERATIONS

-9.4
MEUR

PROFIT²⁾
(-LOSS)
FOR THE PERIOD

-42.1
MEUR

OPERATIVE
CASH FLOW

1.7
MEUR

RETURN
ON EQUITY
-85.4%

EQUITY
RATIO ³⁾
14.5%

NET
DEBT ⁴⁾
122.4
MEUR

1) EBITDA = operating profit + depreciation and amortisation costs

2) Of the loss for the period, EUR -32.7 million was related to Demolition Services (Assets held for sale) and mainly due to an impairment of EUR -29.7 million to goodwill.

3) Equity ratio = equity / (assets – prepayments)

4) Net debt = cash and cash equivalent assets – interest bearing liabilities, finance lease liabilities and instalment credit liabilities

OUR FOCUS IS ON THE DEVELOPMENT OF STABLE ENVIRONMENTAL SERVICES BUSINESS

The year 2019 represented the start of our new strategy, which sees us focus on the development of stable environmental services business based on the Cleaning Services business, while the Recycling Services business supports our operations.

Following a divestment decision made by the Board of Directors and approval from the creditors, we initiated a divestment process in late 2019 with the aim of finding a new owner for our Demolition Services business. The Demolition Services business in Sweden was sold in two parts in March 2020 and the divestment process for Demolition Services operations in Finland is ongoing.

In 2019, the net sales of Delete Group's continuing operations, Cleaning Services and Recycling Services, grew organically and were further increased by the acquisitions made in 2018. Our profitability was weighed down by disruptions caused by construction work at the Rusko recycling plant and cost overruns in certain infrastructure sites in the Cleaning Services business in Sweden.

One of the key elements of our strategy is to enhance the efficiency of our operations. During the year, we were successful in reducing our fixed expenses, both in business and support functions. While we are disappointed not to have achieved a better outcome in terms of profitability, we see that the net sales development was positive.

A steady year for Cleaning Services

Our Cleaning Services is relatively regular and predictable business. As expected, the development of the business was stable in 2019. Our net sales decreased organically by about one percent due to the year being slightly quieter in terms of maintenance shutdowns than the previous year. The overall growth of the business was 11 percent thanks to the acquisitions made in 2018.

The Cleaning Services is characterised by seasonal variation during the year: the busiest periods are the maintenance shutdowns of industrial operators in spring and autumn. We successfully managed our resources during the quieter periods, which enabled the Cleaning Services business area in Finland to record its best-ever result in the first quarter. However, resource allocation challenges during the first peak period of the year led to a higher-than-anticipated use of subcontracting, which reduced our profitability. Towards the end of the year, profitability was weighed down by cost overruns in certain projects and, to our disappointment, we fell short of the previous year's performance in terms of operating profit.



Service demand declined in the latter half of 2019 and certain large customers in the process industries, in particular, postponed projects to the next year. The signs are that 2020 will be busier in terms of maintenance shutdowns than the previous year. Cleaning Services is a steady service business built on long-term partnerships and repeat service. We can be satisfied with the development of our customer relationships, as our cooperation with many of our key accounts continued and expanded in 2019.

Organic growth in the Recycling Services business

The Recycling Services business area has seen good organic growth in the recent years. In 2019, our net sales increased by 13 percent, due to higher volumes and pricing. The sustained low demand for recycled fuel throughout the year presented profitability challenges to us, and our profitability was also adversely impacted by disruptions caused by additional construction work at the Rusko recycling plant. Due to delays related to building permits, new capacity construction will be completed later than planned. We expect that the last of the new buildings under construction will be ready for use in the first half of the year 2020. When completed, the investments in the new buildings and the investments we have made in production will improve our processing efficiency, thereby reducing our future sensitivity to fluctuations in the demand for recycled fuel.

A break from making acquisitions

Acquisitions continue to be an important element of the execution of Delete's strategy. On this front, our conscious choice for the year 2019 was to be selective and identify good future opportunities. Our main objective was to focus on the integration of

our previous acquisitions, increase efficiency and develop the company organically.

Our strategy is to grow with our existing customers as well as to further expand our presence in the potential markets in Stockholm, Malmö and Gothenburg in Sweden. In 2019, we strengthened our service offering and focused on making the Cleaning Services business more systematic and predictable, in particular. Our goal is to further improve our utilisation rates and the efficiency of field operations, which are already developing favourably.

Good development in occupational safety and customer satisfaction

Delete's employees perform physically strenuous and, at times, dangerous work. We continuously invest working hours and resources in ensuring that our employees can work in a safe environment and we have further increased our proactive occupational safety efforts. Our safety-related performance indicators developed quite favourably and our accident frequency continued to show a declining trend. Our occupational safety is at a good level considering the nature of our industry. Our long-term efforts on this front have borne fruit. Nevertheless, we recognise that we can do even better, which is why we are committed to continuing our persistent efforts to promote safety.

I am pleased to note that our annual customer satisfaction and net promoter score results remained on a high level in 2019. For this, I thank all Delete personnel who serve our customers with professionalism and dedication. Our partners also play a significant role in serving our customers. We want to further develop our cooperation with our partners to enable each party to focus on their strengths. By working together we can better satisfy the needs of our customers, ensure the

competitiveness of industry and develop our field sustainably.

Increasing focus on the environmental services business

In 2020, we will continue to refine Delete's strategy, building on the work that we began in 2019. The divestment of the project-based Demolition Services business will enable a clearer focus and the allocation of additional resources to the development of the environmental services business, which generates steadier cash flow. The Cleaning Services will provide us with a solid foundation as we take steps toward operating as a renewed services business company.

We expect the demand for our Cleaning Services to grow in 2020. In particular, we expect a busier year in the process industry due to major annual maintenance shutdowns. Similarly, deteriorating sewer networks will increase the demand for our services going forward. We expect the volume of recyclable waste to develop steadily and the demand for recycled fuel to improve gradually in 2020. We will continue to enhance the efficiency of our cost structure and deliveries and we expect that the operating profit for continuing operations will improve in 2020.

The COVID-19 pandemic is escalating during the drafting of this Annual Report, and while the possible implications to the economy and Delete's operations are not reflected in this Annual Report, the Group will assess the development diligently and manage the situation accordingly.

I want to take this opportunity to extend my warmest thanks to our customers and partners for their trust in Delete and to the entire personnel for their ongoing contribution to the development of the company.

Tommi Kajasoja
CEO

OPERATING ENVIRONMENT

FINLAND AND SWEDEN AS A MAIN MARKET

Delete operates in the environmental services market, cleaning services and recycling services.

Delete's core geographic markets are Finland and Sweden. In Finland, Delete is the market leader in cleaning services and among the four largest players in recycling services. In Sweden, Delete has a well-established position and it is one of the largest providers of cleaning services. Delete does not have recycling service operations in Sweden.

