



Sustainable solutions

WE ARE ETTEPLAN

 **Etteplan**

SUSTAINABLE SOLUTIONS

Etteplan is a continuously growing technology service company that serves the world's leading industrial companies globally. Our unique expertise and solutions improve the efficiency, sustainability and productivity of our customers' business operations. Industrial operators hold a crucial role in building more sustainable societies, and we contribute to this effort through our work.

The world around us has changed significantly over the past few years, and companies are challenged by uncertainties related to geopolitics, the economy and the environment: the future outlook is unclear in many industries. Our role is to provide clarity and direction for the future. With our state-of-the-art technologies and managed services that combine a wide range of competencies, we help our customers achieve renewal in the midst of changes. The increasingly strict legislative requirements related to sustainability guarantee strong demand for our services today and in the future.

The continuous development of our people and our expertise are crucial for our business. That is why we seek to expand our expertise through acquisitions and the development of new services. This enables us to best respond to the challenges presented to us by our customers and the world around us.

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ETTEPLAN

Etteplan is a continuously growing and internationally agile technology service company with a strong capacity for change. As a forerunner in our industry, we help our customers create a better world through engineering, innovation, and digitalization.

Etteplan in brief

> 4,000

INDUSTRY PROFESSIONALS
ON THREE CONTINENTS, IN
EIGHT DIFFERENT COUNTRIES.

> 80

OFFICES IN 8 COUNTRIES.

> 350.2

EUR MILLION IN REVENUE

LEADING THE WAY IN
ENGINEERING FOR 40
YEARS, SINCE 1983.

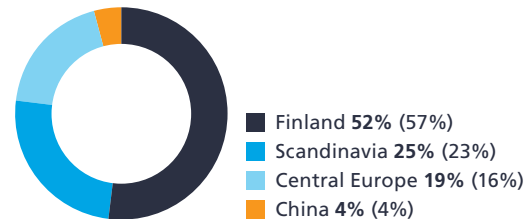
We are a profitably growing technology service company that specializes in software and embedded solutions, equipment and plant engineering solutions, and technical documentation solutions.

We are a forerunner in the engineering industry and we differentiate ourselves by the wide-ranging competence of our experts and our managed services. Our customers include the world's leading companies in the manufacturing industry. We help them create a better world through engineering, innovation, and digitalization.

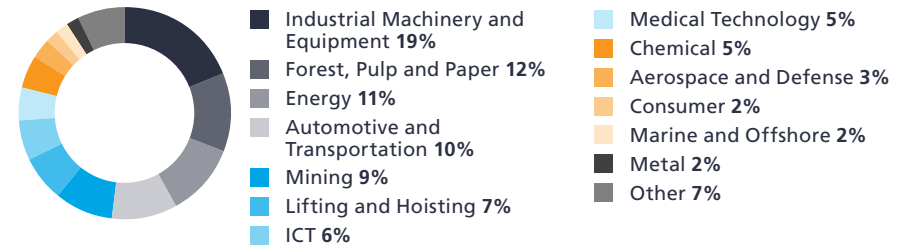
Etteplan's shares are listed on Nasdaq Helsinki Ltd under the ETTE ticker.



Revenue by geographical area 2022 (2021)



Revenue by customer segment 2022

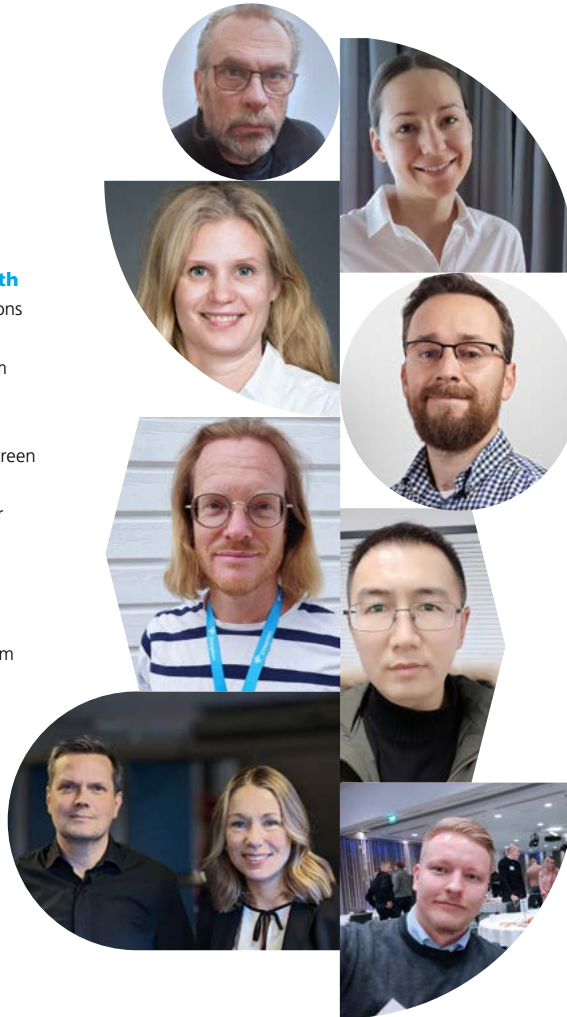


Notable events during the year

From plastic packaging to wood fiber – a green transition project with Valmet // Valmet, a leading provider of technology, automation, and service solutions for the pulp, paper and energy industries, develops green transition technology that replaces plastic with new wood fiber products. Etteplan was part of the project team thanks to our engineering and product development competence and over 20 years of industry expertise. The cooperation led to the creation of a new product that will continue to be developed and refined. Together, we help end customers make the green transition by moving away from plastic materials to a more ecologically sustainable solution. – **Kati Lindroos**, Area Manager & **Kari Hautala**, Department Manager

We continue to grow – celebrating the milestone of 4,000 employees // One of the most important factors that attracted me to Etteplan was the opportunity to work more closely with sustainability-related projects. You can contribute to a sustainable world in so many ways. As a Tech Lead and a system designer, I can make choices in the systems and products together with other experts that have an impact. – **Johan Jermer Gransten**, Software Tech Lead

Syncore acquisition strengthens our market position in Sweden // In February, we acquired Syncore, a Swedish company that specializes in embedded systems. The company's strong project expertise and extensive experience as a provider of design services and embedded solutions strengthens our market position in Sweden. The integration process has been smooth and successful, and it has opened up many interesting growth opportunities for both Etteplan and Syncore. The process culminated in an integration party with colleagues both old and new! – **Petra Fridberg**, HR Business Partner, and **Mattias From**, Founder and CEO, Syncore Technologies AB



Career Model helps define career paths and supports growth // My team has grown significantly, so having a tool such as the Career Model has been essential. The career map makes it easy to visualize and define the next steps in my team members' development paths at Etteplan, whether the change is horizontal or a smooth transition from a technical role to a managerial position. – **Hanna Makowska**, Area Manager

Online training on sustainability makes our impacts more concrete // We organized eLearning training on sustainability for our personnel in Sweden, which represented a concrete step forward in the area of sustainability. People have been very interested and they have had a positive attitude toward the content of the training. The topics of the training included the latest scientific information on climate change and the role of industries that are critical to climate change mitigation. Digitalization was also discussed as a crucial enabler in the mitigation of climate change. – **Matthias Zumpe**, Team Manager

Implementing our Code of Conduct through online training // The principles outlined in Etteplan's compelling and interesting online course on the Code of Conduct guide our actions as professionals. In particular, the course provides tips on what to do in challenging real-life situations. Last year in China, we achieved a course completion rate of almost 90%, and we will continue to update the information and invite all new employees to take the course. – **Dylan Chen**, HR Manager

Supporting youth sport is a contribution to the future // For the first time in our history, we launched an official sports sponsorship collaboration with the Finnish Athletics Federation. During the three-year partnership, we will support **Nea Mattila**, the Finnish 400 meter hurdles junior champion. At the heart of the partnership is enabling the development of youth athletes and supporting the well-being of Etteplan's personnel. Etteplan and Nea have both set a goal for 2024: for Nea, it is the Paris Olympics, and for our growth company, it is revenue of EUR 500 million. – **Oskari Paakki**, Marketing Communications Specialist

CEO's review

Etteplan continued its strong growth in 2022 in spite of global crises. Investments in growth and the development of our service offering, as well as our top professionals, have made us an even more influential and international technology service company.

