ELOMATIC
Visions of Tomorrow, Engineered Today

SUSTAINABILITY REPORT 2025



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“We have built strong expertise in areas like clean fuels, hydrogen solutions, and biomaterials.”

Tom Lind, CEO, Elomatic

CEO’S REVIEW

2025 was a meaningful year for Elomatic: we reached record revenue and began managing our sustainability work more systematically. That is why this is a good moment to publish our first sustainability report.

Our updated purpose puts it concisely: *‘Together with our customers, we create sustainable solutions.’* It reflects the direction of our work and supports the evolving needs of our customers. We have also built sustainability services and can now support our customers directly in their projects.

In 2025, the green transition in the energy sector and circular economy projects had a significant impact on our order book. For instance, we served as a key partner in implementing Europe’s largest electric boiler project and helped sustainability-focused startups such as Aisti and Zero Mine scale from the laboratory to industrial production.

In the marine sector, our Elogrid solution for reducing vessel fuel consumption was in high demand. We were also selected to design a polar research icebreaker in Germany. In pharma, we continued to design production facilities where energy efficiency is built-in alongside strict safety and cleanroom requirements.

Our people are at the core of this. Many are genuinely motivated by working on sustainability challenges, and we have built strong expertise in areas like clean fuels, hydrogen solutions, and biomaterials. Alongside developing our competence, our EloWe company culture – grounded in psychological safety and employee wellbeing – is central to how we work and how we grow.

We are in a good place to move forward. This report provides a transparent overview of our sustainability performance, progress, and commitments – an honest look at where we stand and where we want to be. It is not a tick in the box, but a tool for our continuous improvement.

Tom Lind
CEO, Elomatic

SUSTAINABILITY HIGHLIGHTS 2025







Nomine Consult strengthens Elomatic's sustainability services

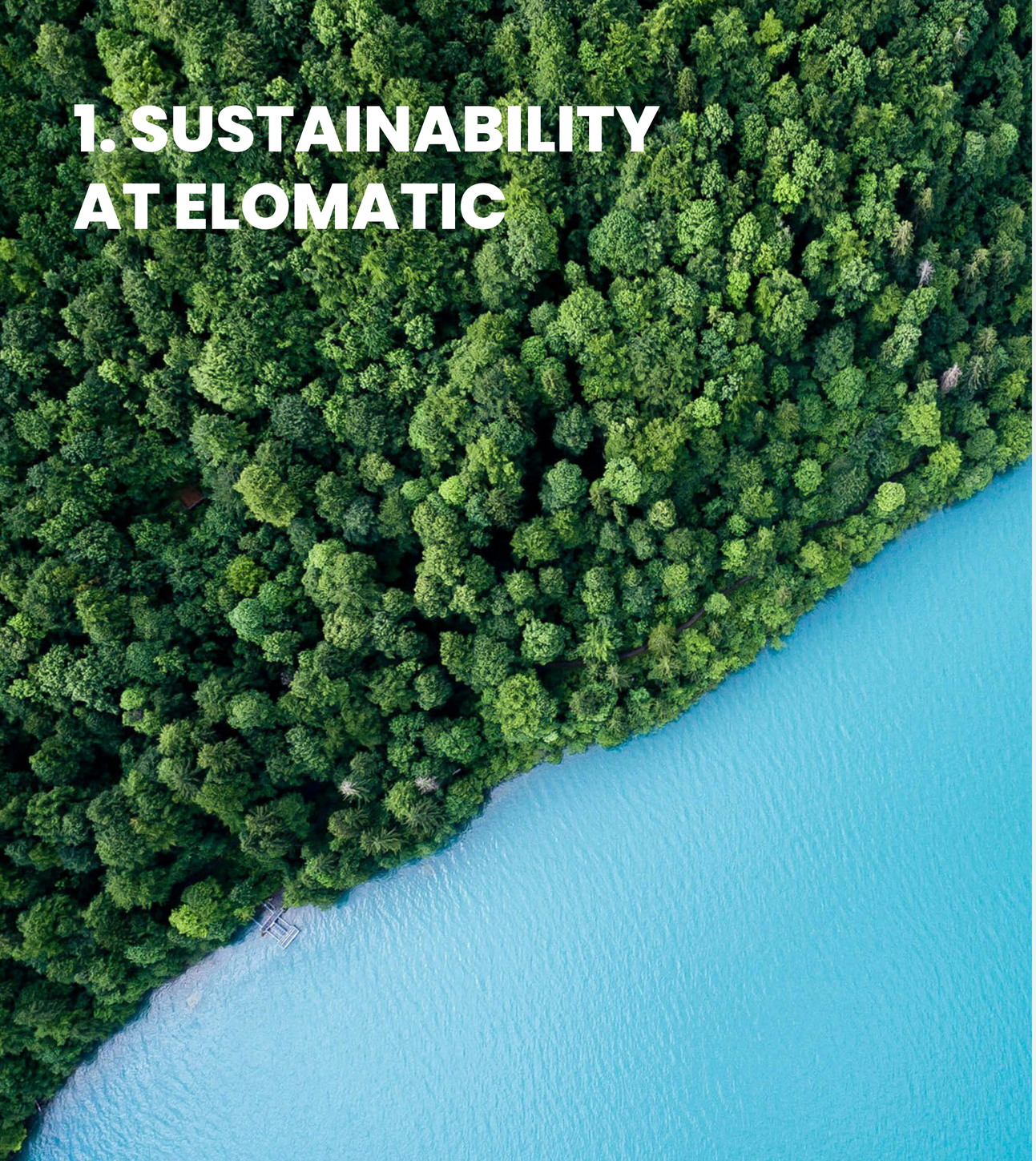
Elomatic acquired Nomine Consult, a Baltic energy and environmental consultancy, in April 2025. With over 30 specialists, Nomine Consult verifies greenhouse gas emissions, conducts environmental impact assessments, and advises on renewable energy projects across the Baltics and broader Europe. The acquisition gives Elomatic direct capacity to support customers through the regulatory and environmental side of energy and industry projects.