The market characteristics are similar in Finland and Sweden, which offers the opportunity to operate across borders. Both markets provide opportunities to differentiate through references and strengths based on the size of the company, among others. Furthermore, both markets are protected by increasing barriers to entry due to, for example, need for special skills and equipment, investment needs, CSR capabilities, brand, the need for references as well as regulations.

Growth Drivers

- Aging infrastructure supports a positive operating environment.
- An increased focus on environment and the tightening regulation increases the demand for specialised services and recycling
- Digitalisation and technology will create opportunities for innovative players in the market
- The underlying core demand for Cleaning Services remains stable while the industrial maintenance shutdown schedule will be busier in 2020 than in 2019
- Industrial customers continue to demand capabilities to handle increasingly complex assignments with high-quality environmental, health and safety standards, which favour large professional players like Delete
- The market demand for recycled fuel (REF) has continued at a low but stabilized level and is expected to develop favourably during 2020



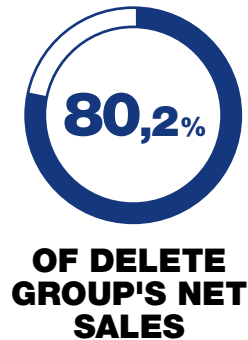


CLEANING SERVICES

In terms of net sales, Delete is the largest provider of industrial cleaning services in Finland. The company aims to expand its business also in Sweden, where it is currently one of the largest players in the field.

The Cleaning Services business segment offers a comprehensive range of services for industrial customers, with cleaning and maintenance shutdown services as its main products. Delete's Cleaning Services business segment also includes sewer maintenance and inspection services as well as property services, such as washing building facades and removing graffiti. In addition to conventional cleaning services, the company utilizes licensed Bang & Clean method, which is particularly suitable for cleaning various industrial boilers.

Delete's strength in Cleaning Services is based on good assignment planning and resource management, a broad range of equipment and a high level of technical competence. Customers expect service providers to operate professionally and to have the capacity to carry out increasingly challenging assignments while taking environmental, occupational health and safety issues into consideration. Delete has a very comprehensive network of business locations in Finland and Sweden. Case by case, Cleaning Services can also be provided in other European markets.



EBITDA
17.0
MEUR

EBITDA
16.5%
OF SALES

CLEANING SERVICES KEY EVENTS IN 2019

The net sales of the Cleaning Services business were EUR 102.8 (92.8) million, representing growth of 11 percent. The 2019 revenue growth was supported by acquisitions made in the third quarter of 2018. Profitability was somewhat burdened by challenges in subcontract management during the spring maintenance shutdowns and cost overruns towards the end of the year.

The basic demand for Cleaning Services is stable, but at the end of 2019, some process industry maintenance work was postponed to 2020. Demand

in 2020 is also expected to increase due to major maintenance shutdowns in the process industry.

With regard to acquisitions, Cleaning Services had a gap year, focusing on integrating previous acquisitions, increasing efficiency and profitability. In particular, Cleaning Services developed planning and predictability, for example by introducing a new operating model for industrial cleaning work. Customer relationships developed positively during 2019 and cooperation with many key customers continued and expanded.

**DELETE IS THE MARKET LEADER IN
CLEANING SERVICES IN FINLAND. IN THE SWEDISH CLEANING
SERVICES MARKET DELETE HAS AN ESTABLISHED POSITION
AND IT IS CURRENTLY ONE OF THE LARGEST
PLAYERS IN ITS FIELD.**

CASE: CLEANING SERVICES

MAKING INDUSTRIAL CLEANING EVEN MORE EFFICIENT WITH A NEW OPERATING MODEL

Industrial cleaning is Delete's largest business area. The scope of the operations varies from individual jobs to periodic maintenance shutdown jobs that require large teams of personnel. The customers are located in various areas of Finland and Sweden and most of the work takes place during the production shutdown seasons in the spring and autumn.

Delete has recognised a change in customer needs whereby industrial cleaning jobs are becoming increasingly comprehensive in nature. To ensure that it can meet customer needs even better and carry out shutdowns more efficiently and safely,

Delete developed a new operating model called the Industrial Shutdown Core team. The team is a core group comprised of Delete's professionals, with suitable reinforcements selected for each shutdown from Delete's network.

Industrial maintenance shutdowns are challenging, as the duration of the shutdown is typically short, lasting only 1–2 weeks. Industrial cleaning during a shutdown requires a team that is several times

larger than Delete's local unit. The Core Team helps the local unit and ensures that challenging assignments are completed efficiently and safely.

The members of the Core Team are experienced professionals who are familiar with customer processes, the equipment and working methods that suit each industrial cleaning job and the relevant occupational safety risks.

Using the operating model has enabled Delete to significantly increase the efficiency of operations. The valuable experience and positive customer feedback gained from production shutdowns

in 2019 support the continued development of the operating model. The development efforts will improve not only the company's own operations and methods but also industry practices.

The experiences are being put to use throughout the company and the model has also been shared with the rest of the Delete organisation to ensure that all units can benefit from it.

**THE INDUSTRIAL SHUTDOWN
CORE TEAM HAS ENABLED
US TO SIGNIFICANTLY
INCREASE THE EFFICIENCY
OF OUR OPERATIONS.**



CASE: MIVA ÖRNSKÖLDSVIK

LOW-EMISSION EMPTYING OF HOUSEHOLD GREY WATER TANKS AND SLUDGE

Delete signed a five-year agreement with Miva (Miljö och Vatten i Örnsköldsvik AB) concerning the emptying of sludge tanks and grey water tanks in the Örnsköldsvik area. Miva is a municipal corporation that produces, distributes and sells domestic water and treats and purifies wastewater in the Örnsköldsvik area. Miva's subsidiary Domsjö Vatten AB produces process water for industry in the Domsjö industrial area.

The Örnsköldsvik area covered by the agreement is large, totalling 21.6 square kilometers, with a population of approximately 60,000. Delete serves the local residents by emptying the grey water tanks and sludge tanks of about 30,000 households. Each year, Delete will empty the sewage systems of approximately 6,000–9,000 residential properties.

The Örnsköldsvik urban area is located only a few kilometres from the Domsjö industrial zone, where Delete operates at several large industrial facilities using high-power vacuuming equipment that can also be used in the delivery of the services covered by the agreement with Miva. The agreement helps balance out the seasonal variation of Delete's industrial cleaning operations and enables the efficient provision of services at the sites covered by the Miva agreement because the equipment is in the area throughout the year.

The Domsjö industrial zone and the equipment needed there means that the emptying of household sludge and wastewater systems can be carried out efficiently in terms of logistics and environmental impacts. The volumes of the emptying operations are known to a high degree of precision, which means that efficient route planning enables the optimisation of logistics and the minimisation of the related emissions.