The new year began in hopeful spirits at Etteplan: having lasted for two years, the COVID-19 pandemic began to abate, and a positive outlook was projected for the global economy. Then, Russia's invasion of Ukraine came as a shock to everyone. The impacts of the war created new challenges for the operations of our customer companies and cast a shadow over the future outlook in different parts of the world. At Etteplan, the year continued with us thinking about how we can best support our customers, personnel and partners in the changed circumstances.

In spite of the uncertainty in the market, Etteplan had a successful year in 2022. The unstable geopolitical situation and the related energy crisis caused variations in demand. At the same time, the amount of investments related to the defense industry, energy efficiency and the green transition increased, creating new opportunities for a technology service company such as Etteplan.

Etteplan maintained a strong rate of growth throughout the year: our revenue for the year reached EUR 350 million for the first time. We increased our revenue by EUR 50 million compared to the previous year, and our

operating profit (EBITA) was EUR 45 million. This brings us closer to our ambitious strategic goal of achieving revenue of EUR 500 million by the end of 2024.

Our good results in 2022 prove that our business model, flexibility, comprehensive service solutions, and ability to create value for a wide range of customer industries create the conditions for success even in a variable demand situation and a changing operating environment.

New moves and strong performance in our service areas

All three of Etteplan's service areas performed well in spite of the challenging conditions. The service area with the highest profitability was Engineering Solutions, where operating profit (EBITA) exceeded 10 per cent. Our performance was strong throughout the year: we achieved growth, made new developments and improved our operational efficiency. Demand remained at a good level and, at the same time, we were able to take advantage of our broad service offering. Strong customer relationships and our ability to react to fluctuations in demand are our strengths in Engineering Solutions.

The development of the Software and Embedded Solutions service area remained generally good throughout the year, but the rising general cost level and economic uncertainty slowed down customers' product development investments and the start of new projects. We also examined the efficiency of our processes and took measures to improve them.



In spite of the uncertainty in the market, 2022 was a year of strong performance for Etteplan.





We believe in our strategy and our ability to continue to deliver value to our customers.

The service area's profitability dipped slightly in the second quarter, but customer activity picked up during the latter part of the year and our profit performance returned to a good level.

In our Technical Documentation Solutions service area, acquisitions accelerated revenue growth to an impressive 35 per cent. Our most significant investment was the acquisition of the technical information lifecycle management company Cognitas. However, the acquisition also brought unexpected business challenges, the solving of which weakened the service area's profitability to some extent. We also acquired DCom B.V., a Netherlands-based company specializing in technical documentation and visualization. The acquisition strengthened our expertise as an industry forerunner, particularly with respect to illustration solutions.

Our growth is based on our ability to create value

The key objective of Etteplan's strategy is to create even higher value for customers and help them harness drivers of change, such as

digitalization and the green transition, in developing their business and improving their efficiency. The upheaval in the operating environment affected our customers in very different ways. In particular, industries that produce consumer goods were clearly more cautious, while investment activity was high in the process, energy and mining industries.

As a growth company, Etteplan aims to achieve revenue of EUR 500 million particularly through international expansion. Acquisitions are a key part of our strategy in a consolidating industry. During the year, we made a total of four acquisitions – one in Finland and the others in Germany, the Netherlands, and Sweden. The acquisitions again enabled us to expand the competence capital of our service areas and strengthen the geographical scope of our operations.

We also undertook a major effort to try to acquire the Swedish listed company Semcon. The incompletion of the deal in the fall was a setback, but we quickly turned our attention toward the future and continued to execute our strategy in order to achieve our financial targets.

Our organic growth rate in 2022 was 8.6 per cent, which is a very good achievement in a challenging market situation. I believe that reaching our revenue target of EUR 500 million in 2024 is still possible, although it will require a lot of work and favorable market conditions.

Moving forward with confidence

The global crises that marred the year 2022 also had an impact on Etteplan's personnel. Understandably, the return to normal post-pandemic life and the consequences of the war have affected people's lives.

In spite of the challenging circumstances, Etteplan's employees once again performed at an excellent level as they implemented our strategy.

The number of people that we employ exceeded the milestone of 4,000 professionals for the first time, and our employees have helped us to move closer to our growth targets. During the year, our multidisciplinary top experts have once again applied their professional skills and the latest technology for the benefit of our customers.

I have worked as Etteplan's President and CEO for 11 years now, and during that time, we have been able to continuously grow and develop in varied and challenging market situations. The credit for this belongs to our employees, who enable us to react quickly to market needs and support our customers in sustainable development and industrial change regardless of their geographical location. We want to continue to offer opportunities for growth and development in our organization. Investing in the well-being and expertise of our professionals will enable us to respond to future challenges together.

We enter the year 2023 with a confident and alert mindset. We will continue to monitor the impacts of Russia's war of aggression on our operating environment. While there is uncertainty regarding economic development, at Etteplan we believe in our strategy and our ability to continue to deliver value to our customers through bold ideas and innovations.

I would like to take this opportunity to extend my warmest thanks for the past year to our personnel, customers and partners, and I also would like to thank our shareholders for their trust in the company.

Juha Näkki
President and CEO

SERVICE AREA

Engineering Solutions

Key figures:

52%

SHARE OF
ETTEPLAN'S
TOTAL REVENUE

REVENUE

EUR 183.7
million

OPERATING PROFIT (EBITA)

EUR 19.4
million

PERSONNEL

2,092



What we do

We innovate and engineer machinery, equipment, and plants for customers. We provide our customers with solutions for product development, plant engineering, or Engineering-to-Order projects, involving the customization of the product in accordance with end customer standards and legislation in the market area.

Competitive advantages and achievements in 2022

In Engineering Solutions, Etteplan's comprehensive Smart Factory offering, introduced in 2022, is a vital competitive advantage for us. Our Smart Factory capabilities enable us to support the renewal of industrial operators of all sizes through the digitalization of their production plants and business activities. Our competitive advantages

also include our ability to provide our customers with continuous services and highly effective processes.

Our Engineering Solutions service area achieved profitable and organic growth in 2022 in a market environment that was challenging in certain respects. The development of our business in Sweden has been particularly positive, and we successfully ramped up our operations in Poland.

SERVICE AREA

Software and Embedded Solutions

Key figures:

28%

SHARE OF
ETTEPLAN'S
TOTAL REVENUE

REVENUE

EUR 95.9
million

OPERATING PROFIT (EBITA)

EUR 9.2
million

PERSONNEL

815



What we do

We provide product development services as well as software and technology solutions that enable the digitalization of our customers' business processes along with the intelligence and connectivity of machinery and equipment. Our solutions help our customers improve the efficiency of their business processes or manufacturing operations, or launch entirely new products on the market. Through digitalization and systems integration, we can improve customer service and cost-efficiency and create new revenue streams.

