

DELETE[®]

Sustainability report

20
23





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Working for the future

DELETE offers its customers business-critical industrial, construction and property cleaning services that require special expertise and special equipment.

OUR SERVICES

Industrial services

- High-pressure cleaning, high-power vacuuming and combi units work
- Maintenance shutdown services
- Mechanical installations
- Special methods such as pressure wave cleaning and dry ice and blasting work
- Waste management and logistics

Sewer services

- Flushing and inspection of sewers
- Wastewater pump station maintenance
- High power vacuuming and blowing
- Emptying, flushing and imaging wells
- By-pass pumping services

Damage control and repair services

- Post damage control
- Water damage services
- Fire damage restoration
- Damage surveys

Construction services

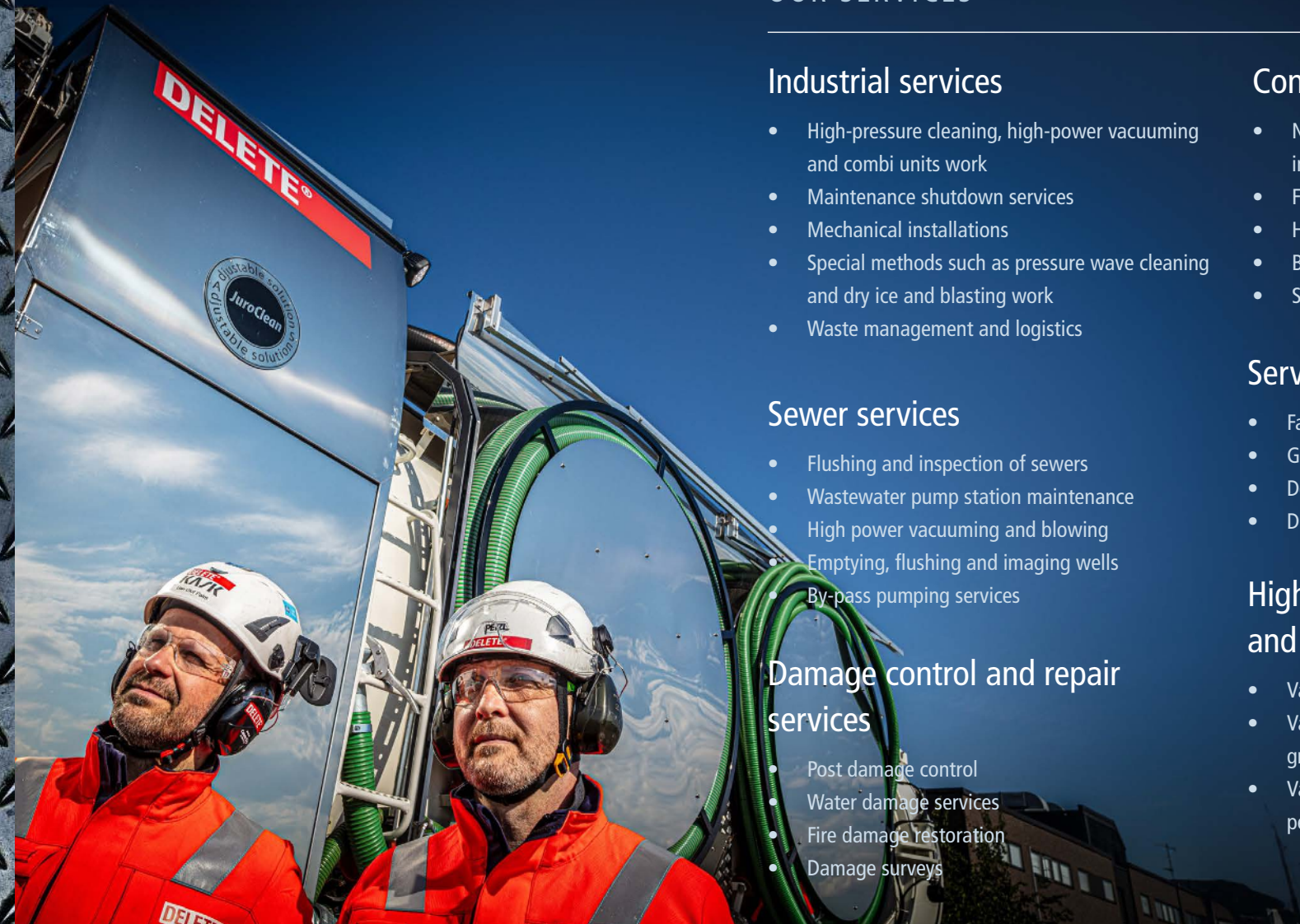
- New sewer system flushing and inspection
- Facade cleaning
- Hydro-demolition and water jetting
- By-pass pumping services
- Steaming services