Delete has made a commitment to carry out the emptying operations under the agreement using equipment that is at least 75 percent powered by biodiesel produced from renewable sources. The target for biodiesel use is 100 percent. The availability of biodiesel is currently the biggest obstacle to achieving a utilisation of 100 percent.

Special attention has been placed on occupational safety because the operations covered by the agreement take place in residential areas. The identified risks include the need to move in populated areas and work at sites where space is limited. Occupational and environmental safety are ensured and improved by using vehicles equipped with 360-degree cameras. The vehicles also feature a warning sound that is automatically activated when the vehicle moves slowly.



RECYCLING SERVICES

Delete is one of Finland's largest construction and demolition waste recycling service providers. The company operates six recycling stations in Finland.

The recycling stations provide good coverage of Finland's growing urban areas in the Helsinki region and Pirkanmaa. One of the company's strengths is the central location of the Kyläsaari transfer station, in close proximity to Helsinki's city centre and the customers based there.

Delete serves its customers in all stages of the processing of materials: reuse, recycling and reutilisation. In accordance with the EU waste hierarchy, Delete prioritises the reuse of materials, followed by recycling and, finally, the use of waste in energy production. At Delete's own recycling stations, more than 97 percent of the materials are reutilised.

Delete produces recycled fuels and recycled wood chips from the waste it receives. Recycled fuels, known as REF, can be used for purposes such as the production of district

heating, electricity and process steam for industrial uses. REF is primarily produced from energy waste from the retail and industrial sectors as well as sorted construction waste.


The Recycling Services business segment also uses waste concrete and bricks from demolition sites to produce DeleKivi crushed concrete, which can be used in civil engineering projects. The grain size of DeleKivi makes it suitable for the sub-base layer, and it can be used for parking areas, streets, roads, sports grounds and storage fields, for example.

The Recycling Services business segment's services include the reception, recycling and processing of solid construction and demolition waste as well as oily liquid waste. The business segment also provides waste container services.





NET SALES
28.1
MEUR



19,8 %
OF DELETE
GROUP'S NET
SALES

EBITDA
3.3
MEUR

EBITDA
11.7 %
OF SALES

281 ttn
AMOUNT
PROCESSED

97.4 %
REUTILISATION
RATE

RECYCLING SERVICES KEY EVENTS IN 2019

Recycling Services net sales were EUR 28.1 (24.8) million, an increase of 13 percent. Overall, the growth in Recycling Services was organic. Profitability was suppressed by the demand for recycled fuel, which was still weak, and the disruption caused by the additional capacity construction of the Rusko recycling station.

The first hall extension of Delete's Rusko recycling

station, a waste reception hall, was put into operation in July. Construction work on the extension of the recycling fuel storage hall began in June and was completed in December 2019. The completion of the recycling fuel storage hall was delayed due to a delay in the approval of the structural inspection. Delete estimates that the hall will be completed in the first half of 2020.

**DELETE IS ONE OF FINLAND'S LARGEST
CONSTRUCTION AND DEMOLITION WASTE RECYCLING
SERVICE PROVIDERS. THE COMPANY OPERATES
SIX RECYCLING STATIONS IN FINLAND.**

CASE: RECYCLING SERVICES

DELEKIVI RECYCLED AGGREGATE PROMOTES THE CIRCULAR ECONOMY IN CONSTRUCTION

The circular economy in construction and demolition waste plays an important role in the mitigation of climate change. The Finnish national target is to raise the material recovery rate of construction and demolition waste to 70 percent, and construction waste is also highlighted as one of the key areas of the National Waste Plan to 2023. For this target to be achieved, the material recovery of waste must be increased and energy recovery must be reduced.

Producing recycled aggregate from crushed concrete is one way of operating in the spirit of the circular economy and increasing the material recovery of waste. This also prevents emissions from the production and logistics of virgin materials.

From the perspective of the circular economy, it is important for materials to be recovered in accordance with the order of priority in waste management. This ensures that they do not end up being used in civil engineering for purposes in which they do not actually replace virgin aggregates from nature.

Quality-controlled recycled aggregate replaces virgin materials

DeleKivi is a recycled aggregate manufactured by Delete. Its primary raw material is concrete and brick waste generated at demolition sites. DeleKivi can replace virgin materials that are mined from rock and subsequently crushed, which makes it a reasonable alternative from the perspective of the circular economy in construction.



Under current legislation, concrete from demolition operations is classified as waste. Delete sees this material — like other material generated in demolition and construction operations — as an opportunity to promote the circular economy. Appropriately processed, concrete from demolition operations is an excellent product for civil engineering and infrastructure construction. It can be used as the base material for roads, parking areas and sports grounds, for example.

The use of the material could be made easier by developing the legislation to eliminate the waste status of quality-controlled recycled aggregate. This change would support the goals of the circular economy and dispel suspicions concerning the use of the material.

DeleKivi has a grain size of 0/90 mm and it is well suited for use in the sub-base layer in infrastructure

construction and civil engineering. The quality of the product is controlled in accordance with the harmonised SFS-EN 13242+A1 standard at the demolition site and at Delete's recycling stations in Kolsoppi and Ämmässuo.

Delete processes some 100,000 tonnes of concrete and brick waste into DeleKivi at the Kolsoppi recycling station in Pirkanmaa in accordance with the reception capacity specified in the environmental permit. In Uusimaa, Delete processes the corresponding materials at the Helsinki Region Environmental Services Authority's Ekomo eco-industrial centre in Ämmässuo.

The use of DeleKivi requires an official permit, and the local Centre for Economic Development, Transport and the Environment (ELY) must be notified of its use. Delete helps customers lodge the necessary notification with the ELY Centre.

MANAGEMENT OF CORPORATE RESPONSIBILITY AT DELETE

It is important for Delete to grow and develop the company's business responsibly. To develop and manage its operations in a sustainable way, Delete has introduced a Corporate Responsibility Programme covering the four most important areas of sustainability. The programme also reflects the ten principles of the UN Global Compact. The program is described more specifically on the following pages.

The following reported figures in the Corporate Responsibility section of the Annual Report include Assets Held for Sale and Discontinued Operations: NPS, Customer satisfaction score, Accident frequency figures, Absence due to sickness, CO₂

intensity, Total energy consumption, Energy consumption intensity, Audited suppliers, Reported cases (violations of Code of Conduct), Proportion of supervisors trained (Delete's training) and Number of staff with environmental training.