Competitive advantages and achievements in 2022

We differentiate ourselves in this service area through our broad expertise in digitalization solutions, equipment engineering and testing, which enables us to engineer comprehensive IoT solutions

for our customers. Our extensive global network of experts ensures that our customers have access to the most competent professionals in each area of specialization in their projects.

In 2022, we strengthened our position in embedded systems engineering services in the Swedish market by acquiring Syncore Technologies AB. We also significantly increased our sales in Denmark. Another area of progress during the year saw Etteplan start the development of an information security management system in accordance with the ISO 27001 standard.

SERVICE AREA

Technical Documentation Solutions

Key figures:

20%

SHARE OF
ETTEPLAN'S
TOTAL REVENUE

REVENUE

EUR 69.8
million

OPERATING PROFIT (EBITA)

EUR 6.1
million

PERSONNEL

886



What we do

We produce user manuals for individual products and provide documentation for technical attributes and information management for entire production facilities, such as factories. Our services include content creation and distribution in print and digital form.

For an industrial customer, high-quality technical documentation can increase the value of products and ensure the products are used appropriately. Our solutions enable our customers to improve their cost-efficiency, reduce delivery times and decrease their environmental footprint.

Competitive advantages and achievements in 2022

Our strength in technical documentation lies in our comprehensive service, which supports the customer's entire value chain, all the way from research and product development to the aftermarket. We are also competitive and have a strong presence in our international operating areas.

In 2022, we completed successful acquisitions that strengthened our position as the market leader in technical documentation: we acquired Cognitas GmbH in Germany and DDCOM B.V. in the Netherlands. Our asset information management service AIM has achieved a good foothold in Sweden. We have also continued our significant cooperation with our key customers in the context of the Etteplan HowTo service, which is focused on the production, distribution, and management of technical information.

Accelerating the growth strategy through international successes

International growth is an integral aspect of Etteplan's strategy. Our customers operate globally, which means that the demand is also increasingly international. Etteplan operates in eight countries on three continents: Finland, Sweden, the Netherlands, Germany, Poland, Denmark, China, and the USA, where we have a small office.

We seek to build global teams across national borders and the boundaries between different areas of expertise. The results of our work are seen in the operations of our customer companies across the world.

Etteplan's financial target is to increase annual revenue to EUR 500 million by the end of 2024. We have defined our growth areas as the continuous development of service solutions, digitalization and international growth. Our goal in terms of geographical expansion is to derive over half of our revenue from the international markets by 2024.

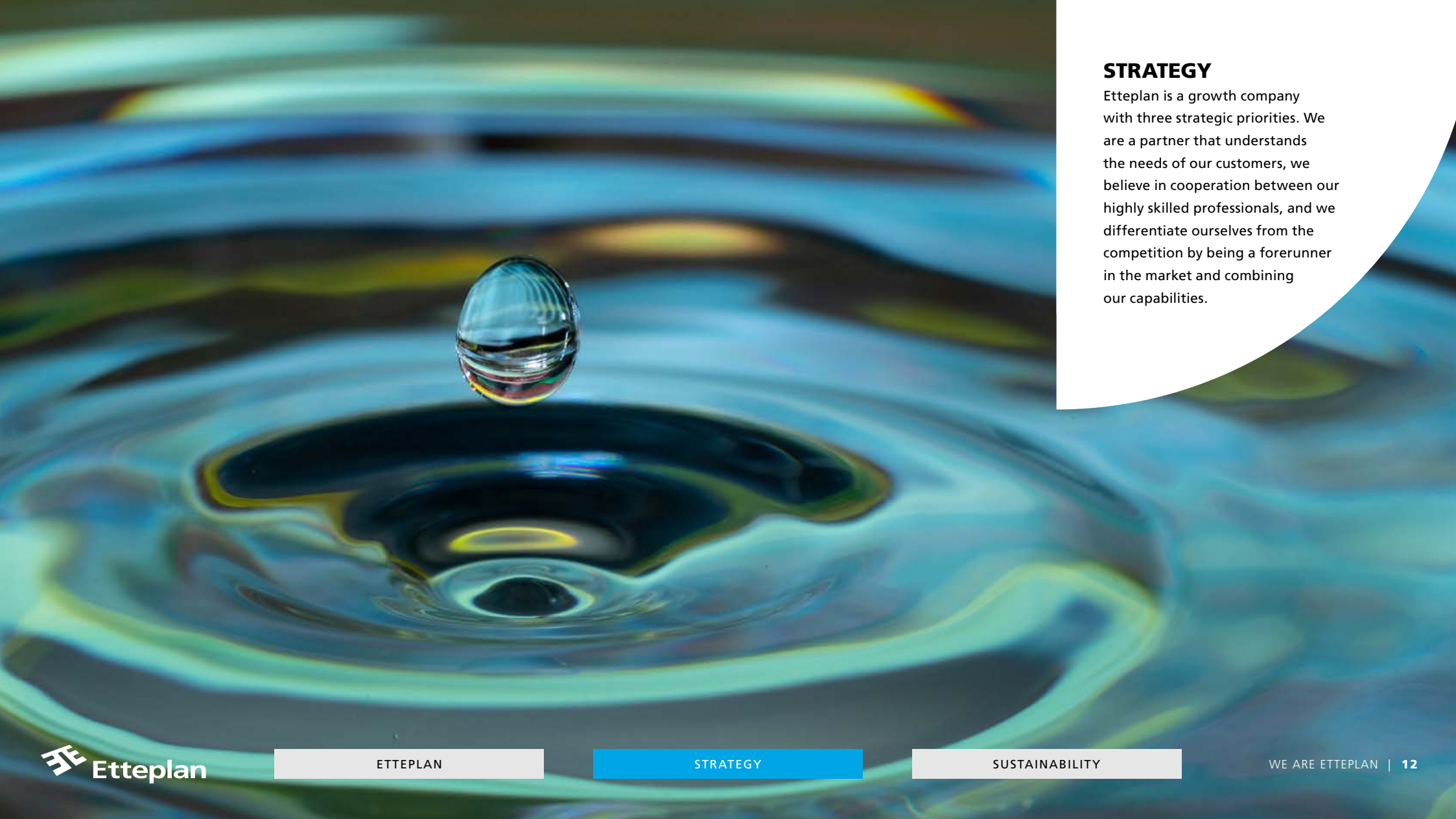
In 2022, we achieved growth through several international acquisitions and significant customer successes. During the year, we further strengthened our expertise across national borders and reinforced our position as the market leader in several countries.

We strengthened our expertise in **Sweden**. We won a public procurement competition concerning the modernization of Stockholm's municipally owned water utility. We also signed an extension to our existing agreement on developing a comprehensive technical asset information management solution for the energy company Stockholm Exergi.

Europe's leading kitchen specialist Nobia and Etteplan designed a new factory in Sweden using Etteplan's groundbreaking factory simulation. With a value of approximately EUR 350 million, the investment is one of the most significant in the south of Sweden.

We developed the world's first sewing and embroidery machine with artificial intelligence and voice-control features in partnership with SVP Worldwide, one of the world's largest producers of consumer sewing machines. Etteplan's expert team in **Poland** played a key role in this development effort together with the project team located in Jönköping, **Sweden**.

We are the market leader in technical documentation in Finland, the Netherlands, and Germany. In January 2022, we acquired Cognitas GmbH, a provider of technical information life cycle services based in **Germany**, and the expert company DDCom B.V. in **the Netherlands**.