Updated Code of Conduct set standards for our partners

Elomatic published a renewed Code of Conduct in May 2025. It sets clear expectations for how Elomatic and its partners handle ethics, human rights, environmental impact, and anti-corruption across all operating countries. The Code of Conduct requires the same ethical standards from all partners and stakeholders.

Each sustainability topic has now an owner in the top management

At the end of 2025, Elomatic top management started defining how sustainability is governed across the group. The work established clear ownership for key sustainability topics, from environmental impact to social responsibility and business development. Topic owners meet quarterly to track progress.



1. SUSTAINABILITY AT ELOMATIC

This Sustainability Report provides an overview of our sustainability approach, impacts, and development during 2025. It is intended for our key stakeholders, including our customers, employees, and future employees, and aims to give an honest picture of where we currently stand and how we drive positive impact together with our customers.

As this is our first sustainability report, we focus on building a structured foundation for future reporting. The information presented reflects our current capabilities and available data. We have prepared this report in accordance with the Voluntary Sustainability Reporting Standard for SMEs (VSME), including both basic and comprehensive modules.

In this report, "Elomatic" refers to the Elomatic Group excluding Cadmatic, which publishes its own sustainability report. The reporting scope includes the parent company Elomatic Oy and the following subsidiaries:

- Elomatic Consulting & Engineering Oy
- Elomatic Consulting Inc.
- Elomatic Engineering Sp. z o.o.
- Elomatic Maritime Technologies GmbH
- Elomatic-Pharmalab Cons. & Eng. Pvt. Ltd.
- Elomatic Solutions Oy
- Elomatic Sp. z o.o.
- Elomatic USA Inc.
- Ablemans LCS Oy
- Elron Oy
- Naya Life Sciences d.o.o.
- Naya Life Sciences DOOEL
- Nomine Consult UAB
- Nomine Consult OÜ
- Kiinteistö Oy Jyväskylän Kangasvuorentie 10
- Turun Valkoinen Talo Oy

Estimates and aggregations have been used where exact data is not available, in line with the VSME proportionality principle. GHG data covers primarily Finnish operations. Canada and Germany are included in selected figures. GHG data and selected HR metrics include a comparison with 2024 figures.

Elomatic

Consulting and engineering company operating globally, with over 50 years of experience.

Elomatic is registered in Finland as a private limited company and classified under NACE code 71.12 – *Engineering activities and related technical consultancy.* Our headquarters and significant assets are located in Turku, Finland.

We work with our customers across process, machinery, marine, energy, and pharmaceutical sectors. We are actively expanding internationally, building networks that help us and our customers address complex challenges across borders.

We provide engineering, consulting, and project management services, as well as products and tailored solutions. Our services cover the full project lifecycle, from concept and basic design to detailed engineering, project execution, and technology development.

Sustainability shows up most concretely in our customer work. For instance, we help customers optimize processes, improve energy and resource efficiency, and meet regulatory requirements. We also support customers in scaling up their new operations, guiding projects from laboratory trials through pilot and demo phases to full commercial production.

> **“Sustainability shows up most concretely in our customer work.”**

989

Number of employees

€114 million

Turnover

€71 million

Balance sheet total

Our key stakeholders include our customers, employees, future employees, suppliers, subcontractors, partners, owners, and educational institutions and regulators.

We engage with them through projects, surveys, and direct collaboration.

Their views, considered in our double materiality assessment conducted in 2024, shape our sustainability priorities. Internally, our EloWe culture reflects the same commitment, with employee wellbeing as a core strategic priority.

COMPASS

TOGETHER WITH OUR CUSTOMERS, WE CREATE SUSTAINABLE SOLUTIONS.

GLOBAL PRESENCE. GROWTH. POSITIVE IMPACT. COMPETENCE. PARTNERSHIPS.

DIRECTIONS	CAPABILITIES
Elomatic way	Superior customer and employee experience
Complementing businesses	Courage and leadership
60-30-10	Competence spearheads and proactive talent pool
	Strategic partner network



ELOMATIC

DIRECTIONS

Complementing businesses

Our complementing businesses can optimize, streamline, and accelerate the achievement of our customers' sustainability objectives through shared values and leadership mindset.

60-30-10

Our businesses outperform rivals by leveraging and extending their key competences according to the 60-30-10 rule of thumb.
The 60 is our core customer work and steady profitability.
The 30 is special expertise we want to grow.
The 10 is what comes next: spin-offs and new ventures.

Elomatic way

Our advantage comes from generating fit-to-need solutions to customers' complex problems, delivering them through the full project lifecycle, and doing so in our signature way: close customer contact, flexibility, and accessibility.

CAPABILITIES

Superior employee experience

We create meaningful experiences for our employees through insightful challenges, a coherent culture, and continuous development.

Courage and leadership

We invest in leadership and expect our managers to demonstrate bold leadership. We also address issues courageously and act in accordance with our values.

Competence spearheads and talent pool

We fulfill our customer expectations through selected competence areas and a proactive talent pool.

Strategic partner network

Our partner network extends our capabilities beyond consulting and engineering, enabling us to deliver broader solutions to customers.

Driving international industrial sustainability

Sustainability certifications

We hold ISO 9001:2015 certification for quality management. Five of our subsidiaries hold **ISO 14001** certification for environmental management: **Ablemans LCS Oy, Naya Life Sciences d.o.o., Naya Life Sciences DOOEL, Nomine Consult UAB,** and **Nomine Consult OÜ**, and our other operations apply the same practices. We also follow relevant industry standards and frameworks, including **ISO 27001** for information security, although we don't hold that certification. We are assessing the requirements for **ISO 45001** certification.

We are assessed through **EcoVadis**, a widely used sustainability rating platform, and we use **Vastuu Group's** service in Finland to monitor compliance with contractor liability obligations. We are also a member of **SKOL**, the Association of Finnish Consulting Firms, through which we commit to **FIDIC**'s Code of Ethics.



Our Value Chain and Impacts

Our value chain consists of upstream partners, our own operations, and downstream customer activities.

Upstream, we rely on technology providers, suppliers, subcontractors, and business partners that enable our business. In our own operations, direct impacts primarily relate to energy consumption, digital infrastructure, and employee well-being. Downstream, where our most significant sustainability impacts occur, we indirectly influence large-scale industrial processes through engineering and consulting, with substantial environmental and social impact.