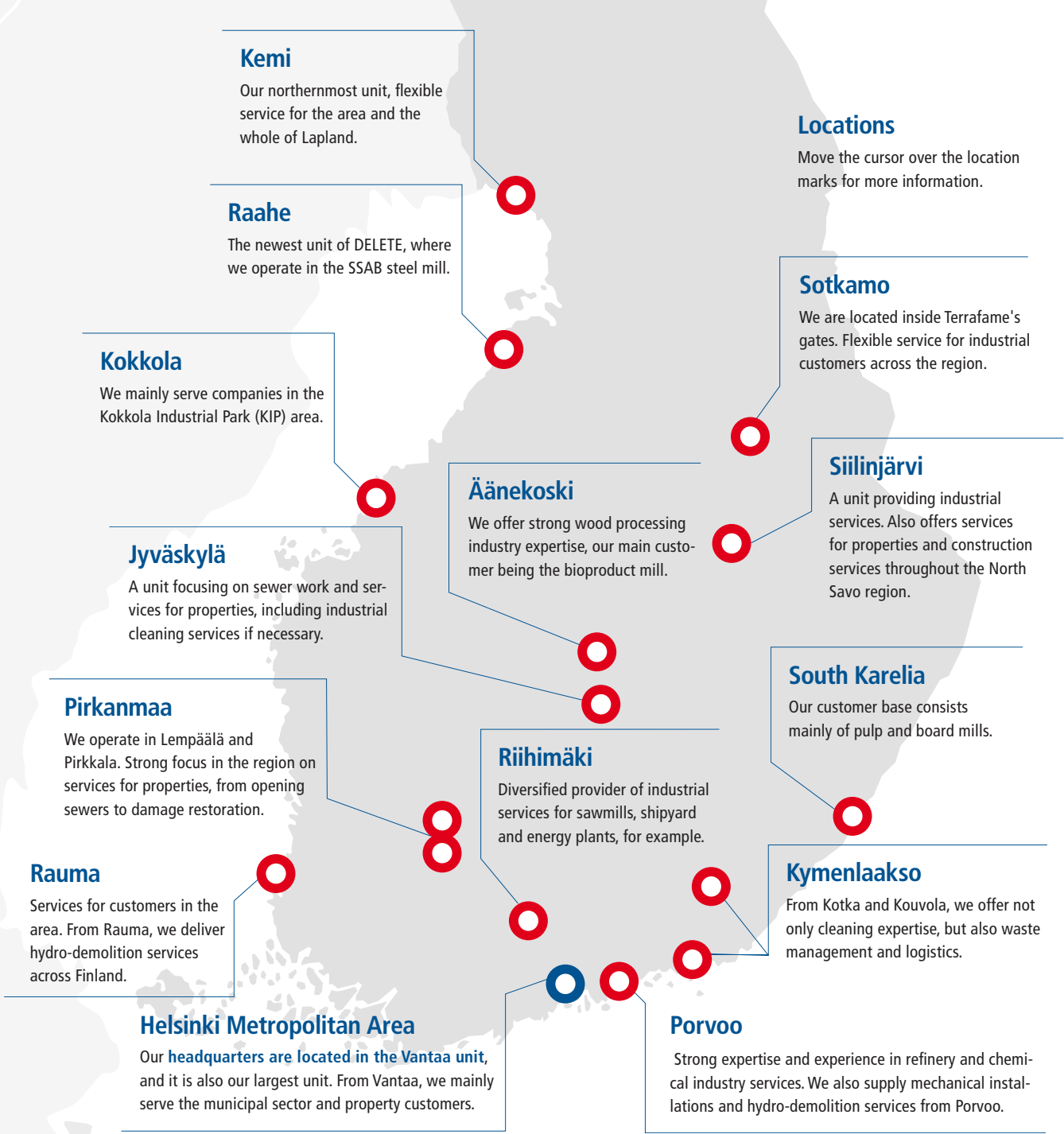
Services for properties

- Facade and roof cleaning
- Graffiti removal
- De-icing of drains
- Dry ice blasting

High-power vacuuming and blowing

- Vacuuming of insulation materials
- Vacuuming of soil and blowing of gravel
- Vacuuming and blowing of roof pebbles





Even stronger DELETE

DELETE is Finland's leading provider of environmental services. We are a specialist working for a cleaner and better functioning society. We are number one in industrial process cleaning in Finland. Services for properties and sewer work, as well as damage control services, are also at the core of our strategy. In addition, we offer comprehensive services for infrastructure and property construction, and we provide material flow management and transport services that support our operations.

Turnover EURm	Employees	NPS
68,028	406	62
Overall employee satisfaction	Safety cards	Carbon footprint tCO ₂ e
3.9/5	324	14,242

View all locations

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DELETE takes care of its competent and professional staff, the environment, our supply chain and, above all, the customers. This is something we are very proud of!

Markku Salminen
CEO



DELETE contributes to a sustainable tomorrow

We at DELETE believe to be even stronger in the future together with REMONDIS.