STRATEGY

Etteplan is a growth company with three strategic priorities. We are a partner that understands the needs of our customers, we believe in cooperation between our highly skilled professionals, and we differentiate ourselves from the competition by being a forerunner in the market and combining our capabilities.

Operating environment

Digitalization, the green transition and geopolitical drivers of change shape the operating environment for Etteplan and our customers.

The world around us has changed rapidly over the past year. Most of Etteplan's customers are industrial companies whose operations are currently affected by several global megatrends, such as climate change, urbanization, digitalization and the green transition.

The most visible changes in the operating environment in 2022 were related to the geopolitical crisis caused by Russia's invasion of Ukraine. In addition, the COVID-19 pandemic, which had lasted for over two years, still continued during the year under review.

The energy crisis caused by the war and the subsequent elevation of geopolitical tensions have substantially increased global uncertainty. Inflation affects supply chains, as well as companies' willingness to invest and demand in certain industries. Consumer-driven industries, in particular, have suffered from rising costs and reduced demand. On the other hand, investments related to electrification, the defense industry, accelerating energy efficiency and the green transition are growing.

At the same time, the shocks in the operating environment have created pressure to change in many industries. More and more of our customers want to respond better to increasingly strict regulations by developing their business and production toward greater sustainability. Many industries are also seeing a re-examination of supply chain

strategies and efforts to shift the focus of production operations closer to the home market.

Besides geopolitical turmoil, digital transformation continues to affect the operations of our customer companies. For both companies and individuals, the digital era and the Internet of Things promise to deliver solutions that open up new opportunities, produce new knowledge and make geographical boundaries irrelevant. Indeed, the need for capabilities related to new technologies and engineering are continuously growing in our operating environment as industrial operators seek solutions to address issues such as energy consumption and managing material flows.

Accelerating technological development makes it possible for industry to take advantage of automation and robotics in many stages of operations. They help companies improve product quality, make work less strenuous, enhance safety, and reduce costs. Connected devices and systems provide companies with data that they can use to make their production processes even smarter. At its best, digitality enables new solutions and business models that have significant multiplicative effects in a world characterized by urbanization and population growth.

Technology also offers solutions to challenges related to climate change and the Earth's ecological carrying capacity. The EU taxonomy, increasing sustainability expectations among consumers, investors and financing providers, along with a growing understanding of the limited nature of resources, are significantly reshaping the operating conditions of industrial companies. To remain competitive and ensure the long-term continuity of



their business, companies in all industries must find ways to reduce their climate footprint and solve sustainability challenges both internally and in the supply chain.

In the midst of permanent and cyclical changes, Etteplan's strength is our ability to be flexible, come up with ideas and continuously find new avenues of growth. Our expertise and technology services will continue to be in demand as industrial companies seek new, more efficient and resource-wise solutions. The choices and decisions that Etteplan's employees make at work are reflected in numerous industries and, ultimately, in people's daily lives. Together with our customers, we harness the opportunities presented by the digital era and turn them into practical competitive advantages and business operations that are aligned with sustainable development.

Trends in the engineering industry

1 DIGITALIZATION

The digital transformation of industry and society as a whole is continuing and accelerating. Intelligent and connected production processes increase efficiency and change the way industry operates, enabling new business models and redefining the value network. Our capabilities and intelligent technology enable us to optimize manufacturing processes and help our customers refine their practices and services, making them more efficient, resource-wise, and safe. We respond to the accelerating need for digitalization by focusing on product development and investments.



2 SHORTAGE OF TALENT

The need for engineering and design services is growing globally while digitalization and the general development of technology are changing more and more aspects of society. Creating new ideas and solutions requires a broad understanding between specialists in different fields. At Etteplan, we address the shortage of talent by offering competitive pay, training our personnel, and supporting internal career development through transfers between service areas, also internationally. We can also provide our customers with solutions to the shortage of talent, as we are capable of producing world-class technology services regardless of the customer's geographical location.

3 SUSTAINABILITY

The principles of sustainable development guide our operations and the operations of our customers. A growing number of our customers are seeking to improve the sustainability of their products and production plants, which continuously presents us with new business opportunities. In their work, our experts at Etteplan make choices that help our customers achieve their business objectives and sustainability targets. Through our digital solutions we promote sustainable development goals and support material efficiency, energy efficiency, and electrification, to name a few.



We help our customers achieve their business objectives and sustainability targets.



STRATEGY

Etteplan's strategy toward international growth

The key objective of our strategy - increasing value for customers - is to create even higher value for customers and support them in sustainable development, digitalization, and industrial transformation. As an ambitious growth company, we aim for revenue of EUR 500 million in 2024.

We reached a new record in 2022 when our revenue exceeded the milestone of EUR 350 million. As there is a strong trend of consolidation in our industry, we seek growth both organically and through acquisitions. The four acquisitions that we made in 2022 drove our growth strategy forward and supported the continuous development of our service offering and competence capital. The acquisition of LCA Consulting Oy, in particular, provided us with even deeper expertise in services that promote sustainable development.

We also achieved organic growth in all of our service areas during the year. Our organic growth is based not only on the key elements of our strategy but also our broad service offering and expertise as well as our strong market position. Our managed services and our unique ability to combine different technologies, services and areas of expertise form our key competitive advantage in the market.



OUR PURPOSE

We help our customers create a better world through engineering, innovation and digitalization.

OUR STRATEGY

Increasing value for customers

OUR BRAND PROMISE

Engineering with a difference

OUR OBJECTIVES

The key objective of our strategy is to create even higher value for our customers and support them in the industrial change. Our customers' success is our success.

OUR VALUES

Customer oriented – Our customers' success is our success

Proactive – We actively propose new ways to do things and new service solutions to our customers

Attractive – The results of our work and our expertise make us attractive

The key elements of our strategy

1 Customer value

The goal of our business is to increase customer value. By understanding the customer's business and utilizing our broad expertise, new innovations, and technologies, we create unique service solutions that generate value for our customers. Our service solutions help our customers renew and develop their business to be more efficient and sustainable.

The value that we create for the customer is based on interaction: the success of our customers is vital for us. We understand our customers' challenges and actively propose new solutions to them. With the help of the managed services business model that we have developed, we are an active partner that takes on comprehensive responsibility.

3 Success with people

People are everything to us: Etteplan's employees develop all of the ideas, services, and solutions that our customers need. That is why engaging, developing and attracting top talent is key to the success of our strategy.

By working together with our customers and partners with passion and commitment, we deliver results that transform companies and, at best, entire industries. We believe in cooperation, continuous development and multidisciplinary thinking. These qualities make us continuously competitive and enable us to lead the development of our industry.

2 Service solutions

Our ability to combine our various strengths differentiates us from our competitors and strengthens our market share. In order to create value for the customer, we research and understand new technologies and continuously incorporate them into our service solutions. Our service solutions combine not only technologies but also efficient processes, extensive networks, our versatile expertise, and world-class engineering tools and methods.

Our service solutions make us a forerunner in the engineering industry. We are inspired by our customers' complex questions and seek new answers to those questions with an open mind. Our work helps our customers achieve their business goals.



The main directions of our growth

Etteplan is a growth company. We want to grow financially, geographically, and in terms of our capabilities. In our strategy, we have identified three key areas that will drive our future growth.

Continuous development of service solutions

The trends that drive demand:

Investments related to energy efficiency, accelerating the green transition and automation are growing in numerous industries, particularly the global manufacturing industry. This increases the demand for engineering services that promote sustainability and operational efficiency.