Delete's Corporate Responsibility Programme

Delete's Corporate Responsibility Programme covers the four most important areas of sustainability: Responsible business, Responsibility for people, Responsibility for the environment and Sustainable supply chain. The Corporate Responsibility Programme sets the KPIs for all central areas of sustainability and the programme is implemented, managed and reported on by the resources allocated to the group-level responsibility steering group.

Delete is also committed to the United Nations Global Compact (www.unglobalcompact.org) in the areas of human rights, labour rights, environmental protection and anti-corruption.

Delete's management system has been designed and certified to meet the requirements of the ISO 9001 and 14001 (Quality and Environment) and in Finland OHSAS 18001 and in Sweden ISO 45001 (Occupational Safety) standards.

Risk management

In the area of corporate responsibility, the major risks are related to occupational and environmental accidents. The risks are managed through continuous evaluation, planning, governance and control process related to personnel, property and business, with the objective of preventing or minimising the impact of risks. Delete Group's management team conducts a yearly risk management evaluation that is reviewed by the Board of Directors. The evaluation also covers risks related to corporate social responsibility.

DELETE'S CORPORATE RESPONSIBILITY

AREAS



THEMES

- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none">• Responsible operations• Supporting customers' sustainable business• Ensuring high-quality customer service | <ul style="list-style-type: none">• Safety• Satisfaction• Work ability• Good management• Equality | <ul style="list-style-type: none">• Material and energy efficiency• Supporting circular economy• Clean environment | <ul style="list-style-type: none">• Responsibility for subcontracting chain• Responsibility for supply chain |
|--|---|--|---|

INDICATORS

- | | | | |
|---|---|---|--|
| <ul style="list-style-type: none">• Profitable operations• No misconduct• Customer satisfaction | <ul style="list-style-type: none">• Accident frequency, preventive action• Personnel satisfaction• Absence due to sickness• Qualified supervisors• No harassment nor discrimination | <ul style="list-style-type: none">• Total energy consumption• CO₂ intensity• Recycling rate, reutilisation rate• Circular economy actions• Cases of environmental damage• Staff with environmental training | <ul style="list-style-type: none">• Proportion of suppliers that have signed a responsibility commitment• Number of audited suppliers |
|---|---|---|--|

BENEFITS FOR OUR INVESTORS

Delete works continuously to improve the core areas of sustainable environment. The work supports Delete's strategy and profitability and helps Delete's investors and customers in their efforts for sustainability.

The yearly evaluation defines strategic and business risks as well as risk mitigation plans, which are implemented and monitored by the management teams. However, daily risk management and mitigation takes place at the operating level supported by the management team's guidance.



RESPONSIBLE BUSINESS

Responsibility is a vital part of all Delete's operations. Delete expects that all of its employees comply with operating principles that enhance responsible business. The company actively develops its services to support its customers' responsibility and sustainable development.

Delete aims to be the best provider of environmental services in the Nordic countries and the trusted partner and provider of environmental services for customers. By taking care of the responsibility and sustainability of its business, Delete ensures the continuous development of its operations.

Delete's operations are certified in accordance with the ISO quality and environmental standards and OHSAS safety management system standards. Delete possesses RALA qualifications in Finland and is included in the Reliable Partner programme. These acknowledgements ensure that Delete is financially sound, tends to its social responsibilities and the information required by the Finnish Act on the Contractor's Obligations and Liability when Work is Contracted Out, and has the necessary technical skills and resources to produce its services.

Code of Conduct

Delete's strategy, values and Code of Conduct guide the company's operations. The Code of Conduct supports the company's corporate responsibility pro-

gramme and provides the framework for the ethical principles and operating methods that serve as the foundation for the group's day-to-day decisions and expectations towards suppliers.

NPS
60
SCALE
-100-+100

The Code of Conduct covers compliance with generally accepted ethical principles, fair competition and legislation. They apply to areas such as anti-corruption, corporate ethics, hospitality, environmental safety and occupational safety.

Delete's management team and line organisation managers ensure that the Code of Conduct and the relevant policies and guidelines are implemented.

CUSTOMER
SATISFACTION
SCORE
4.38
SCALE
1-5

The Code of Conduct helps create trust among employees, customers, suppliers, subcontractors, investors, shareholders and other stakeholders. The Code of Conduct is continuously communicated within the organisation and new employees receive training on the Code of Conduct.

Compliance with the Code of Conduct is also monitored through regular management reviews and through Delete's Whistleblow system. The management reviews enable the development, sharing and implementation of preventive actions across all units. In addition to the Code of Conduct, Delete observes and applies several policies, principles and guidelines (Appendix 1).

No incidents of violations of the Code of Conduct were reported to the group management in 2019.

Anti-corruption

Fair competition is one of Delete's key operating principles. Delete has implemented fair competition principles and does not condone any form of corruption, bribery or extortion. This applies to all the group's operations with respect to its competitors and customers as well as activities in industry associations.

Delete and its employees and others acting on behalf of the group may not offer, give or accept

bribes or other illegal payments. Business partners and representatives of the authorities may not be offered any inappropriate financial benefits to promote Delete's business activity or other group interests.

Delete works systematically to strengthen business ethics, including Principle 10 of the Global Compact. The group's ethical guidelines and Whistleblow system support correct behaviour if an employee should face an ethical dilemma.

No incidents of violations of the Anti-corruption principle were reported to the group management in 2019.

Taxes

In 2019, Delete Group's income taxes were EUR -509 million.

Employment effects

Delete employed on average 739 people in 2019. Demolition Services, reported as discontinued operations, employed on average 163 people in 2019. Skilled personnel who want to serve the customers in the best possible way is one of Delete's strengths and the key to the company's success.

Customer satisfaction and reputation

To the customers, Delete is a trusted and a proactive partner in environmental services that strives to minimise the risks and environmental impacts of its services and monitors them constantly. The competence of personnel plays a key role in Delete's development of responsible business and the impro-



vement of customer satisfaction. Delete continuously assesses customer satisfaction and conducts Net Promoter Score (NPS) measurements. In 2019, the satisfaction score was 4.38 (scale 1–5) and the NPS was 60 (scale -100 – +100). The evaluation has been conducted since 2016.

Data protection

Delete's privacy policy and practices comply with the General Data Protection Regulation of the EU. There were no reported data protection violations or losses of data at Delete in 2019.

CASE: WORKING SAFETY TOGETHER WITH CUSTOMERS AND PARTNERS

Delete wants to be the preferred provider of environmental services for its customers and to support the business operations of its customer companies sustainably and responsibly.

The company offers customers comprehensive and reliable partnerships in which occupational safety is part of professional services and significant efforts are taken to develop it.

In 2019, Delete focused on developing the safety efforts documented in its corporate responsibility programme. As the significance of responsibility is increasing further, Delete considers collaborative development with customers to be an important step towards safe working methods and sites. Delete's systematic occupational safety efforts had a positive impact on accident frequency indicators in 2019: the overall accident frequency improved 20 percent and lost workday injury frequency improved by more than 5 percent. The company continues to work towards its goal of zero accidents.