TOWARDS THE END OF 2023, DELETE received a new owner, the REMONDIS Group, which is an experienced promoter of a sustainable circular economy with a long history in the domain. We have been part of the REMONDIS for approximately six months now. The change of ownership has brought positive changes and strengthened our company's commitment to sustainability. DELETE has been developing its own sustainability work for a long time, and this purposeful work will continue with the new owner.

Expanded service portfolio with REMONDIS

From the very beginning of our common journey, cooperation between DELETE and REMONDIS has been excellent, and the companies' operating methods have proven to be compatible. The new owner is willing to invest with DELETE to establish and maintain long-term customer relationships and to contribute to our important sustainability plans and actions. As an example, we established a cleaning services unit at SSAB's Raahe steel mill during the winter 2023-2024 with the production start in March 2024. Environmental responsibility was one of the key customer requirements for the fleet used at the mill.

With the REMONDIS ownership, DELETE will start to expand its service offering and strengthen its expertise. In the future, new services such as handling reactive

catalysts in different industry segments will be offered to our customers as part of our service offering. In return, we offer our own expertise in cleaning services for the paper and pulp industry for REMONDIS to use as an example of being stronger together.

Growth together with our customers

We have significantly improved our competitiveness in recent years. DELETE has invested in the development of our internal processes, customer communication and accelerated the response to customer feedback given to us. Our new customer satisfaction system has proven to be very functional and it has significantly improved our reactions to both positive and constructive customer feedback.

DELETE grows with our customers. We are committed to meet our customers' sustainability and future targets, and to support the initiatives to reduce carbon dioxide emissions.

The electrification of heavy equipment is one of the most interesting development paths. We are actively looking for and evaluating solutions to move away from fossil fuel.

Furthermore, we ensure the sustainability of our supply chain e.g. through regular audits.

DELETE takes care of its competent and professional staff, the environment, our supply chain and, above all, the customers. This is something we are very proud of!

Sustainability work in line with our values

Our sustainability work is based on our values and guided by our sustainability programme. The work is supported by our management system, which is certified in accordance with quality, environmental and occupational safety requirements.

DELETE develops its business responsibly. Our operating methods, goals and values guide our operations so that we take sustainability in all our work into account. Our way of working is to care about our environment as much as we care about each other, our customers and our close ones. We believe that everyone should return home from work safe and healthy. Environmental protection is the starting point of our operations. In accordance with the principles of continuous improvement, we want to improve our level of environmental protection. We are committed to the goal of zero accidents. As sustainability in practice consists of several small daily actions, we want to create an atmosphere where sustainability is always taken seriously.

Our sustainability work is based on the sustainability programme, which has been followed and reported on for years. The sustainability programme is divided into four key areas and is presented in detail on page 7.

DELETE's sustainability programme is supported by a management system that is designed and certified in accordance with the requirements of ISO 9001 (quality) and 14001 (environment), as well as ISO 45001 (occupational safety) standards.

DELETE is also committed to the United Nations Global Compact initiative (www.unglobalcompact.org) in the areas of human rights, labour rights, environmental protection and anti-corruption. DELETE has defined a sustainability policy, according to which the company's responsible business operations support the UN Sustainable Development Goals (SDGs) 8, 9, 11, 12 and 13. Read more about goals on page 8.

In 2022, we joined the Science-Based Targets initiative (SBTi) and launched target setting based on the initiative in our sustainability reporting. Science-based climate targets help us meet the requirements of the EU's Corporate Sustain-



nability Reporting Directive (CSRD) and its European Sustainability Reporting Standards (ESRS). During 2024, we will conduct a double materiality assessment, based on which the models and practices of data collection will be decided. It is expected that this work will be completed during 2024.

We manage our sustainability work with information, and as part of our data collection, we participated in an HSEQ cluster audit performed by KIWA Inspecta in 2024. (The last time we participated in an audit was in 2021.)

In our risk management work, we focus on foresight

In the area of sustainability, the biggest risks in our daily work are related to occupational accidents and environme-

ntal accidents. Risks are managed through an ongoing assessment, planning, action plan, management and control process related to personnel, assets and business. The aim is to prevent or minimise the impact of risks. DELETE's management team conducts an annual risk management assessment, which is reviewed by the company's Board of Directors. The assessment also covers the risks related to sustainability. Risks have been identified for both business areas and administration.

With the change of ownership, our risk management model is being reformed in 2024.

Sustainability work is based on our values

Entrepreneurship • Efficiency • Expertise • Respect • Responsibility

Our operations are certified

- Reliable Partner report DELETE Finland Oy
- ISO9001 Certificate QUALITY DELETE Finland Oy
- ISO14001 Certificate ENVIRONMENT DELETE Finland Oy
- ISO45001 Certificate OCCUPATIONAL SAFETY DELETE Finland Oy
- HSEQ® Cluster Assessment
- RALA Qualification (construction quality)
- EcoVadis sustainability rating



DELETE’s Sustainability Programme

DELETE’s sustainability programme covers the four most important areas of sustainability: Responsible Business, Responsibility for People, Responsibility for the Environment and a Sustainable Supply Chain. The programme defines performance indicators for all key areas, and the programme is implemented, managed and reported on with the resources assigned to the Group-level Sustainability Steering Group.