We take this responsibility seriously by actively promoting more sustainable alternatives within projects and by continuously developing our expertise in areas such as circular economy, energy efficiency, and sustainable design.
We recognize that our ability to measure and quantify our indirect impacts is currently limited. Developing methodologies to better understand and demonstrate our contribution to customer sustainability performance is a key focus area for the coming years.



ELOMATIC

Customer journey from a sustainability perspective

1.

Prioritizing

We identify relevant sustainability topics for each project

- ✓ **Collaboration**
- ✓ **Quality**
- ✓ **Safety**

2.

Investigating

We explore options that align with targets and requirements

- ✓ **Sustainable alternatives**
- ✓ **Circular economy**
- ✓ **Low emission solutions**

3.

Engineering & Managing

We implement solutions and solve problems

- ✓ **Resource efficiency**
- ✓ **“Do No Significant Harm” -principle**
- ✓ **Scalability**

4.

Developing

We measure, report impact, and continuously improve

- ✓ **Information security**
- ✓ **Reliability**
- ✓ **Flexibility**



Impacts, risks, and opportunities across the value chain

Our impacts to our own workforce



Our own social impacts stem from knowledge-based project work in an international context. We offer employees cognitively challenging work in an office environment, highly reliant on collaboration.
Our own social impacts include:

- Physical and psychological wellbeing of employees, determined by work conditions
- Diversity, equity, and inclusion
- Harassment and psychological safety
- Training and education, as well as management of tacit knowledge
- Job security, employment contracts, and collective bargaining
- Communication and participation

Our social impacts in the value chain



Our engineers make design choices that affect people throughout the value chain. Most significant are choices made in operational contexts for value chain workers, and processes that define the product quality, affecting end-users.
These impacts include:

- Work conditions of operational workers and contractor employees
- Product quality and impacts on health and safety
- Information availability of designs

Our environmental impacts through customer work



Customer projects are where we have the most significant sustainability impact. Our design work reduces negative effects on natural systems and communities, while we recognize that we also enable industrial activities that carry environmental and social impacts. Our design work optimizes and provides sustainable alternatives in areas such as:

- Emissions and emission mitigation
- Energy and resource use
- Climate change adaptation
- Water management
- Circulation of sidestreams
- Management of pollutants
- Biodiversity impacts
- Lifecycle management

We do not report metrics on this topic, as we do not have ownership over these impacts.

Governance-related impacts



As a trusted partner providing expert services, we work with integrity and reliability. Our governance impacts arise from supporting regulatory compliance in customer projects, exposure to corruption risks, and managing sensitive technical data.

Our own environmental impacts



As a knowledge-based service provider, our own environmental footprint is limited. We manage Scope 1, 2 & 3 emissions covering energy use, purchases, business travel, and employee commuting. Within our purchases, information technology is our most significant source of emissions, and we manage it accordingly.

Sustainability policies and practices

Name of policy or practice	Timeline	Description of policy or practice	Public availability	Target set
Sustainability policy	Existing	Defines our approach to ESG and guides decision-making across the organization.	Not publicly available	No
Own workforce	Existing	HR policy covering employment practices, wellbeing, and career development.	Not publicly available	Yes
Business conduct	Existing	Code of Conduct covering ethics, anti-corruption, and stakeholder relations.	Not publicly available	No
Integration into management areas	Future initiative	Sustainability to be embedded in cross-functional processes.	Not publicly available	No
Sustainability commitment	Future initiative	Planning a public commitment to measurable sustainability targets.	Will be publicly available	Will be
Sustainability training	Future initiative	General sustainability training included in employee onboarding.	Not publicly available	No



2. GOVERNANCE

Governance at Elomatic

Governance means how we lead and manage sustainability across the company. We assign clear ownership for sustainability topics, manage impacts across our value and production chain, and identify and address risks.

Sustainability management:

Values, steering group, and ownership

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Our value chain:

Value chain from sustainability perspective

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Risk management:

How Elomatic identifies and address risks

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Sustainability management

Values

We succeed together
- We help our customers and each other to thrive
- We respect each other
- We celebrate successes together

We have a passion to improve
- We are proactive and curious
- We try to improve every time
- We have the courage to move forward

We are trustworthy
- We act openly and clearly
- We bear our responsibilities
- You can rely on our expertise

CEO

Sets strategic direction and oversees integration of sustainability into business decisions.

Sustainability steering group

Each key sustainability topic has a clear ownership in the group. The group coordinates responsibilities and facilitates core sustainability processes, such as decision making, target setting and review, reporting and embedding sustainability into business processes. Reports regularly to the Elomatic leadership team.

Elomatic leadership team

Translates strategy into action and ensures sustainability is embedded in operations. Approves decisions and targets.

SUSTAINABILITY STEERING GROUP:

Chairperson
Sustainability lead (CMO), who directs and coordinates sustainability work.

Supply chain representative
Integrating supply chain sustainability impacts into projects and business unit practices.

HR-leader
Social responsibility regarding own workforce, including well-being and workforce development.

Business development representative
Drives sustainability into future business opportunities.

Environmental representative
Integrating environmental sustainability impacts into projects and business unit practices.

Value chain representative
Integrating social impacts in value chain into projects and business unit practices.

Compliance and governance representative
Ensures ethical conduct and regulatory compliance.

Sustainability team member
Supports reporting, implementation, and development of sustainability practices.

Board diversity: **33% women, 67% men**

Our value chain from a sustainability perspective

UPSTREAM

Suppliers and services
We manage supplier relationships by considering quality, cost, reliability, and increasingly sustainability-related criteria.

Partners and subcontractors
We collaborate with partners to deliver integrated solutions, while strengthening our expectations related to ethics, compliance, and sustainable practices in project execution.

Educational institutions
We rely on educational institutions for future talent, growth, and continuity.

OWN OPERATIONS

Suppliers and services
Information security and confidentiality
Emissions reductions
Sustainable procurement

Partners and subcontractors
Working conditions and human rights
Innovation of sustainable alternatives
Responsible business conduct

Our talent
Psychological safety through our EloWe culture.
Leadership development and lifetime learning.
Long careers built on expertise and growth.