As part of the development of occupational safety, Delete developed a new customer relationship reporting model in 2019. From the perspective of

occupational safety, the reporting model is aimed at achieving an even higher level of safety at the site shared by the customer and Delete. The reports are discussed with the customer at least once every quarter.

Under the model, Delete reports on safety observations and the changes and development efforts made at sites in response to them as well as the impact of the measures taken on safety statistics as well as other indicators, such as saved working hours or costs. In addition to safety-related information, the reporting includes real-time reports on the progress of work and invoicing as well as development proposals for joint operations based on the collected data.

The customer relationship reporting model is also an important tool for the company's internal development. It is aimed at achieving safer and more efficient ways of working

through data-driven management. The reporting makes use of Delete's occupational safety and ERP systems.

The implementation of the reporting model began in late 2019 in a pilot project. The development effort and continued deployment of the reporting model as an ongoing approach in customer relationships and new contracts will continue.

**THE OVERALL ACCIDENT
FREQUENCY IMPROVED BY
MORE THAN 20% AND LOST
WORKDAY INJURY FREQUENCY
IMPROVED BY MORE THAN 5%.
THE WORK TOWARDS THE
GOAL OF ZERO ACCIDENTS
CONTINUES.**





RESPONSIBILITY FOR PEOPLE

People are at the core of Delete's operations. Without high level experts Delete could not offer high quality services. Delete has certified occupational health and safety systems and the company invests in the occupational safety of its employees and subcontracts in many different ways. The company is a responsible employer that supports universal human rights and the rights of its employees and adheres an equality plan.

Human resource management, employment and standards

Delete's goal is to lead, manage and motivate employees every day in such a way as to maintain their enthusiasm, work ability and satisfaction. Delete's HR policy serves as the foundation of human resource management. The principles reflect Delete's values: Entrepreneurialism, Efficiency, Expertise, Respect and Responsibility.

The company's practical human resource management and leadership must support each other and comply with the guidelines set out in the HR policy. Legislation, collective labour agreements, OHS regulations and other obligations must be observed in all of Delete's activities without compromise.

Delete's management team and the HR Directors are responsible for the content and development

of the HR policy. Supervisors are responsible for the practical implementation of the HR policy. All employees are responsible for acting in accordance with the HR policy.

Delete's operations are certified according to the ISO (quality management systems) and OHSAS (occupational health and safety management systems) standards. The ISO and OHSAS standards are important tools in the group's efforts to continuously enhance quality and working environment standards throughout the group.

Delete operates responsibly and respects the rights of employees as well as universal human rights

Delete respects the rights of its employees and conducts its business with safe and attractive

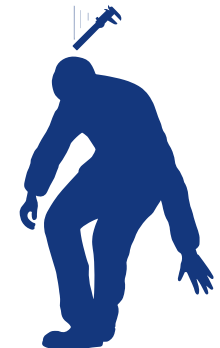
working conditions. The group respects the freedom of association and collective bargaining. Delete has zero tolerance for forced labour, child labour and discrimination. No incidents of violations of labour rights principles were reported to the group management in 2019.

Delete works systematically to strengthen its business ethics, also with respect to principles 1 and 2 of the Global Compact. Delete respects human rights within its sphere of influence and actively supports the Universal Declaration of Human Rights. No incidents of violations of human rights principles were reported to the group management in 2019, nor was Delete subject to other incidents involving human rights violations during the year.

15.2

**ACCIDENT
FREQUENCY
LWIF**

**ROLLING 12 MONTHS
TARGET <12**



Occupational safety is an integral part of Delete's operations and management

Employees are an essential resource for Delete's business operations and success. Delete's operations involve physically strenuous and, at times, dangerous work. To manage the risks related to personnel, we invest a lot of working hours and resources to ensure the best possible working environment and safety for our personnel.

Delete is committed to the goal of zero accidents and pays particular attention to safety management by subcontractors.

The focus of our occupational safety is on preventive actions, i.e. risks and hazards are to be eliminated in advance where possible. The company requires that all employees pass standardized occupational safety card training. In addition, site-specific safety training activities and qualifications set a high standard for safe work.

Delete has HSEQ and HR organisations in Finland and Sweden. The HSEQ organisations work to develop and support occupational health and safety processes. The HR organisations oversee the occupational health care system and the support for early intervention and well-being at work. The aim is to ensure a good working environment for all of Delete's employees.

The One Delete HSEQ system improves occupational health and safety and aims to identify risks proactively in order to reduce the frequency of accidents and sickness.

Delete uses Sherpa, a tool for reporting, planning, monitoring and following up on corrective and preventive occupational safety measures. The system also allows the monitoring of occupational safety statistics and performance at all levels of the organisation.

In spite of the strong efforts towards work safety at Delete, the group-level LWIF was 15.2 in 2019, with the target being 12 or less. While the target was not achieved, positive development can be seen in many areas. In 2020, we will further increase our focus on occupational safety. Our occupational safety team will work systematically to promote a safety-oriented company culture. In addition, our safety reward program-

me will be developed further to support preventive safety efforts.

A COMPREHENSIVE SURVEY MEASURING THE JOB SATISFACTION IS EXECUTED EVERY SECOND YEAR. LAST SURVEY WAS CONDUCTED IN 2018 AND THE OVERALL JOB SATISFACTION RATE WAS 5.4 ON A SCALE OF 1-7.

Delete invests in preventive occupational health care and regularly measures employee satisfaction

To enhance employee well-being, Delete offers comprehensive occupational health care services

to support personnel in connection with any occupational accidents and illnesses and ensure the best possible care and support for returning to work. Delete also invests in preventive occupational health care and supports sporting activities in various ways to improve employee well-being and prevent occupational diseases.

Delete Pulssi is a every second year executed survey that measures job satisfaction among Delete's employees. By conducting the survey, Delete aims to ensure that the employees are satisfied and that well-being at work is at the level they expect. The questionnaire covers topics such as well-being, workplace atmosphere, company development, occupational safety, the overall satisfaction score and the willingness to recommend Delete as an employer.

Occupational safety and high-quality supervisory work are emphasised in employee training

Delete wants to support competence development and encourages employees to develop themselves.

5.43%

**ABSENCE
DUE TO
SICKNESS**

PREVIOUS YEAR 5.7%



The company offers many kinds of training opportunities to support the development of the competencies and skills of employees.

Comprehensive introduction training is an important part of the training provided to new employees at Delete. The training includes an introduction to the organisation, the work environment, tools and methods. Other important training activities include training on occupational safety and environmental safety as well as Delete's own online training on safety, working methods and the use of equipment.