Risk management

The annual assessment maps strategic and business risks, as well as risk management plans, which the business areas' management teams implement and supervise. However, daily risk management and minimisation are carried out at the operational level with the support of the management team and the steering of support functions.

DELETE’s sustainability

AREAS			
Responsible business	Responsibility for people	Responsibility for the environment	Sustainable supply chain
THEMES			
• Responsible functions • Supporting customers' responsible business • Ensuring quality customer service	• Safety • Job satisfaction • Work ability • Good management • Equality	• Material and energy efficiency • Clean environment • Supporting the circular economy	• Responsibility for the subcontracting chain • Responsibility for the supply chain
INDICATORS			
• Profitable operation • No deviations • Customer satisfaction	• Incidence of accidents, preventive measures • Personnel satisfaction • Absence due to illness • Qualified supervisors • No harassment nor discrimination	• Total energy consumption • CO₂ intensity • Environmental damage incidents • Personnel with environmental training • Recycling rate	• Share of suppliers who have signed a responsibility commitment • Number of suppliers audited

UN Sustainable Development Goals

DELETE has defined a sustainability policy, according to which the company's responsible business operations support the UN Sustainable Development Goals 8, 9, 11, 12 and 13.



DECENT WORK AND ECONOMIC GROWTH

WHAT MATTERS TO DELETE

- We pay special attention to occupational safety for all employees, including subcontractors
- We support and respect internationally recognised human rights and diversity at work
- We operate profitably and provide our customers with high-quality service

HOW WE CONTRIBUTE TO THE GOAL

- We monitor the incidence of accidents and take action to prevent them. We monitor the satisfaction of our personnel and customers. We operate profitably.



INDUSTRY, INNOVATION AND INFRASTRUCTURE

WHAT MATTERS TO DELETE

- Our service offering supports sustainable infrastructure and sustainable industrialisation

HOW WE CONTRIBUTE TO THE GOAL

- We develop our own ways of working, innovate more sustainable equipment and deploy it. We support our customers' responsible business operations.



SUSTAINABLE CITIES AND COMMUNITIES

WHAT MATTERS TO DELETE

- Working for safe and sustainable cities and communities



RESPONSIBLE CONSUMPTION AND PRODUCTION

WHAT MATTERS TO DELETE

- We pay attention to material efficiency



CLIMATE ACTION

WHAT MATTERS TO DELETE

- Reducing our carbon footprint
- Increasing our carbon handprint
- Energy efficiency

HOW WE CONTRIBUTE TO THE GOAL

- Personnel training
- Acquiring lower-emission equipment
- Close monitoring of the progress of electronic fleet technology

Environmental responsibility

DELETE operates sustainably using natural resources responsibly and continuously improving its environmental protection standards



- 8 | Decent work and economic growth
- 11 | Sustainable cities and communities
- 12 | Responsible consumption and production
- 13 | Climate action

One step at a time towards carbon neutrality

In our responsible environmental work, we focus on preventive measures.

In 2023, we continued to set CO₂ emissions targets under the Science Based Targets (SBTi) initiative. SBTi guides companies to set science-based targets that show how much and how quickly they need to reduce their greenhouse gas emissions to prevent the worst impacts of climate change.

We calculated the carbon dioxide emissions according to Scopes 1, 2 and 3 for 2023. The company's carbon dioxide emissions in 2023 were approximately 14,242 tCO₂e tonnes. Emissions decreased by about 952 tonnes from 2022.

The biggest source of our emissions is our fleet. We are systematically renewing our equipment, and our biggest investments focus on this. In 2023, we established a new unit in Raahe and invested in fuel-efficient and up-to-date equipment that meets our customer's requirements for strict emission classes. We are also constantly monitoring the

development of technology used on electric vehicles and equipment. As soon as the electrification proceeds so that it makes sense to use electric vehicles and equipment on customer sites, we will proceed to acquiring them through a cost-effective and sensible model.

In addition to equipment, we also pay attention to the environmental friendliness of products in all our purchases. We want to reduce both plastic and chemical loads. We are looking for substituting products and have been able to reduce the use of plastic by starting to use paper-based barrier tapes, for example.

Investing in chemical management

During 2023, we have also invested in the company's chemical management. During the year, our HSE team toured all units and together with them conducted a chemical mapping, substitutions and risk assessments. At the same time, the personnel were also trained, and the units' chemical registers were updated.

For several years now, we have been developing both water reduction and wastewater management. It is important to us that our processes work so that water consumption is as low as possible, and wastewater is recovered and treated with care.

DELETE requires all its employees and subcontractors to always take environmental issues and safety seriously. DELETE requires that all environmental incidents are reported to the safety systems (Guru).