Our response: We research new technologies and incorporate them into our service solutions.

Digitalization

The trends that drive demand: The ongoing industrial transformation drives our customers' investments in digitalization and smart devices. This demand accelerates Etteplan's business.

Our response: We invest in digitalization, develop new digital services, strengthen our software development capabilities, and expand our service offering in response to our customers' needs.

International growth

The trends that drive demand: The engineering and consulting industry is growing globally, the shortage of engineering experts is intensifying, service procurement is becoming centralized and our customer demand is becoming increasingly international. These changes present growth opportunities to a globally operating engineering company such as Etteplan.

Our response: We will provide our full service offering in all of our current markets. We seek growth in Central Europe and Asia, especially in China.

FINANCIAL TARGETS AND OUR PERFORMANCE



CASE /// Strategic investments

Ekkono Solutions AB in brief

A Swedish Edge Machine Learning (ML) technology and software company established in 2016, employing Machine Learning Engineers, Data Scientists, and Embedded Developers.

AN OWNERSHIP STAKE IN EKKONO TAKES ETTEPLAN'S SUSTAINABILITY STRATEGY FORWARD

What?

In summer 2022, Etteplan acquired about a 20 per cent stake in the Swedish startup company Ekkono Solutions AB. The management of digital technology represented by Ekkono provides Etteplan with tremendous growth potential: the technology and software company employs Machine Learning Engineers, Data Scientists, and Embedded Developers.

Why?

The digital transformation that is changing industry and society as a whole is continuing and accelerating. Etteplan has an in-depth understanding of the significance of investments in the Internet of Things, meaning the combination of intelligent machines, equipment, people, and processes. Intelligent and connected production processes increase efficiency and develop the way industry operates, enabling new business models and redefining the value network in many branches of industry.



What does it enable?

The Ekkono investment is aligned with Etteplan's sustainability strategy, which includes promoting the industrial deployment of digital technologies and technologies that support the green transition. Solutions based on machine learning and artificial intelligence speed up the fourth industrial revolution.

"Data analytics and the optimization of machines and equipment are becoming increasingly important as companies develop their machines and equipment to make them more energy-efficient, for example. This investment in a startup company supports Etteplan's strategy and our goal of incorporating modern technology into our service solutions," says **Juha Näkki**, President and CEO of Etteplan.

How we create value

Our approach to value creation

Megatrends

- Sustainability
- Digitalization
- Accelerating technological development
- Resource efficiency
- Population growth
- Urbanization

We help our customers to create a better world through engineering, innovation, and digitalization.

Our operations are driven by

Our values

Customer-oriented
Our customers' success is our success

Proactive
We actively propose new ways to do things and new service solutions to our customers

Attractive
The results of our work and our expertise make us attractive

Our assets

- World-class experts working globally close to customers
- Service solutions and Managed Services
- Wide and multidisciplinary technology competences and know-how
- Long-term collaboration and an agile way of working with our customers and partners

Our impact

Customers

- Improved efficiency and competitiveness
- Sustainable solutions
- R&D and utilization of the latest technologies
- Supporting the customer in the industrial transformation
- Availability and supply chain flexibility
- Promoting occupational safety

Our people

- Continuous learning
- Development opportunities
- "Engineering with a difference" mindset and way of working
- Well-being at work
- Equity, diversity, and inclusion
- Financial security

Society

- Innovative solutions for industry challenges
- Supporting the green transition
- Promoting technological know-how in the industry
- Employment, taxation, and the reduction of global inequality
- Promoting well-being through health technologies

Environment

- Energy efficiency and optimizing energy use
- Resource wisdom and waste reduction
- Reducing industrial emissions
- Material innovations
- The electrification of transport
- Life cycle thinking in product development

The industry:

Automotive and Transportation

The key challenge to be solved:

How can mobility be made more sustainable?

The solution by Etteplan and its partner RGNT:

An electric motorcycle



CASE /// On a journey of change

BUILDING AN ELECTRIC FUTURE

What we did:

At Etteplan, we create solutions that make daily life easier for our customers. At the same time, we can have a positive impact on the environment and mitigate climate change, for example. One of the changes required by the green transition is the electrification of the automotive and transportation industry and promoting more sustainable, connected, and autonomous mobility. These expectations are aimed at vehicle manufacturers, and Etteplan has over 30 years of experience in working with companies in the industry.

The number of electric vehicles is growing continuously. In 2022, electric vehicles accounted for approximately 10 per cent of all vehicles globally, and that figure continues to grow. The electrification of the automotive industry is spearheaded by the passenger car segment, but the rate of change is also high in utility vehicles. There is also pressure for change with regard to specialized vehicles used in agriculture, forestry and mining.

Etteplan is a significant builder of an electric future in its field. We have an important role and business opportunities as an electrification partner for the automotive industry, as we offer diverse solutions, technologies and expertise for the electrification of mobility as well as safe and autonomous driving.



The electric motorcycles developed in 2022 by the Swedish motorcycle manufacturer RGNT in cooperation with Etteplan are a good example of this. The motorcycles are not only quiet but also environmentally friendly. In the cooperation that began in 2021, Etteplan's role was to assist RGNT particularly in the development of battery technology, testing and ensuring safety. Etteplan also helped develop a solution for estimating the range of the battery.

We offer a wide array of services to our customers in the automotive industry, ranging from systems and drivetrain engineering for the electrification chain to simulation and testing services. Etteplan's global organization also includes battery installation professionals, specialists in regulations and product safety, and experts in embedded electronics and software development. We also have a team that focuses on thermal management, and we are one of the leading providers of development and testing services for the air conditioning systems of electric and hybrid vehicles.

SUSTAINABILITY

Sustainable development is a strong driver of Etteplan's operations. Through our broad service offering and innovative digital solutions, we support our customers' sustainability goals. We are also on our own path toward even more ambitious environmental and climate efforts.

Sustainability at Etteplan

Sustainable development and responsibility have been integrated into Etteplan's strategy work, and we have begun to develop an even more systematic and ambitious sustainability agenda. Our handprint is seen particularly through our work with customers: we provide our customers with solutions that enable them to pursue sustainable and future-proof growth.

Our operations have an impact on our personnel, the environment, our customers and society as a whole. We have defined our material sustainability themes with regard to our impacts based on an assessment conducted in 2015. The assessment was carried out by interviewing our key external stakeholders as well as our own personnel. Etteplan's management validated the results of the interviews, and the material sustainability themes were selected based on the results.

The value of our work is based on the competence of our experts. The competition for highly competent employees is intensifying, so we need to be a genuinely attractive and responsible employer.

Highlights

- Integrating sustainability into Etteplan's strategy work
- Expanding the range of sustainable solutions offered to customers
- Implementing our Code of Conduct and providing related training to employees
- eLearning training on sustainability for our personnel in Sweden
- Updating the career model
- Developing diversity and inclusion



We aim to engage in even more systematic efforts to develop our sustainability agenda.

Development areas

- Updating the material sustainability themes
- Drafting a sustainability program
- Setting genuinely impactful emission targets, sustainability targets and performance indicators
- Further developing the offering of customer solutions aligned with the principles of sustainable development
- Increasing sustainability awareness among the personnel

Supporting the well-being and development of Etteplan employees holds a key role in enabling our continued success in the future. When our customers place a high value on the work of our experts, we can provide our employees with interesting customer projects now and in the future.