To support high-quality supervisory work, Delete has provided annual supervisor training since 2014. Revised supervisor training was introduced in Finland in 2017. The company did not organise supervisor training in 2019 and the next one will commence in January 2020.

Delete follows an Equality Plan in its business operations

Delete considers equality a basic right for everyone and believes that everyone is equal at work. The company follows an Equality Plan in its business operations and takes a sustainable approach to ensuring the fair and equal treatment of employees. Delete actively supports the Universal Declaration of Human Rights.

Delete's Equality Plan supports equality at work and includes methods for preventing discrimination. The Equality Plan includes guidelines on recruitment, hiring, leadership, training and personnel planning, and it has been drafted in compliance with the legislation pertaining to equality. The Equality Plan is supported by a separate action plan for the prevention of discrimination and harassment.



Equality is evaluated at the company every second year as part of the Delete Pulssi employee satisfaction survey. The Equality Plan is updated based on feedback. The plan is communicated to the organisation and made available to the personnel on Delete's intranet.

To enhance the implementation of the Equality Plan, Delete started equality discussions with employees at the beginning of 2019 with the aim of increasing awareness of equality and respect. No equality-related incidents of discrimination or harassment were reported in 2019.

CASE: THE IMPACT OF A PREVENTIVE SAFETY CAMPAIGN ON SLIPPING AND TRIPPING ACCIDENTS

In January–April 2019, Delete carried out the **STAY ON YOUR FEET** safety campaign that was particularly aimed at reducing accidents caused by slipping, foster discussion to prevent slipping and influence attitudes related to safety at work.

There are more than a million accidents per year in Finland, with falling and slipping accounting for over 30 percent of the total. Falling, slipping or otherwise losing one's balance is also the most common cause of occupational accidents at Delete.

The campaign collected tips from employees to prevent falling and slipping. The campaign generated a total of 244 tips, which were subsequently used by the organisation to help prevent accidents. Rewards were also given out for the best tips.

In response to positive feedback, the decision was made to expand the campaign to include external communication aimed at increasing awareness of

how common slipping and tripping accidents are and to disseminate tips on their prevention for use by external stakeholders as well. The campaign was carried out on Delete's Facebook and Instagram pages and on the www.delete.fi website in the form of a blog entry. The campaign received a total of 189 comments and reached some 2,700 people.

In 2019, Delete achieved a reduction in accidents involving falling, slipping and loss of balance of more than 15 percent compared to 2018. The severity of the accidents involving falling, slipping and loss of balance was also reduced, with the proportion of

accidents leading to lost workday injuries decreasing by 25 percent in these accident categories compared to 2018.

At the same time, the company's total recordable injury frequency (TRIF) declined by 22 percent and the lost

workday injury frequency (LWIF) was reduced by 6 percent compared to 2018. Delete will continue to emphasise the importance of proactive measures in its occupational safety efforts, as research shows that proactive occupational safety efforts have a strong correlation with the reduction of accident frequency indicators.

**IN 2019, DELETE ACHIEVED
A REDUCTION IN ACCIDENTS
INVOLVING FALLING, SLIPPING
AND LOSS OF BALANCE
OF MORE THAN 15%
COMPARED TO 2018.**



CASE: EQUALITY TOUR IN DELETE'S SWEDISH OPERATIONS

Delete's Swedish operations launched an Equality Tour in 2019. The objective of the tour was to establish contact with the personnel of all of Delete's Swedish operations as well as discuss the company's standards for equality at work and what employees need to do if they observe inappropriate conduct in the organisation.

The tour was implemented by experts in the HR, marketing and communications department of Delete's Swedish operations. The experts responsible for the tour went around Delete's work sites and units during the year and held meetings

**THE EQUALITY TOUR
VISITED APPROXIMATELY
70% OF THE UNITS
IN 2019.**

to discuss the requirements of equal treatment at the workplace in accordance with the objectives set for the tour.

The goal of the tour was to encourage employees to be better colleagues and to respect each other.



The materials also included instructions on how to handle and report inappropriate treatment.

The Equality Tour visited approximately 70 percent of the units in 2019. The units that the tour did not reach in 2019 will be visited in 2020. The tour

supports Delete's systematic efforts to ensure non-discrimination and equality in the company and the stakeholders engaged by the company. The tour was welcomed by the personnel and feedback from employees was positive.



RESPONSIBILITY FOR THE ENVIRONMENT

Delete operates sustainably, using natural resources responsibly and continuously improving its standards of environmental protection. The focus of our environmental efforts is on preventive action.

Policies regarding the environment are implemented through comprehensive environmental training as well as policies and instructions that guide our personnel's daily work.

Delete works systematically to strengthen business ethics, including principles 7–9 of the Global Compact. The group has defined environmental KPIs to follow with regard to fuel and energy consumption as well as CO₂ emissions. Taking environmental matters and safety seriously under all circumstances is something that Delete requires from all of its employees.

Operating in a manner that respects the environment also provides significant added value for Delete's customers. Knowing the environmental impact and legislation related to our work and compliance with the relevant requirements are fundamental to environmental management. Delete uses the One Delete system compliant with the ISO 14001 environmental management standard. The system is an important tool used by Delete to continuously improve environmental performance.



99 t CO₂ / MEUR
CO₂ INTENSITY



97.4 %
REUTILISATION RATE

2019



77 407 MWh
TOTAL ENERGY CONSUMPTION



379 MWh / MEUR
ENERGY CONSUMPTION INTENSITY

Delete recognises that its operations have negative impacts on the environment and the group constantly works to minimise these effects. The impacts of Delete's operations include CO₂ emissions, noise, dust and odour emissions to the surrounding area. Environmental impacts also arise from the fuel and water consumption caused by Delete's operations.

The One Delete HSEQ system (ISO 14001) ensures that we meet our stakeholders' environmental expectations. Delete aims to continuously improve the energy efficiency of its own processes and the customers' processes. The group is continuing to provide environmental training to its employees with

the aim of having all of the personnel complete the training. To date, some 270 people have completed the training and received an environmental safety card. In 2019, the company did not carry out environmental safety card training.

The group also offers proactive driving education to its employees to reduce fuel consumption and promote safe driving. Since 2018, the Group has exclusively used bio-based fuel at its Sölvesborg site, which the group's largest industrial cleaning site in Sweden.

There were no serious environmental accidents in Delete's operations in 2019.

CASE: PRODUCTION OPTIMISATION AND INVESTMENTS AT THE RUSKO RECYCLING STATION

Delete operates in accordance with the UN Global Compact initiative and is committed to the principles of continuous improvement and environmental protection. In its corporate responsibility programme, the group has chosen clean environment as one of the themes for responsibility. Performance in this area is measured by waste recycling and re-utilisation rates concerning the materials received as well as reported environmental deviations, among other things.