Everyone's actions have an impact

In environmental management, it is important to understand the environmental impacts and legislation related to DELETE's work, and to comply with the requirements. We use the One DELETE system of operating, which meets the requirements of the ISO 14001 environmental management standard. We adhere to environmental protection requirements

with comprehensive environmental training and guidelines that guide the day-to-day operations of our personnel.

As small actions in everyday life affect our sustainability activities, we have trained our personnel in eco-driving courses to reduce emissions. In addition, our personnel have been trained on the energy economy of our properties and its effects on our emissions, for example.



We are systematically renewing our equipment, and our biggest investments focus on this.

SSAB Raahe and Hämeenlinna – environmental responsibility at the core of the customer relationship

CASE

DELETE Finland and SSAB's Raahe plant started cooperation in March 2024. The tender and contract negotiations took about a year. During the negotiations, the companies carefully reviewed all issues related to sustainability work. For SSAB, it was important that reporting on responsible operations was transparent, and that the fleet met strict environmental requirements.

When selecting an industrial cleaning partner, SSAB's first priorities were safety and the level of service expertise – in other words, professionalism. DELETE was a familiar partner to the company, as cooperation has taken place at the Hämeenlinna plant and previously also in Raahe. The requirements also focused on the quality and presence of work supervision. Transparent reporting of the order-supply chain was also an important aspect.

Investing in new eco-friendly equipment

During the contract negotiations, DELETE committed to invest in new environmentally friendly equipment and to develop ecological cleaning methods.

At the beginning of 2024, a new DELETE unit was established in Raahe, and fleet and equipment were purchased that met the emission classifications and thus met SSAB's requirements. An environmentally friendly fleet, which will reduce emissions from transport, for example, will also be purchased for use at the Hämeenlinna plant.

– With SSAB, we are constantly innovating new methods to improve

safety, improve cleaning efficiency and reduce emissions, says **Dan-Olof Palm** from DELETE.

The washing result is constantly optimised in the work by using the equipment correctly and thus offering savings in fuel consumption as well. We also use biodiesel on some of our worksites to reduce environmental emissions.

A common occupational safety system streamlines occupational safety operations

The cooperation also includes the close development of occupational safety and environmental protection. SSAB and DELETE have a similar management system. It makes it possible to streamline the processing of occupational safety and environmental observations, for example. When observations are processed quickly, it also motivates employees to report their observations.

– The service at SSAB's Raahe plant has started very well. Starting a new service location always involves special challenges, and we were successful here in terms of occupational safety. Safety work, environmental issues and development require constant close discussion between the parties. This is supported by jointly agreed practices concerning regular meetings, says **Simo Rahja** from SSAB.



Social responsibility

Personnel is the core DELETE's operations. Without skilled professionals, DELETE will not be able to provide quality services.



8 | Decent work and economic growth



Occupational safety, well-being at work and training at the heart of the operations

As personnel is the core of DELETE's operations, we want to take good care of everyone. DELETE has certified occupational health and safety systems. We invest in and develop the occupational safety of both personnel and subcontractors. It is important to us that each of us understands the importance of a safety culture and focuses on it in their own work.

Occupational safety at DELETE is managed by the HSE team. The team focuses on proactive risk management and coordinates the development of safety work in the company. The team includes employees who have worked at DELETE and in the field for a long time. The team brings new instructions to the field, trains personnel and provides equipment training. Team members tour the units and make onsite visits to large industrial sites during shutdowns, for example. An experienced team knows and understands the risks of practical work. DELETE's HSE team is also responsible for ensuring that statutory workplace surveys and risk assessments are conducted, and chemical control documents are prepared.

The company's safety work includes daily risk assessments and safety observations, as well as safety moments. To develop a safety culture, DELETE introduced a preventive safety reporting and monitoring programme in 2022.

The frequency of accidents leading to absence at DELETE (LWIF, rolling 12 months) was 19.6 in 2023. The total recordable incident frequency (TRIF, rolling 12 months) was 20.8. The goal of the company is zero accidents. In 2024, the LWIF target is less than 6, and the TRIF target less than 12.5.

It is important to us that everyone understands the importance of a safety culture and does their best to develop it.

Because we want to promote the safety culture of the entire industry, we collaborate with our customers, service and product suppliers, and our competitors. In 2023, we prepared a safety guide for high-pressure washing in cooperation with the Center for Occupational Safety and other companies in the industry.

The ethical guidelines of service and goods suppliers direct occupational safety

DELETE's ethical guidelines for service and goods suppliers put the health and safety of employees first. According to



ESG SOCIAL RESPONSIBILITY

the guidelines, suppliers must also commit to the principle of zero accidents and to preventive work and training in occupational safety. The guidelines also prohibit all forms of discrimination, corruption, extortion and bribery. The code of conduct was adopted in 2019 and updated in 2023. A sanctions policy was also added to the principles. According to the code of conduct, suppliers are also responsible for ensuring that neither they nor their financiers are subject to sanctions imposed by the EU, the UN or the US.