Our most significant environmental and social impacts arise from our work with customers. The energy crisis caused by Russia's invasion of Ukraine has accelerated the green transition, which brings more business opportunities. The demand for engineering expertise related to energy efficiency and new energy production methods is continuing to grow. In 2022, we made acquisitions that significantly expanded our offering of sustainable customer solutions.

Sustainability has been integrated into our strategy work

As a company, we have a long track record of promoting sustainability. Still, our stakeholders' expectations concerning our sustainability have increased further over the past few years. Our customers are leading players in their respective fields. In accordance with their sustainability agendas, our customers expect us to provide even more transparent data on the impacts of our operations. A company's sustainability is also an important factor in the choice of employer for a growing number of employees. Increasing regulation has also led to growing investor interest in our sustainability impacts.

We aim to engage in even more systematic efforts to develop our sustainability agenda. Sustainability was integrated into Etteplan's strategy work in 2022. We have identified sustainability as one of the most important megatrends affecting our operations, alongside digitalization

and the availability of highly competent professionals. Our next step is to update our material sustainability themes and, based on that assessment, prepare an action plan for the coming years. We will also use recruitment to increase our resources for our sustainability efforts.

To lay the groundwork for integrating sustainability into Etteplan's strategy, in 2022 we increased our understanding of the significant sustainability perspectives with regard to the impacts of our operations. After delays caused by the COVID-19 pandemic, we were able to implement the Code of Conduct which we completed in 2020. We put together a mandatory virtual training module for all of our employees to introduce them to our Code of Conduct and test their familiarity with it. The training on the Code of Conduct is part of our introductory training and the certificate of completing the training will need to be renewed once every two years.

Sustainability is already an integral aspect of the studies of engineering students, however, as an employer, we have an obligation to also support more experienced professionals in developing their competencies to match today's sustainability requirements. In Sweden, we piloted a sustainability eLearning module for employees with a particular focus on climate themes. The experiences of the training have been positive, and our aim is to expand the training to our other operating countries.

We operate ethically

Sustainability is part of everything we do on a daily basis. Our work is guided by our Code of Conduct, values, and active stakeholder engagement. Etteplan also has its own policy in place, which is focused on quality, the environment, health and safety (QEHS policy). Etteplan's Code of Conduct and QEHS policy are public and the documents are



Continuous dialogue is important for our ability to respond to our stakeholders' changing expectations regarding our operations."

We have an anonymous First Whistle whistleblowing channel available in all of our operating countries. Employees and external stakeholders alike can use the channel to report suspected ethical violations. All whistleblower reports are processed in accordance with the EU's Whistleblower Directive by the Senior Vice President for HR and the Chief Financial Officer, and corrective action is taken without delay when necessary (the Director of HR for Finland acts as the deputy). We are notified of incidents each year, and we sometimes also identify incidents on a country-specific basis that need to be addressed in accordance with the legislation of the country in question. Incidents of harassment are one such example.

We seek to engage in active and open dialogue with our various stakeholders. Continuous dialogue is important for our ability to respond to our stakeholders' changing expectations regarding our operations. We are informed of stakeholder expectations in various ways, including meetings, events, surveys, audits, feedback channels, reporting channels, and working groups. Our stakeholder engagement is summarized on the next page.

We are active members of industrial organizations, sharing knowledge and developing best practices. In Finland, Etteplan is a founding member of Technology Industry Employers of Finland and, therefore, committed to national collective labor agreements. In Sweden, we are a member the Swedish Federation of Consulting Engineers and Architects and SVEAT.

available on our website at etteplan.com. We operate in compliance with local, national, and international laws and regulations in all of the countries in which we operate and provide our services.

We see sustainability as a theme that spans the entire value chain. We require our partners to commit to our Code of Conduct, and we do not condone any form of bribery or corruption in our operations or the operations of our customers or partners. In our operations, we are committed to the UN Guiding Principles on Business and Human Rights.

The overall responsibility for sustainability at Etteplan lies with the Senior Vice President, Marketing and Communications, who is also a member of the Management Group. Each member of the Management Group is, for their part, responsible for incorporating sustainability into everything we do.

Etteplan's material sustainability themes

- Sustainable financial growth
- Personnel development
- Personnel commitment
- Innovation
- Compliance and anti-corruption
- Environmentally friendly products and services
- Diversity and equal opportunity
- Corporate citizenship
- Occupational health and safety
- Management systems and policies
- Supply chain
- Energy efficiency

Open stakeholder engagement

STAKEHOLDER	HIGHLIGHTED ISSUES	ETTEPLAN'S RESPONSE	COMMUNICATION CHANNELS		
Employees	<ul style="list-style-type: none"> The employment relationship and terms of employment Competence development Personnel sustainability knowledge Well-being and job satisfaction Career opportunities Knowledge of Diversity, Equity, and Inclusion Flexible work 	<ul style="list-style-type: none"> Compliance with laws, regulations, the Code of Conduct, policies, principles, and instructions Continuous development of human resource management Development discussions and personnel surveys Training and internal communication Planned and systematic introductory training 	<ul style="list-style-type: none"> Occupational health care and continuous development of well-being and safety at work Supporting the work of supervisors Developing projects to promote diversity and inclusion Career model Remote and hybrid work 	<ul style="list-style-type: none"> Managerial communication Meetings and events eLearning Renewed internal communication channel (ette) Internal social media (Yammer) community channel Intranet, career stories on webpages, social media 	
Customers	<ul style="list-style-type: none"> Service offering and expertise Service availability and cost-efficiency Service quality Solutions for sustainable development Innovativeness, proactivity and concrete proposals for the development of activities 	<ul style="list-style-type: none"> Accelerating technological change Safety of production equipment and processes Sustainability reporting and certifications/commitments Business ethics policy Supporting customers globally 	<ul style="list-style-type: none"> Ensuring operational safety and comfort Streamlining, optimizing and anticipating customer operations Networking of cross-border experts Ongoing research on the most relevant sustainability targets EU taxonomy reporting Code of Conduct Global mobility model 	<ul style="list-style-type: none"> Meetings and events Webinars Website Social media Media Other communication Customer satisfaction surveys Code of Conduct 	
Partners	<ul style="list-style-type: none"> Issues related to cooperation and the terms of cooperation Equal treatment of partners 	<ul style="list-style-type: none"> Responsibility of the partners Environmental impact communication Social responsibility 	<ul style="list-style-type: none"> Adherence to agreements Code of Conduct Communication Supporting partners in responsibility matters 	<ul style="list-style-type: none"> Meetings and negotiations Audits Website Code of Conduct 	
Shareholders and investors	<ul style="list-style-type: none"> Financial performance Responsible operations Measurable reporting 	<ul style="list-style-type: none"> Adherence to stated objectives and strategy Code of Conduct Investor relations Continuous development of sustainability work EU taxonomy reporting 	<ul style="list-style-type: none"> Adherence to stated objectives and strategy Code of Conduct Investor relations Continuous development of sustainability work EU taxonomy reporting 	<ul style="list-style-type: none"> Board meetings General Meeting and other meetings Website Reports and other communication Code of Conduct 	
Media	<ul style="list-style-type: none"> Active provision of information Responding to inquiries quickly and truthfully 	<ul style="list-style-type: none"> Active communication Website Social media Other communication 	<ul style="list-style-type: none"> Active communication Website Social media 	<ul style="list-style-type: none"> E-mail Stock exchange and press releases 	
Students	<ul style="list-style-type: none"> Trainee opportunities Future jobs 	<ul style="list-style-type: none"> Cooperation with universities and universities of applied sciences Providing trainee positions Communication 	<ul style="list-style-type: none"> Cooperation with universities and universities of applied sciences Providing trainee positions Communication 	<ul style="list-style-type: none"> Events Website Social media 	<ul style="list-style-type: none"> Other communication
Universities and universities of applied sciences	<ul style="list-style-type: none"> Cooperation Sharing knowledge 	<ul style="list-style-type: none"> Joint projects and trainee positions Reports 	<ul style="list-style-type: none"> Joint projects and trainee positions Reports Lectures Communication 	<ul style="list-style-type: none"> Joint projects and working groups Website E-mail 	
Industry organizations	<ul style="list-style-type: none"> Active participation Sharing knowledge 	<ul style="list-style-type: none"> Etteplan's representation in various working groups Communication 	<ul style="list-style-type: none"> Etteplan's representation in various working groups Communication 	<ul style="list-style-type: none"> Working groups Other communication 	<ul style="list-style-type: none"> Website
Authorities and other parties that guide operations	<ul style="list-style-type: none"> Compliance with laws, regulations, guidelines, and ethical guidelines Adherence to quality systems and reporting systems Communication 	<ul style="list-style-type: none"> Compliance with laws, regulations, guidelines, and the Code of Conduct Communication 	<ul style="list-style-type: none"> Compliance with laws, regulations, guidelines, and the Code of Conduct Communication 	<ul style="list-style-type: none"> Meetings Website 	
Decision-makers	<ul style="list-style-type: none"> Obtaining information Opportunities to exercise influence 	<ul style="list-style-type: none"> Website Other communication 	<ul style="list-style-type: none"> Website Other communication 	<ul style="list-style-type: none"> Meetings Website 	
Non-governmental organizations	<ul style="list-style-type: none"> Responsibility throughout the supply chain 	<ul style="list-style-type: none"> Transparency Sharing knowledge 	<ul style="list-style-type: none"> Code of Conduct Audits 	<ul style="list-style-type: none"> Responding to inquiries Other communication 	<ul style="list-style-type: none"> Meetings Website