In 2018, Delete initiated significant investments and development measures at the Rusko recycling station in Tampere. The investments and the optimisation of production continued throughout 2019 with the aim of achieving higher reuse and recovery rates and meeting the requirements stipulated by the new environmental permit. The new waste processing buildings completed in 2019 enabled the processing and storage of waste indoors, further reducing the environmental impacts.

The investments made at the Rusko facility have also enabled Delete to develop the quality of the products created by the processes. For example, the optimisation of production has improved the



quality of the recycled fuels (REF) and wood chips produced at the facility. In 2019, around 100.000 tons of materials handled by Delete were used in energy utilisation to produce 405 GWh of energy. The corresponding energy amount would have required 59.500 tons of coal which equals to five coal ships (12.000 tons/ship). The CO₂ emissions for the mentioned coal is around 137.800 tons. Development and improvement work will continue at the recycling station in 2020.

Delete also enhanced its environmental communications in the area by establishing an open communication website for the Rusko recycling station (<https://rusko.delete.fi>) in January 2019 for all online users. The purpose of the website

is to support open communications with those in the recycling station's sphere of influence by communicating the group's operations at the recycling station and the material recycling efforts at the plant. The website also features news on current topics related to investments and the development of our operations. The website has received spontaneous positive feedback from users as well as correspondence that has given Delete the opportunity to respond and provide more information on its operations to interested parties. Delete also uses the website to communicate that the group takes environmental issues and environmental responsibility seriously. Operating in a manner that respects the environment also provides significant added value for the group's customers.



SUSTAINABLE SUPPLY CHAIN

Delete requires that its suppliers comply with Delete's quality and safety standards as well as Delete's Code of Conduct. Delete also requires that its suppliers observe the UN Global Compact principles concerning human rights, labour rights, environmental protection and anti-corruption. The Group continuously evaluates and audits its suppliers to ensure compliance with the principles.

Delete has identified the typical risks of its industry as being related to the use of rented labour subcontracting and monitors these issues on a regular basis. Risk management is based on ongoing audits and evaluation of subcontractors and suppliers. Delete also ensures that all rented labour is introduced to Delete's working methods. The subcontractors operating at Delete's sites must meet the same high quality standards that Delete has set for itself.

We audit our main subcontractors yearly and organise subcontractor education that is particularly focused on responsibility issues pertaining to the environment, working methods and safety. The number of audited suppliers is 31 (25 in 2018). The subcontractor audits also present an opportunity to actively and critically evaluate the policies and practices of other companies in the subcontractor chain. Delete organises yearly training seminars for its subcontractors. The topics include safe working methods, quality, fair competition and ethics, for example.



CASE: SUBCONTRACTOR TRAINING DAY FOCUSED ON THE SAFETY OF THE SHARED WORK SITE – FROM SUBCONTRACTORS TO CUSTOMERS

Each year, Delete organises a training day for its largest subcontractors on topics such as safe working methods, quality, fair competition and ethics.

Subcontractor Day 2019 was held at Delete's head office on 24 April 2019 with participants including Delete's subcontractors, customers and Delete's own personnel. The main theme of the day was: Together at the work site — occupational and environmental safety and operational quality.

Special emphasis was placed on occupational safety efforts at the 2019 training seminar, as Delete is committed to the goal of zero accidents and demands that safe working methods are used at the group's work sites. Delete has recognised that a special focus on occupational safety is particularly important at sites with large numbers of employees at times and where the work is varied in terms of the methods used and the targets of the operations.

Incidents and observations from the previous year were reviewed and discussed during the training day. Another key topic during the training day was making safety observations, which is the responsibility of everyone who works at Delete sites. Delete encourages its partners to be active in making observations and taking action to intervene in problems. Problems



**DELETE IS COMMITTED
TO THE GOAL OF ZERO
ACCIDENTS AND DEMANDS
THAT SAFE WORKING
METHODS ARE USED AT
THE GROUP'S WORK SITES.**

can only be rectified when they are known. The observations are recorded in Delete's Sherpa system, which is an easy-to-use safety tool that can be used via mobile devices at work sites.

Having both subcontractors and customers participate in the training seminar is important, as Delete wants to support its customers in their safety-related efforts. All of the parties involved at work sites, from Delete's customer companies to subcontractors, must work together to build a safer future.

CORPORATE RESPONSIBILITY REPORT, SIGNATURES

In Helsinki, 20 March 2020.

Martin Forss
Chairman of the Board

Åsa Söderström Winberg
Member of the Board

Christian Schmidt-Jacobsen
Member of the Board

Ronnie Neva-aho
Member of the Board

Tommi Kajasoja
CEO

THE BOARD OF DIRECTORS



MARTIN FORSS



ÅSA SÖDERSTRÖM WINBERG



RONNIE NEVA-AHO



CHRISTIAN SCHMIDT-JACOBSEN

MARTIN FORSS

Born 1962, M. Sc. (Econ.)
Chairman of the Board
(9 January 2020–)

- Unident AB,
Chairman of the Board
 - Matrix Biotech AG,
Member of the Board
 - Plantui Oy,
Member of the Board
 - Nextim plc,
Member of the Board
-
- Oral Hammaslääkärit Oyj,
CEO (2011–2018)
 - Puukeskus Oy,
Deputy Managing Director (2011)
 - Coor Service Management Oy Ab,
Managing Director (2007–2010)
 - Lassila & Tikanoja Oyj,
EVP, Corporate Planning and
Business Development
(2001–2007)
 - WM Jätehuolto Oy
(currently Lassila & Tikanoja Oyj),
CFO, (2000–2001)

**ÅSA SÖDERSTRÖM
WINBERG**

Born 1957, M. Sc. (Econ.)
Member of the Board
(9 January 2020–)
Chairman of the Board
(2017–9 January 2020)
Member of the Board (2014–2017)

- Scanmast AB,
Chairman of the Board (2013–)
 - Vattenfall AB,
Member of the Board (2013–)
 - OEM International AB,
Member of the Board (2015–)
 - Fibo AS,
Member of the Board (2016–)
 - Balco Group AB,
Member of the Board (2016–)
-
- Sweco Theorells AB,
Chief Executive Officer (2001–2006)
 - Ballast Väst AB,
Chief Executive Officer (1997–2001)
 - NCC Industry,
Marketing Manager (1994–1997)
 - NCC Construction AB,
Communication Manager
(1991–1993)

RONNIE NEVA-AHO

Born 1967,
Secondary school graduate
Member of the Board (2017–)