Satisfied and thriving personnel

We want to carry out preventive and proactive work for the well-being, health and work ability of the personnel. In 2023, we trained supervisors specifically for proactive work. Training was organised once per month in supervisor briefings, among other things, where the topics included the early intervention model and coping at work.

In cooperation with employees, the occupational health care service and the pension insurance company, we applied work modification in 2023 and were able to restore the work ability of as many as three people so that they could return to work.

Towards the end of 2023, we also launched a programme to promote well-being at work. The feedback received on the programme was so good that we will continue the programme in 2024. For example, according to the feedback, discussions unit and area managers had with occupational health nurses helped supervisors both to understand the entire unit's well-being at work situation and how to intervene in absences at an early stage, if necessary.

We provide our employees with comprehensive occupational health care and work ability insurance and support physical activity.

DELETE offers personnel the Epassi employee benefits programme and the opportunity to obtain a bicycle fringe benefit.

The DELETE Pulse survey is carried out annually to measure the job satisfaction of DELETE'S employees. The areas included in the survey include well-being, work atmosphere, company development, occupational safety and overall satisfaction, and the employer's recommendation score. DELETE's eNPS in 2023 was -14 (on a scale of -100 to 100). The overall employee satisfaction is at 3.9 and in most areas more than 4 (on a scale of 1 to 5).

In personnel training, we emphasise occupational safety and high-quality supervisory work. We started 2023 with the training of employees' immediate supervisors, in which we included both new and experienced supervisors.

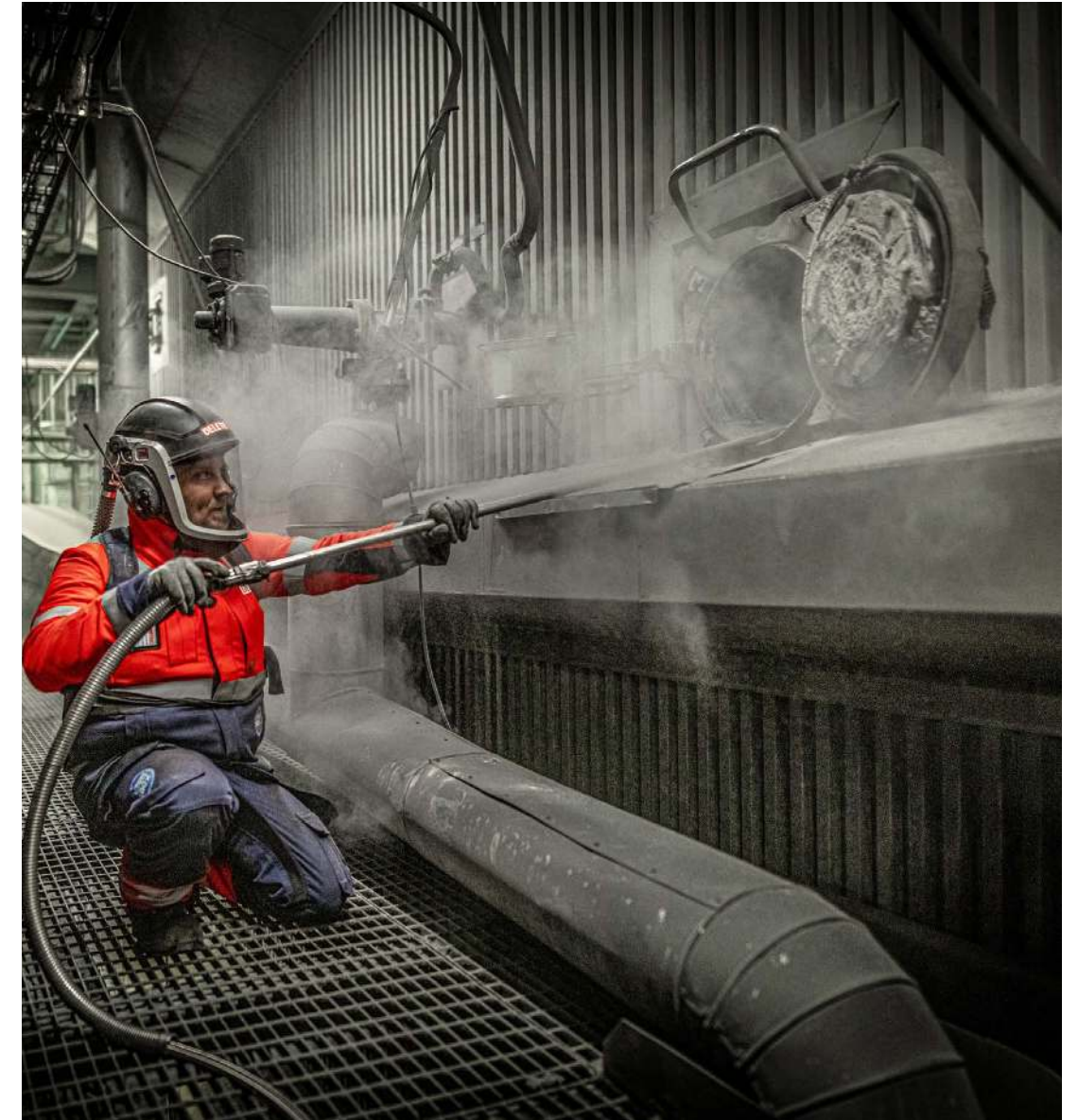
In the monthly supervisor briefings, we will go through the current changes and topics.