DOWNSTREAM

Environmental impact management
Anti-corruption measures

INDUSTRY
Industrial customers seeking efficient and reliable production systems, where key priorities include energy efficiency, emission reduction, circularity, and regenerative innovations.

MARINE
Shipbuilders and maritime operators, advancing fuel efficiency, emission reduction, alternative energy solutions, and lifecycle performance of vessels.

PHARMA
Pharmaceutical and life science customers operating in highly regulated environments, where energy use, material efficiency, safety, and strict compliance requirements drive decision-making.

SOCIETY

Our societal impact lies in shaping the sustainability of industrial systems, where design decisions today define environmental and social outcomes for decades. We actively contribute to the development of our sector through involvement in professional associations and advisory boards of educational institutions.

VALUE PROPOSITION

We create lasting sustainability outcomes in industrial systems through expertise and design decisions.

Risk Management

Risk management is an integrated part of Elomatic's business operations. Our approach follows established frameworks, including ISO 9001, ISO 31000, and the risk management framework of the Confederation of Finnish Industries (EK). We apply risk management consistently at company, offer, and project level. Sustainability risks are embedded within this broader framework.

Key sustainability risks relate to our ability to respond to evolving regulations and customer requirements. These transition risks are expected to grow over the medium term as regulatory expectations around climate change, circularity, and biodiversity tighten. The primary business impact is uncertainty in the market, potentially leading to declining investment and reduced demand for our services.

Our Information Security Management System (ISMS) is aligned with ISO 27001. It protects the confidentiality, integrity, and availability of information and supports customer, regulatory, and legal requirements. We organize information security into four areas: personnel security, technical security, supply chain security, and business continuity. We are not legally obligated under NIS2, but we align with its principles to serve customers in regulated and critical sectors.

We do not tolerate corruption, extortion, or bribery. We have had no convictions or fines for violations of anti-corruption or anti-bribery laws. We follow fair competition principles, comply with local laws and regulations, and avoid conflicts of interest.





3. ENVIRONMENT

Our Climate Policies

Our code of conduct states that:

- We are committed to reducing the energy consumption, waste and greenhouse gas emissions caused by our operations.
- In project activities, we help our customers and partners to operate in accordance with the principles of sustainable development, paying special attention to energy and material efficiency. We are constantly developing new, more environmentally friendly solutions.
- We strive to create a sustainable living environment and invest in the development of new innovations in the field.
- We follow an up-to-date travel policy.

Our greenhouse gas (GHG) emissions data is aligned with the GHG protocol. We collect data from scope 1, 2 and 3 categories covering our energy use and own energy production, purchases, business travel and employee commuting. We have prioritized activity-based data when available and complemented the information with estimates where precise data has been unavailable. Scope 2 data is calculated using the location-based method.

We have taken measures to avoid double counting and to ensure the completeness of the data. However, GHG data covers primarily Finnish operations, with Canada and Germany included in selected figures.

Estimates and aggregations have been used where exact data is not available, in line with the VSME proportionality principle. GHG data covers primarily Finnish operations. Canada and Germany are included in selected figures. GHG data and selected HR metrics include a comparison with 2024 figures.

ENVIRONMENT

Energy Consumption

Energy consumption (MWh)	2024			2025		
	Renewable	Non-renewable	Total 2024	Renewable	Non-renewable	Total 2025
Electricity	3,004	3,124	6,128	2,539	1,354	3,893
Fuels	-	-	-	-	-	-
Total	3,004	3,124	6,128	2,539	1,354	3,893

Climate emissions[1]

Scope 1 GHG

Share of scope 1 emissions by source (tCO_2e)	2024	2025
Fugitive emissions - refrigerants	-	-
Fugitive emissions - others	-	-
Process emissions	-	-
Own produced energy from non-fuel renewables	-	-
Company vehicles (excl. electric vehicles)	11	9
Stationary combustion	-	-
Total	11	9

Scope 2 GHG

Share of scope 2 emissions by source (tCO_2e)	2024	2025
Purchased electricity (Incl. electric vehicles)	363	224
Purchased heating	315	196
Purchased cooling	-	-
Purchased steam	-	-
Total	678	420

[1] Scope 3 data covers key categories including purchased goods and services, business travel, and employee commuting; some uncertainty remains due to methodological limitations and partial data availability.

Scope 1 & 2 total emissions (tCO_2e)	2024	2025
Total	689	429

Scope 3 GHG

Share of scope 3 emissions by source (tCO_2e)	2024	2025
Cat. 1: Purchased goods and services	1,515	1,426
Cat. 3: Fuel- and energy-related activities, outside of scope 1 & 2	237	168
Cat. 6: Business travel	570	521
Cat. 7: Employee commuting	631	477
Total	2,953	2,592

Total GHG (Scope 1, 2 & 3)

Distribution of emissions (tCO_2e)	2024	2025
Scope 1	11	9
Scope 2	678	420
Scope 3	2,953	2,592
Total	3,642	3,022

Carbon intensity: **4 tCO_2e/M€** (revenue-based, includes scopes 1 & 2)

Carbon intensity, including scope 3: **27 tCO_2e/M€** (revenue-based, includes scopes 1, 2 & 3)

Climate Targets and Risks

We have not yet set GHG reduction targets or developed a climate transition plan. In the meantime, we monitor and manage climate-related risks as part of our broader risk management. In addition, we have conducted a double materiality assessment to assess the vulnerability of our assets, activities, and value chain to these climate-related risks.

Our most immediate climate risk is regulatory. Sustainability regulation in the EU is evolving rapidly, covering climate change, biodiversity, and circular economy. These changes affect customer expectations in tenders in the short and medium term. If we cannot clearly demonstrate our sustainability performance, we risk losing competitiveness in key projects and our ability to attract and retain capable people.

Closely related is reputational risk: as expectations around sustainability transparency grow, gaps between stated commitments and actual performance can erode trust among customers, employees, and partners.

In the long term, climate change can cause widespread disruptions in ecosystems and societies, leading to social unrest, value chain disruptions, and economic instability. Declining investment would reduce demand for our services. We also expect the long-term impacts of climate change to require adaptation measures for our physical assets – primarily office buildings – due to extreme weather events and rising sea levels.