Our people

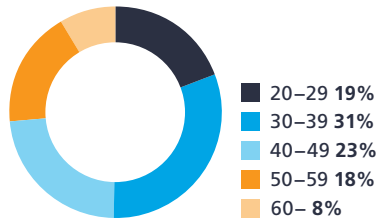
There were continued changes in how work is performed at Etteplan in 2022, and we continued to challenge ourselves and unlearn old patterns. During the course of another difficult year, the importance of a strong culture of collaboration and caring was emphasized.

Etteplan's value for customers comes from having highly competent and committed employees with a high level of well-being and who want to work for our customers' success. The employees also play a key role with regard to Etteplan's impacts on the environment and society. People are our most important asset. As an expert organization, our success depends on our ability to support our personnel's development and coping with work.

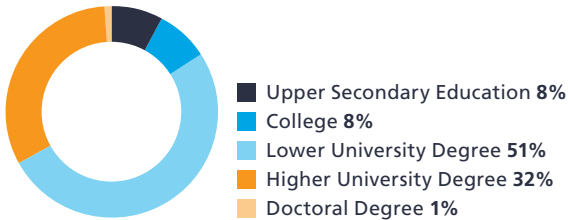
Etteplan's number of personnel continued to grow due to acquisitions and recruitment, reaching nearly 4,000 by the end of 2022. Of the Group's personnel, 51 per cent worked in Finland, 18 per cent in Scandinavia, 20 per cent in Central Europe, and 11 per cent in China. Collective labor agreements cover 100 per cent of the personnel in Finland and Sweden. Collective labor agreements are not in use in Etteplan's other operating countries.

Our success depends on our ability to support our people's development and coping with work.

Age distribution of personnel 2022



Educational background of personnel 2022



Personnel by geographical area 2022



The cornerstones of human resource management at Etteplan are the company’s Code of Conduct and HR policy. Etteplan also adheres to local policies and guidelines based on legislation, best practices and cultural considerations. Etteplan’s human resource policy and key management principles are the same in all operating countries and they are based on our values. The cornerstones are the development of Etteplan employees’ competence and leadership, providing career opportunities and the equal treatment of employees.

We use subcontractors continuously as needed. While our subcontractors’ employees are not in a direct employment relationship with Etteplan, we require our subcontractors to commit to our Code of Conduct.

The Senior Vice President, Human Resources, who is also a member of the Management Group, is in charge of human resource management at Etteplan, including setting the overall direction and strategy. The HR managers in Etteplan’s operating countries are in charge of human resource management in their country and country-specific practices. Our HR specialists play an important role in supporting supervisors, developing operating practices and providing coaching related to these areas.

Human resource management at Etteplan is evaluated and developed by means of personnel and supervisor surveys as well as by monitoring employees’ experiences in different stages of employment, including entry and exit interviews with employees. Systematic introductory training and a development plan related to development discussions are part of our personnel development processes. We support Etteplan employees in the context of retirement and the termination of employment. Each situation is planned individually.



Our culture enables individual growth and provides space for innovation and putting ideas into action.

A culture of teamwork

Etteplan’s corporate culture is characterized by a strong spirit of entrepreneurship and development as well as caring and taking responsibility. Our culture enables individual growth and provides space for innovation and putting ideas into action.

It is important for us to maintain a positive team spirit and a culture of collaboration with our customers and partners as well. Etteplan employees often work in close cooperation with customers as part of customers’ teams, either at customers’ premises or in customers’ virtual operating environments, which creates overlap between different workplace communities.

As a growth company, our number of personnel is on a strong growth track. In 2022, we acquired a total of four companies and brought in 322 new employees. In spite of our growth, Etteplan has the atmosphere of a small company, and we want to hold on to that. We want to be a workplace community where everyone feels welcome, including professionals with different backgrounds. Through good



One important milestone in increasing openness was “ette”, a digital workspace introduced in 2022.



introductory training, we ensure that new personnel feel at home as part of Etteplan. We use a systematic digital introductory training program that is supported by means of eLearning and active monitoring.

Increasing transparency and openness have been identified as development areas for our corporate culture. One important milestone in increasing openness was “ette”, a digital workspace introduced as an internal tool at Etteplan in 2022. The company-wide intranet has been a significant investment in strengthening our corporate culture.

We regularly survey our employees’ wishes, coping with work and well-being to develop our operations. In 2022, our FuturETTE Feel It personnel survey, which measures employee satisfaction and well-being, was focused on questions concerning competence development. The results indicated that there is room for improvement particularly with regard to the feedback culture, performance management, and the opportunities to influence one’s work. In 2023, we will focus on developing supervisor competencies around these themes. Etteplan’s eNPS indicator decreased slightly from the previous year in the 2022 survey, but the result clearly shows the impact of the ongoing integration process of a company we acquired in Germany.

Supporting continuous learning and development

The development and personal growth of our experts is a focus area in our human resource management. A significant proportion of learning takes place in customer teams in various environments and through a wide range of projects. Job rotation between different projects and customers provides Etteplan employees with opportunities to learn new technologies and how to utilize them in different environments and industries.

We also encourage Etteplan employees to pursue training opportunities, and we offer internal training on various themes. In Finland, for example, our employees have the opportunity to

complete certain selected study programs through our cooperation with educational institutions. As we are a decentralized organization, eLearning that is independent of time and place has become an integral part of our personnel development.

Supporting supervisors plays a key role in the achievement of our goals related to personnel development. We organize regular training for supervisors on various topics. In 2020, we also launched a virtual E-LEAD training program for supervisors and key personnel. The program has had a significant impact on the development of our key employees’ leadership competence and has already been completed by 267 supervisors and key employees. In 2022, the training program was



Careers do not need to be linear, as development can also be pursued vertically by expanding one's competence.

used to support supervisors particularly by increasing their competence related to the management of hybrid work.