Qualification training is provided to our personnel constantly. In 2023, personnel received training in high-pressure washing, among other things.

As there is a lot of training and all qualifications require training, we assigned the responsibility for training coordination to HR. We can thus anticipate the personnel's training needs and improve the organisation of and participation in training.

We respect the freedom of association and the right to collective bargaining.

We have zero tolerance for forced labour, child labour and discrimination. We have an equality and non-discrimination plan in place. For example, during 2023, we reviewed the principles of recruitment with regional managers. During the discussions, we also highlighted discrimination and gender equality.



E S G SOCIAL RESPONSIBILITY



From left:
Paul Söderlund, Niko Sosala
and Sami Miettinen

Introducing DELETE's HSE team

Paul Söderlund, refinery and chemical industry

Paul came to DELETE in 2018.

- The extensive experience has been very useful in the current position. The focus of the safety group's work is the development of DELETE's safety culture and business compliance. The safety culture is best promoted in interaction with other professionals and customers. Like the rest of the team members, I try to visit units and customer sites as much as possible.
- In addition to my work, I have completed a bachelor's degree in Safety and Risk Management. The studies have further emphasised the importance of process-based management and increased my understanding of how closely quality, environmental and safety issues are interconnected.

Niko Sosala, paper and pulp industry

Niko has been with DELETE for about 27 years.

- Thanks to my work experience, I have a good overview of the safety of the industry, and how the company works.
- The best thing about safety work is that it is never complete, and you have to constantly develop and challenge yourself. I will start studies in Digitalisation Development and Management at a university of applied sciences in the autumn of 2024.

Sami Miettinen, mining and chemical industry

Career at DELETE started in 2012.

- My own asset in my current position is my experience – right from the summer worker through the foreman position to my current job.
- In my current position, the best thing is to be able to develop occupational safety with our brilliant team and bring new insights and experiences from my career to occupational safety – not to forget the importance of training. It's great to be able to develop my know-how. For example, I'm currently attending protective equipment specialist training.

An interesting industry opens up new opportunities

DELETE's Operations Director **Ville Jalava** started his career in the industry more than 20 years ago. When he started working as an industrial cleaner back then, he could not have imagined that after 20 years he would be part of the company's management team and would be managing international contacts with Germany, the Baltic countries and Sweden, among others.

Ville, who has worked at DELETE for half his life, has advanced in his career step by step. During his studies, he progressed from a cleaning professional to a summer employee foreperson. After graduating, he advanced from a Foreperson to a Service Manager and Unit Manager, and Regional Manager in 2015. In a reorganisation, he became a Segment Manager. In 2023, he was appointed Operations Director.

– The experience I've gained over the years in my work certainly offers an advantage in performing the current task. I know the operations in the field, and what the work requires there, he says.

Own actions create opportunities

According to Ville Jalava, DELETE's organisation enables one to advance one's career. He himself has an engineering

degree and considers the skills it provides to be important tools in his own work.

“The education provided me with IT and language skills, for example, which really help a lot now and are needed for me to succeed in my current job,” he says.

Ville hopes that young people will become interested in the industry, although its image may not be very rosy.

– In my view, this industry is stable, and professionals like us will also be needed in the future. In addition, advancing in one's career in the industry is possible and successful when you're proactive and have the right attitude.

He himself is happy to be working especially at DELETE.

“This company offers a certain freedom to do one's own thing. The work is diverse and you always encounter something new,” he says.

With the new owner, Ville believes that the work will become increasingly interesting.

– This opens up new kinds of international opportunities. The owner also clearly wants to improve our operations. I find this to be a kind of a new beginning for me too, even though I have worked for the company for more than 20 years.

CASE



“This company offers a certain freedom to do one's own thing. The work is diverse, and you always encounter something new.”

Governance

DELETE's strategy, values and principles of good business practice guide the company's operations.



- 9 | Industry, innovation and infrastructure
- 11 | Sustainable cities and communities
- 12 | Responsible consumption and production



Competitiveness study shows development in all areas

DELETE has commissioned competitiveness studies annually. In 2023, the study saw significant improvements in all areas, especially in the development areas that had been invested in. The biggest single improvement was the elimination of communication challenges in work supervision and project management in fieldwork.