Environmental Impact through Our Products and Projects

As a consulting and engineering company, our most significant sustainability impacts occur through our customers' projects. The following four examples show how our work and solutions help reduce negative environmental impacts.

Product case:

Elogrid takes its emissions reductions into newbuild vessel design

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Customer case:

Helping Helen develop district heating

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Customer case:

Designing Zero Mine's recycling plant that recovers metals without mining

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Customer case:

Supporting Aisti's push for lower-carbon construction materials

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ELOMATIC

Product case:

Elogrid takes its emissions reductions into newbuild vessel design

Elogrid™, Elomatic's tunnel thruster grid technology, reduces vessel fuel consumption and CO_2 emissions by optimizing water flow around tunnel thrusters. According to Computational Fluid Dynamics (CFD) simulations, it delivers fuel savings of 1–4% per vessel, and university theses have confirmed that the technology pays back its carbon debt in just 5 to 15 days. Elogrid is already installed on vessels operated by **Viking Line, DFDS, Color Line**, and **CLdN**.

In August 2025, the **METEOR IV** project was the first time Elogrid was incorporated during the design phase of a newbuild vessel rather than retrofitted afterward. The 125-meter research vessel, built by **MEYER FASSMER Spezialschiffbau** for the German Federal Ministry of Education and Research, needed improved dynamic positioning capability. Elogrid met that need while also reducing fuel consumption.

Earlier that year, **Wärtsilä** signed a 12-year licensing agreement to sell and manufacture Elogrid globally, bringing the technology's benefits to a much wider fleet.

1-4% Fuel savings per vessel
13,18 t co_{2e} Lifecycle carbon footprint (4 devices, M/S Viking Cinderella)
268,7-463,8 t co_{2e} Annual carbon handprint (M/S Viking Cinderella)
5-15 days Carbon payback time



Customer case:

Helping Helen develop district heating

Elomatic's most notable 2025 projects included the implementation of Europe's largest electric boiler plant for **Helen** in Hanasaari, Helsinki. The 200 MW plant consists of four electric boilers and two heat storage units. It will run on emission-free electricity and supply heat to the district heating network when electricity prices are low, balancing price fluctuations and increasing production flexibility.

The plant is built on the site of the decommissioned Hanasaari coal power plant – a concrete symbol of Helsinki's energy transition. Elomatic is responsible for process, plant, electrical, and automation design, as well as coordination across all design areas.

The plant is scheduled to be operational during the 2026–2027 heating season. The project is delivered together with **A-Insinöörit.**

200 MW Plant capacity

~50,000 residents Heating capacity



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Customer case:

Designing Zero Mine's recycling plant that recovers metals without mining

Only about 25% of the valuable metals in electronic waste are properly recycled today. **Zero Mine Solutions** is tackling this with a patented leaching-based process that recovers critical raw materials from circuit boards and returns them to industry as clean, high-quality resources.

In 2025, Elomatic was working on the full facility design for **Zero Mine's** €40–50 million pre-commercial recycling plant in Jyväskylä, Finland. The design phase began in spring 2024 and is scheduled for completion in spring 2026. The plant will initially recover gold, copper, silver, and palladium from end-of-life devices, with plans to expand to rare earth elements such as neodymium, dysprosium, and terbium – materials critical for electric vehicles and renewable energy. Production is expected to start in 2029.

The facility is designed with closed process sections to minimize water consumption and environmental impact. Elomatic also carried out the preliminary design that led to the construction of a test laboratory at the **University of Jyväskylä.**

~25% Share of e-waste metals currently recycled
€40–50 million Plant investment
Metals recovered: gold, copper, silver, palladium + rare earth elements



Customer case:

Supporting Aisti's push for lower-carbon construction materials

The construction industry accounts a large part of global CO_2 emissions. **Aisti** is tackling this with wood fiber-based acoustic tiles – a renewable alternative to mineral wool that delivers comparable acoustic performance at a similar price point. Demand for the product was already strong before the factory opened.

In January 2025, **Elomatic** signed a partnership with **Aisti** to design and manage the construction of their first commercial production facility in Kitee, Finland. **Elomatic** handles the engineering, procurement, and construction management. When complete, the factory will produce 2.5 million square meters of tiles annually.

The project supports **Aisti**'s path to international markets and gives the construction sector a lower-carbon material option made from renewable raw materials.

2.5 million m_2 Annual production capacity

~85% Share of renewable raw materials

~60% lower than mineral wool alternatives
Fossil carbon footprint

~3 × the fossil emissions from production
Biogenic carbon stored

Next step:
concrete and measurable sustainability targets

Elomatic has taken important first steps in systemizing its sustainability approach.

Processes such as double materiality assessment, integrated risk management, and the establishment of a sustainability steering group demonstrate commitment to understanding and managing sustainability impacts.

At the same time, we recognize that our sustainability work is still developing. Important foundations are in place, but certain elements needed for effective sustainability management are in progress. Through our double materiality assessment, we have identified our key impacts, risks, and opportunities. The next step is to link these insights to concrete targets, measurable outcomes, and performance management.

We also need to develop more systematic structures to support sustainability in our projects. Currently, our engineers' expertise forms the foundation for sustainability considerations. Going forward, we aim to support this with clearer processes and guidelines for project reviews, project feedback, and sales-stage practices.

Impact measurement in customer projects is another area we are actively developing. As a consulting and engineering company, our most significant sustainability impacts occur through the solutions we design and deliver to our customers. We are working to build practices that allow us to better measure and demonstrate these impacts over time.





4. OUR PEOPLE

ELOMATIC

Our people at Elomatic

Our People carry out the work that defines Elomatic. We build a safe and supportive culture, and we develop, train, and treat our employees well.

Psychological safety:

A Foundation for Lasting Business Success

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HR targets and metrics:

Scores for eNPS, LTIF, and leadership

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EloWe in practice:

EloWe principles listed

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Our employees:

Charts of employees' gender, country etc.