- Kreate Oy,
Member of the Board (2015–)
 - Rototec Oy,
Member of the Board (2015–)
 - Access Point Oy,
Chairman of the Board (2013–)
-
- Delete Oy,
Vice President (2010– 2015)
 - Tehoc Oy,
Chief Executive Officer (1998–2011)

**CHRISTIAN SCHMIDT-
JACOBSEN**

Born 1970, M. Sc. (Econ.)
Member of the Board (12 April 2019–)

- Axcel Management Holding A/S,
Member of the Board (2016–)
 - Frontmatec Group ApS,
Member of the Board (2016–)
 - IsaDora AB,
Member of the Board (2019–)
-
- Icopal, Group,
Chief Financial Officer (2008–2015)
 - Chr. Hansen, Inc.,
SVP, Finance & Accounting (2006–
2008), VP, Corporate Development
(2005–2006)
 - Axcel,
Investment Manager (1999–2005)
 - Danske Bank Corporate Finance,
Associate (1994–1999)

GROUP MANAGEMENT TEAM



TOMMI KAJASOJA



VILLE MANNOLA



JOONAS EKHOLM



JANIKA VILKMAN



PETER REVAY

TOMMI KAJASOJA

Born 1974, M. Sc. (Eng.)
Chief Executive Officer
(2018–)

- Delete Finland Oy, Country Manager and Managing Director (2016–)
- Delete Finland Oy, Business Area Director, Industrial & Property Services (2014–2016)
- Maintpartner Group Oy, Vice President, Sales & Marketing (2013–2014), President, Expert Services (2012–2014), President, Baltic Countries (2012–2014), Head of Business Development (2010–2012)
- Maintpartner AB, Country President & Managing Director (2010–2011)
- Maintpartner Oy, Vice President, West & North Finland region, (2008–2010) and Manager, Business Development & Improvement, Finland (2007–2008)
- ABB Service, various managerial positions in Finland and New Zealand (2000–2007)

VILLE MANNOLA

Born 1979, M. Sc. (Econ.)
Chief Financial Officer
(2017–)

- GS Hydro Corporation, Group CFO (2015–2017)
- GS Hydro Corporation, Director, Group Finance (2014–2015)
- GS Hydro Corporation, Group Controller (2010–2013)
- Marioff Corporation, Head of Group Financial Planning and Analyses (2008–2010)

JOONAS EKHOLM

Born 1982, M. Sc. (Econ.)
Director, Group Finance
(2017–)

- Delete Oy, Director, Group Finance (2014–2016)
- Delete Oy, Group Controller (2012–2014)
- Eltel Networks, Senior Controller, Group Controlling (2011–2012)
- Wärtsilä Corporation, Controller, Group Control (2010–2011)
- Wärtsilä Corporation, Assistant Controller, Group Control (2007–2010)

JANIKA VILKMAN

Born 1980, LL.M.
General Counsel
(2013–)

- EY, Legal Counsel (2012–2013)
- Fondia Oy, Legal Counsel (2010–2012)
- Ernst & Young Oy, Legal Counsel (2007–2010)
- Ciba Specialty Chemicals Oy, Assisting Legal Counsel (2006–2007)

PETER REVAY

Born 1972
Country Manager and
Managing Director, Delete
Sweden AB (2019–)

- Tunga Lyft AB, Chief Executive Officer (2016–2019)
- ONE Nordic AB, Business Unit Manager (2015–2016)
- Maintpartner AB, Managing Director (2010–2014)
- Cardo AB, Purchasing Director (2008–2010)
- SPX Flow Technology, Purchasing Director (2005–2008)

APPENDIX 1: POLICIES

Delete’s sustainability work is guided by Code of Conduct setting out the ethics of operations. Code of Conduct is supported by several policies and guidelines.

Responsibility for people

Policies

- Delete Group Code of Conduct
- HR policy
- Induction instructions
- Development discussions
- Personnel and training plan
- Equality plan
- Harassment, bullying and emotional abuse
- One Delete handbook
- GDPR guidelines

Responsibility for the environment

Policies

- Delete Group Code of Conduct
- Environmental policy
- Waste treatment instructions
- Waste movement documentation
- Environmental review
- One Delete handbook

Responsible business and Sustainable supply chain

Policies

- Delete Group Code of Conduct
- Supplier Code of Conduct
- Competition Law Instructions
- Delete Group Internal Audit Policy
- Delete Group Internal Control Policy
- Delete Group Disclosure Policy
- Delete Group Insider Guidelines
- Delete Group Remuneration policy

APPENDIX 2: INDICATORS

Responsibility KPI scorecard

Delete's responsibility work is closely monitored with the following meters set for each area. The metrics have been chosen carefully to meet the industry standards and to support Delete's strategy.

Responsible business and Sustainable supply chain

Compliance of Code of Conduct No reported cases of violations of Code of Conduct during 2019.

Audited suppliers is the total number of audited suppliers.

Responsibility for people

Accident frequency LWI rolling 12 months is calculated with LWI accidents per million working hours that are reported with Sherpa.

Absence due to sickness is calculated from working days absent / number of staff x theoretical regular working time in days x 100.

Proportion of supervisors trained with Delete's own training is a percentage of trained supervisors versus all supervisors.

Personnel satisfaction is measured every second year by a Pulssi questionnaire targeting all Delete employees.

Responsibility for the environment

Total energy consumption is all used energy calculated together as MWh.

CO₂ intensity is carbon dioxide emissions in tons, calculated from energy consumption / turnover in Meur.

Total energy consumption intensity is the total energy consumption / turnover in Meur.

Reutilisation rate is the share of reused, recycled and energy recovery waste from the Delete waste stations.

Number of staff with environmental training is the proportion of personnel with environmental training (in Finland meaning Environmental Safety Card).

APPENDIX 3: SCORECARD

KPI	GROUP LEVEL SCORE 2019	
Responsible business		
Reported cases (violations of Code of Conduct)	0	
Audited suppliers	31	
Responsibility for people		
Accident frequency LWI rolling 12 months	15.2	
Absence due to sickness	5.43	
Proportion of supervisors trained (Delete's training)	32% ¹⁾	
Personnel satisfaction	5.4	
Responsibility for the environment		
Total energy consumption	77,407 MWh	
CO ₂ intensity	99 t CO2 / Meur	
Total energy consumption intensity	379 MWh / Meur	
Reutilisation rate	97.40%	
Number of staff with environmental training	276 employees (28%) ²⁾	
		1) Share of trained supervisors (Delete's own training), 2018 figure. No new trained supervisors in 2019.
		2) Number of environmentally trained staff, 2018 figure. No new environmentally trained staff in 2019.

1) Share of trained supervisors (Delete's own training), 2018 figure. No new trained supervisors in 2019.

2) Number of environmentally trained staff, 2018 figure. No new environmentally trained staff in 2019.



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