Communication was the area where, according to studies, all companies had most room for improvement. DELETE made progress in this area as well compared with the last study. Communication needs to be further developed, but new ways of working have been found for fieldwork communication in particular.

At DELETE, customer feedback is now publicly displayed in units. This improves transparency and enables continuous improvement.

The study found differences in the views of personnel and customers. Personnel evaluate the company's operations significantly more critically than customers. This highlights the importance of customer surveys. They provide a valuable insight into the company's strengths and weaknesses.

Customer satisfaction and referrals as competitive advantages

DELETE's strongest competitive advantage is high customer satisfaction. Customers appreciate the speed of the service and the competence of the personnel in particular.

DELETE is also the market leader in its field in customer referrals, which helps DELETE grow its market shares and business.

DELETE's customer satisfaction rate (NPS) was 62 in 2023. In the survey, 67.6% of customers said they would recommend DELETE.

DELETE strives to maintain its competitive advantage by responding rapidly to changing conditions and by investing in continuous improvement.

Competitiveness analyses and customer satisfaction surveys help identify development targets and implement tangible measures. The goal is to continue to be the preferred partner, and this requires constant work and development.

Rules of good business practice

The principles of good business practice support the company's sustainability programme. In addition to the



principles of good business practice, DELETE adheres to and applies several policies, principles and guidelines. The company also has an anonymous whistleblowing channel for reporting possible violations.

Fair competition is one of DELETE's most important operating principles. DELETE adheres to the principles of fair competition in its operations and does not allow any form of corruption, bribery or extortion.

DELETE systematically strives to strengthen the ethicality of its operations regarding the Global Compact Principle 10 as well. The Group's code of conduct and the whistleblowing

system support correct action in the event that an employee encounters an ethical problem.

Privacy

DELETE's privacy policies and privacy statements comply with the requirements of the EU's General Data Protection Regulation. All processing of personal data is in compliance with the General Data Protection Regulation and data protection provisions. DELETE's personnel regularly attend online GDPR training. In 2023, all our employees completed the general information security training.

Transparency and helping the customer at the core

DELETE has long provided cleaning services for Metsä Group's mills. Collaboration has covered both Metsä Board's and Metsä Fibre's production facilities. The agreements have applied to process cleanings at different mills, both during operation and in annual shutdowns.

When DELETE started developing the customer reporting environment about three years ago, it was self-evident that the Metsä Group entity was the first pilot project.

In 2023, the report package was used for the first time in a full year, and it proved its functionality. Both Metsä Group and DELETE have benefited significantly from the jointly developed comprehensive report model.

The report integrates all the Group's mills included in the agreement into a common dashboard. From different tabs, individual mills or companies can also monitor their own situation. At the third level, the situation can be monitored even on a device-specific basis. Both Metsä Group and DELETE can thus monitor the realised billing, for example.

Help with decision making and sustainability work

The report can also be used to track the status of different work orders. This makes budgeting easier. The report also helps maintenance, as it provides valuable data on which services are ordered most for different device categories, for example.

The report also compiles waste reports in accordance with regulations and laws. For example, what waste or recycling fractions DELETE has collected from each mill, their quantities, and where the fractions have been disposed of can be monitored on a mill-specific basis.

The report also includes safety observations and safety moments, as well as all safety-related development ideas. All employees are encouraged not to hesitate to report their observations and development ideas. When both parties see the ideas and observations collected directly in the report, it is also easier to carry out development work related to safety.

"Especially in the monitoring and planning of annual shutdowns, department-specific reporting makes it easier to go through things. In the past, we used different systems and manual reports, so compared to that, the work has become much easier. When everything is in the same report, we can easily go through the realised billing and safety observations at the monthly meeting, for example," says **Petri Halme**, service manager at Metsä Fibre's Rauma pulp mill. Among other things, he is responsible for the overall budget for cleaning and for checking the realised billing jointly with the controllers.

The report contents have also been actively used as a framework for the agenda of quarterly and monthly meetings. The shared view brings transparency to reporting, so using the report's data in both decision making and development work is convenient.

CASE



DELETE Finland Oy's management team

Oskari Jauhiainen
Chief Financial Officer

- Financial administration
- Billing
- Investments
- IT projects

Janika Vilkmán
General Counsel, HSEQ, ESG

- Occupational safety
- Sustainability
- Audits and certifications
- Legal

Dan-Olof Palm
Sales and Marketing Director

- Sales and customer relationships
- Marketing communications
- External communications
- Customer experience
- Brand

Markku Salminen
CEO

- CEO of DELETE Finland Oy

Ville Jalava
Operations Director

- Business operations
- Project management
- Human resources and fleet
- Material flows
- Occupational safety

Juha Kettunen
Business Development Director

- Strategic business development initiatives
- Emerging businesses
- Mergers and acquisitions
- International projects

Kati Manninen
HR Director

- Personnel
- Training
- Internal communication
- Culture
- Well-being and health at work



WORKING FOR THE FUTURE



www.delete.fi