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Health & Safety:

Well-being at Elomatic

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Equality at Elomatic:

Equal Opportunities, Better Work

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Psychological Safety:
A Foundation for Lasting Business Success

Technical expertise alone no longer sets companies apart. Increasingly, the organizations that outperform their peers are those that treat company culture and psychological safety as real business assets, not side topics.

Psychological safety means employees can share opinions, raise ideas, and take risks without fear of humiliation or rejection. It is not simply about a pleasant atmosphere. It is a deeper sense of security: knowing your voice will be heard and valued. When that sense of safety is present, teams communicate more openly, learn from mistakes faster, and draw on diverse perspectives when making decisions.

Research consistently links psychological safety to an organization's capacity to learn, solve complex problems, and adapt quickly to change. It also directly supports employee engagement, reduces turnover, and strengthens overall wellbeing and resilience.

At **Elomatic**, we have made a deliberate choice to invest in leadership development. Our **EloWe** culture and Leadership Academy have been central platforms for this work. In recent years, we have focused particularly on building psychological safety, strengthening our feedback culture, and improving performance management practices. Our goal is to ensure that psychological safety shows up consistently in how every manager leads, not as a one-off topic.

ELOMATIC

Employee and pulse surveys already show encouraging progress. The decline in **Employee Net Promoter Score** (eNPS) figures reflects organizational changes, while scores on manager feedback and on questions such as "I can be myself at work" have clearly improved. We see this as a meaningful sign that we are moving in the right direction.

Culture does not change by accident. When it is built through everyday leadership choices – how mistakes are handled, how feedback flows, and how well people feel listened to – psychological safety becomes more than a concept. It shows up in our people, and ultimately in our results. many are included in selected figures. GHG data and selected HR metrics include a comparison with 2024 figures.



EloWe in practice

EloWe is about the words and actions that create a safe and respectful atmosphere. Built on respect, equality, kindness, and support, it guides everyday work from collaboration to communication, creating an environment where everyone feels appreciated and can succeed.

EloWe shows up in everyday actions: listening, offering support, and caring for one another. Wellbeing is also supported through annual campaigns and events such as Wellbeing Spring, which focuses on physical, mental, and social wellbeing and culminates in a wellbeing day at our offices.

EloWe encourages curiosity and continuous growth. New skills develop through everyday work, self-study, training, and shared learning with others, and knowledge flows freely across the organization through EloInfo sessions and EloForum lectures.

EloWe embraces courage: trying new things, stepping outside comfort zones, and growing through experience. Courage shows up in everyday work: in asking questions, sharing ideas, and standing up for fairness. Fostering this kind of culture is an ongoing effort at Elomatic.

Our HR targets and metrics

Employee Net Promoter Score (eNPS)

	Target	2024	2025
New employees eNPS	50	69	68
Leavers eNPS	25	15	27
eNPS	40	25	14

Leadership Index Score

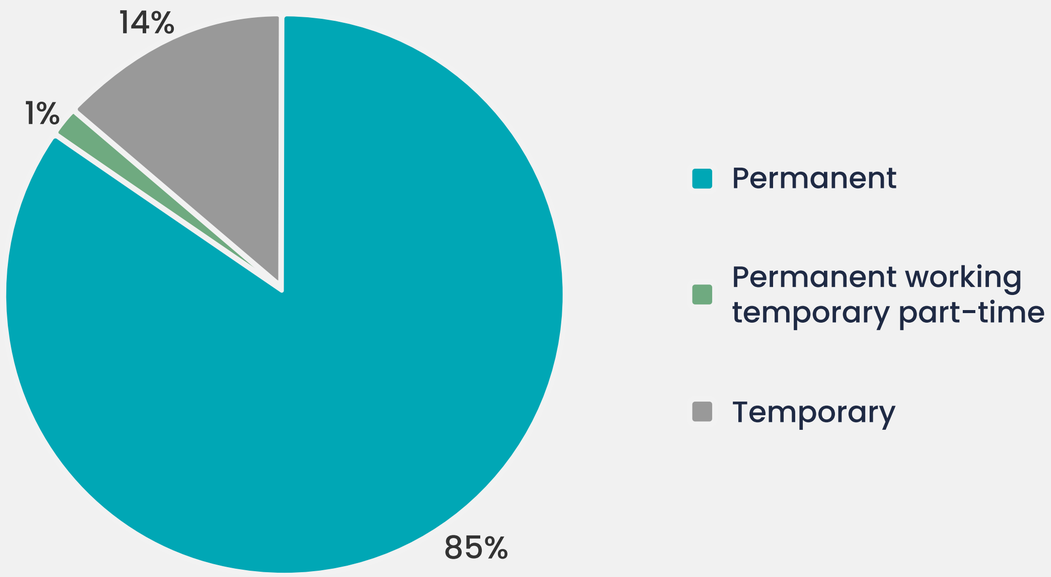
	Target	2024	2025
Leadership index score	80	75	73

Lost-time injury frequency (LTIF)

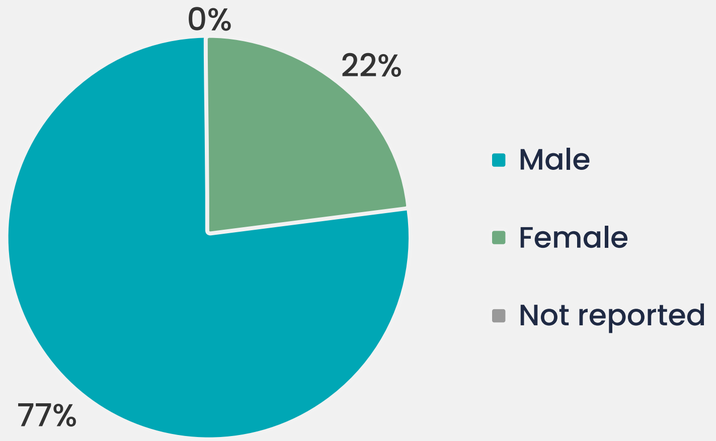
	Target	2024	2025
LTIF (per million hours worked)	0	3.42	1.4

Our Employees

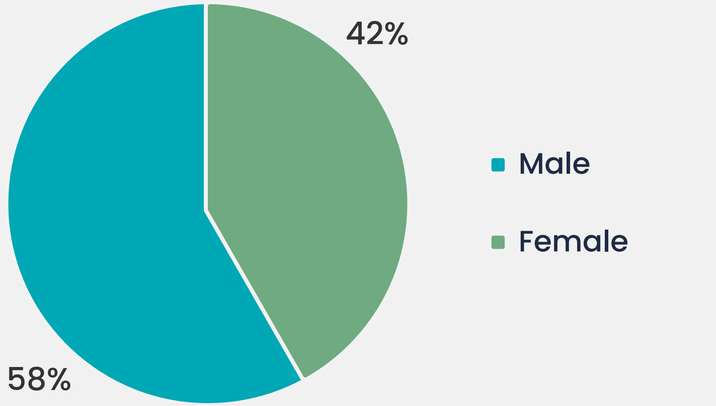
Type of employment



Gender Distribution

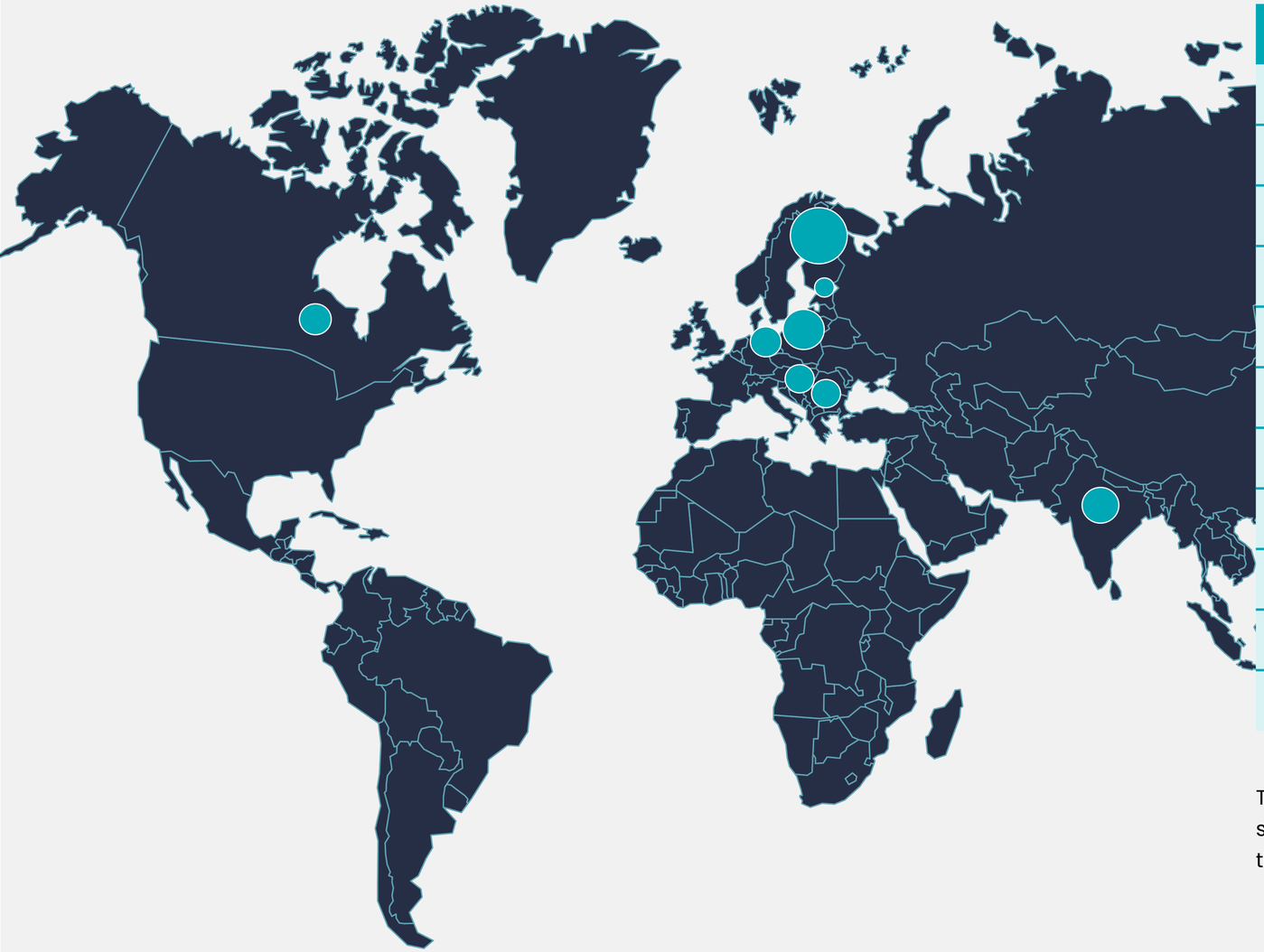


Top management gender distribution



Employee turnover: **15%**

Country of Employment



Country	Gender: Not reported	Gender: Female	Gender: Male	Total
Canada		6	32	38
Estonia		3	11	14
Finland		157	546	703
Germany		9	41	50
India	1	10	108	119
Lithuania	1	6	7	14
North Macedonia		21	51	72
Poland		32	57	89
Slovenia		4	4	8
Not defined		1	6	7
Total	**2**	**248**	**853**	**1,103**

The total figure includes employees who were employed for full calendar months. Country-specific figures also include employees who started or left during the month. Due to how the system calculates these figures, country-specific and total figures may differ slightly.



Health, Safety, and Well-Being

Elomatic promotes occupational health, safety, and well-being through group-level policies and local HR practices. The approach covers physical and psychological well-being, safe working conditions, and fair treatment.

Key frameworks include the Equality and Non-discrimination Plan, the policy for preventing inappropriate treatment, the Wellness Plan, and the Early Support Model. Local HR Handbooks and safety guidelines support these. They apply to all employees. Managers and supervisors put them into practice through well-being initiatives, employee feedback, training, and flexible working arrangements.

Group-level instructions provide a shared framework. Local HR Handbooks then define country-specific practices on working conditions, absences, occupational health, and safety procedures. This keeps core policies consistent and connects daily practice to national legislation.

Our Finnish operations have the most detailed guidance. Occupational safety there runs through a safety committee, an occupational safety action program, and monitoring accident and sickness absence data. Each site assesses hazards systematically, conducts risk assessments, and maintains a rescue plan. Occupational health services support employees with workplace surveys, ergonomics assessments, health check-ups, and work ability monitoring.

Work-related accidents and fatalities

2 recordable accidents
0.28 accident rate (per 100 full-time workers)
0 fatalities



ELOMATIC

Equal Opportunities, Better Work

Helena Laavi works in process modeling, process safety design, and consulting. She studied chemical engineering and has combined research with practical work throughout her career.

Although her work is highly technical, Helena emphasizes that engineering deals a lot with people. Projects involve extensive interaction with customers, colleagues, and stakeholders, and that means a range of viewpoints and expertise.

In working life, Helena often finds herself in male-dominated project teams, sometimes as the only woman in the group. For her, professional competence matters more than gender, but so does the environment in which people work.

“A respectful atmosphere and shared values help build a trustworthy and inspiring workplace where everyone can shine and succeed together,” Helena says. She believes that when everyone is given equal opportunities to contribute, the whole work community benefits.

TRAINING AND DEVELOPMENT

At Elomatic, our people are at the core of our success. That is why managers and HR support employees in developing their skills. Our methods include competence mapping, career paths, mentoring, and support for degree studies.

We use both internal trainers and external providers. The Vuolearning e-learning platform provides role- and target group-specific as well as company-wide courses. HR records completed training in the EloHR system.

Also, employees record and assess their skills and interests through the Skillhive tool.

Employees and supervisors review competence annually in development discussions, where they document needs and objectives. We expect employees to take an active role in developing their own skills in line with changing business needs.

Training hours per employee by gender

	Hours	Number of employees	%
All employees	82,913	1,103	100
Women	8,035	248	10
Men	74,893	853	90
Not reported	0	2	0

Average number of training hours by gender

	Hours
All employees	75
Women	32
Men	88
Not reported	0



“What drew me to Elomatic was the opportunity to go beyond equipment and be part of something larger”

Ujjal Dutta
Vice President, Business Development, Elomatic

Empowering People to Grow

Ujjal Dutta joined Elomatic India 14 years ago as Business Development Manager. Today he serves as Vice President. His career path reflects what steady growth looks like when supported by the right environment.

“What drew me to Elomatic was the opportunity to go beyond equipment and be part of something larger: designing and delivering critical pharmaceutical and biotech facilities,” Ujjal says.

Elomatic India specializes in engineering and consulting for pharmaceutical and biotech facilities, working across biologics, vaccines, peptides, cell and gene therapy, and complex injectables. These are areas that demand both deep technical knowledge and a commitment to continuous learning as the field evolves.

As a leader, his philosophy is straightforward. “I want to grow and empower my team to grow,” he says. He focuses on nurturing technical expertise and decision-making maturity, encouraging each team member to think independently and act confidently.

Equality and Human Rights

Equality at Elomatic

Our HR policies are based on a unified framework consisting of the Code of Conduct, the Equality and Non-Discrimination Plan and HR guidelines. We treat employees equally in all situations, without direct or indirect discrimination based on factors such as age, gender, ethnic origin, nationality, language, religion, or health status.

We identify and seek to remove structures that create inequality, and require supervisors, HR, and employee representatives to address discrimination and harassment at an early stage. These principles guide recruitment, career development, compensation, and working conditions in every country. Local legislation may add country-specific requirements.

-1.7% Gender pay gap

Wages in line with minimum wage or collective agreements

Elomatic complies with country-specific minimum wage laws and applicable collective agreements. Salaries meet at least the required minimum wage level in each operating country. The gender pay gap has been calculated based on salary structures in Finland, using SKOL categories.

Employees covered by collective agreements:

Number: **679**
Share: **62%**

Human rights

Elomatic's Code of Conduct defines our ethical principles and guides the conduct of employees, as well as interactions with customers and partners. It emphasizes ethical and responsible behavior in daily work and requires employees to follow these principles in all situations.

The Code of Conduct addresses discrimination, inappropriate treatment, forced and child labor, accident prevention, and other ethical concerns through defined reporting and handling mechanisms. Employees have access to a whistleblowing procedure through which they can report such issues without fear of negative consequences.

We handle reports carefully, anonymously and fairly in accordance with established practices. We ensure that all compliance concerns are investigated and maintain a process for addressing ethical and legal violations. Retaliation against individuals who report concerns is explicitly prohibited.

The whistleblowing channel

The whistleblowing channel is available via our website, allowing also external parties to submit anonymous reports.

Severe negative human rights impacts

No severe negative human rights impacts were reported in 2025 in our own workforce or value chain.

VSME APPENDIX

	Basic module		
VSME requirement	Report section	Page	Additional information
General information			
B1	Sustainability at Elomatic, Elomatic	5, 6	
B2	Sustainability Policies and Practices	13	
Environment metrics			
B3	Energy Consumption, Climate Emissions	19	While material, we do not have ownership over pollution of air, water and soil, biodiversity, water or resource use, circular economy and waste management data as our impact happens in the customer interface. Therefore this data has been omitted from the report.
B4	N/A		
B5	N/A		
B6	N/A		
B7	N/A		
Social metrics			
B8	Our Employees	29	
B9	Health, Safety, and Well-Being	31	
B10	Our Employees, Training and Development, Equality and Human Rights	29, 33, 35	
Governance metrics			
B11	Risk Management	17	

	Comprehensive module		
VSME requirement	Report section	Page	Additional information
General information			
C1	Elomatic	6, 7, 8	
C2	Sustainability policies and practices, Sustainability management	13, 15	
Environment metrics			
C3	Climate targets and risks	20	
C4	Climate Targets and risks	20	
Social Metrics			
C5	Our Employees	29	
C6	Human rights	35	
C7	Human rights	35	
Governance metrics			
B9	N/A		We operate in the engineering and consulting sector and do not derive our revenue from the exploration, extraction, refining, or distribution of fossil fuels, nor from the production of chemicals as defined in EU classifications.
B10	Our Employees	29	


Read more about our projects
www.elomatic.com/projects
ELOMATIC
Visions of Tomorrow, Engineered Today