As a company of strong growth, Etteplan today is very different than it was five years ago. We systematically monitor the development of our key personnel's competence needs to ensure that their competence grows in step with the growth of the company.

Career compass opens up new opportunities

Etteplan's continuously expanding business operations enable the company to offer a wide range of roles and jobs. Our goal is for everyone at Etteplan to find their individual path in our career model, and we encourage our employees to transfer between different positions within our organization.

In 2022, Etteplan carried out the renewal and extensive implementation of a global career model used to encourage Etteplan employees to actively develop their careers. The career model also challenges people to think about their careers more broadly. Careers do not need to be linear, as development can also be pursued vertically by expanding one's competence.

As part of the career model, a career compass was launched in Etteplan's intranet in early 2022. Everyone at Etteplan can use the career compass to find out what kinds of opportunities for advancement and competence development are available. The career compass includes stories of the diverse career paths of Etteplan employees, detailing their current role, how they ended up in it, and what goals they have set for the future.

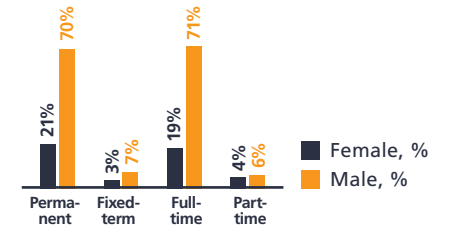
Focus on employee well-being

Looking after the well-being of Etteplan employees is an important area of our human resource management. Coping and well-being are important elements of our personnel survey and development discussions. We continuously develop our occupational health and safety processes.

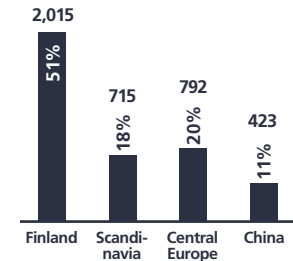
Our supervisors listen to their team members closely to find out what factors influence each employee's coping with work and what their wishes are regarding their job duties. We want to support the well-being of our personnel by tailoring their job description and working hours according to their life circumstances, where necessary.

Our occupational health care is organized in different ways in different operating countries, in accordance with the local legislation and operating culture. In each country, we have a person responsible for occupational health and the necessary external partners. Occupational safety observations are reported to the local occupational safety and health representatives, who are responsible for assessing the observations and processing them appropriately. Russia's invasion of Ukraine has increased uncertainty and concerns among Etteplan employees. With this in mind, occupational health care services and their availability were expanded in several of our operating countries.

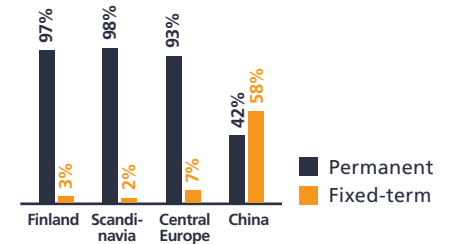
Types of employment by gender 2022



Geographical distribution and number of personnel on average 2022



Types of employment by geographical area 2022



New Employees by Age Group, Gender and Region 2022

AGE	NUMBER	%
20–29	381	40.0%
30–39	303	31.8%
40–49	152	16.0%
50–59	90	9.5%
60–	26	2.7%

GENDER	NUMBER	%
Female	228	23.9%
Male	724	76.1%

REGION	NUMBER	%
Finland	388	40.8%
Scandinavia	226	23.7%
Central Europe	200	21.0%
China	138	14.5%

It is typical of Etteplan's business that our employees are posted around the world on customer assignments. While global mobility is not a simple matter, we have managed to create an operating model that ensures that our employees are treated well and they can feel safe wherever they are. We want to ensure that our customers' risks are also minimized as our teams of experts move around the world. In 2022, we substantially enhanced our monitoring related to the occupational health and safety of our employees on international assignments, and we organized related training.

The transition to hybrid work presents a learning challenge for the entire organization

The number of sickness-related absences increased in 2022 compared to the previous years. This was due to the lifting of COVID-19 restrictions. Long sickness-related absences have decreased, however. Working independently of time and place, which has been enabled by remote work, has had a positive impact on Etteplan employees' well-being and coping with work.

After the exceptional circumstances created by the prolonged COVID-19 pandemic, Etteplan transitioned from remote work to a hybrid work model. This transition is slow and it presents a significant learning challenge for the entire organization. We also encourage Etteplan employees to have in-office working days to improve their occupational well-being. In addition, we instructed our supervisors to quickly contact our occupational health care provider in the event of any concerns regarding their team members' or their own ability to cope with work.



We want to be a workplace community that welcomes professionals with different backgrounds.

In 2022, we also continued the global EtteplanGO! well-being challenge, which encourages our employees to be physically active, either individually or in teams, and share their successes with others. A large number of employees participated in the challenge, particularly in spring 2022. EtteplanGO! combines many of our objectives and many characteristics of our culture: supporting well-being, building a strong sense of community, getting to know each other and helping each other.

Aiming for a diverse and inclusive Etteplan

We want to be a workplace community where everyone feels welcome, including professionals with different backgrounds. We are committed to treating our employees equally and promoting non-discrimination in accordance with our country-specific or business-specific equality and diversity plans and group-level management principles.

It is essential for our future success to ensure that we employ people representing various backgrounds and competencies, and that we improve with regard to all Etteplan employees feeling a strong sense of belonging in our community, being heard, and being themselves. We also want to ensure



The stories shared by our experts reflected their pride in their work and how they feel about their colleagues.

that, in our recruitment activities, we speak to candidate groups that are as diverse as possible, and are interested in working at Etteplan.

Etteplan has a long track record of promoting diversity and inclusion through building a good corporate culture. In 2022, we significantly stepped up our efforts to promote diversity and inclusion. The Happy DEIs (diversity, equity, inclusion) initiative that was established by our workplace community has already enabled us to increase awareness and understanding of these topics in our organization. The next step will be to create operating methods and seek partners to help us integrate diversity and inclusion even more closely into our daily operations.

Proud to be an Etteplan employee

The availability and retention of highly competent professionals are among the major risks in Etteplan's operations. The competition for experts is intensifying and, at the same time, employee mobility is increasing after the COVID-19 pandemic. Our strength in the international job market is that we are not an organization that operates in a single environment or a single reality. Instead, we have a wide range of opportunities for experts in various fields.

At the core of our employer image is our existing employees' perception of their work and what they say about their work to their friends and networks. We build our employer image from the inside out. This means that we want the Etteplan experience to be consistently positive from an employee's first day at the company to the last. We want to further increase the visibility of Etteplan employees' expertise, our work and our people, thereby increasing openness.

Many Etteplan employees became active on our social media channels in 2022. The stories shared by our experts reflected their pride

Age and gender distribution by employees category 2022

AGE/GENDER	SUPERVISOR	EMPLOYEE
20–29	1.1%	21.1%
30–39	22.1%	32.1%
40–49	42.1%	21.3%
50–59	27.5%	17.1%
60–	7.2%	8.5%
Female	20.9%	23.6%
Male	79.1%	76.4%

Accidents, Finland and Sweden

	2022	2021	2020	2019
Lost Workday Injury Severity, LWIS (per million hours)	5.53	14.16	17.88	29.10
Lost Workday Injury Frequency, LWIF (per million hours worked)	2.07	2.68	0.76	2.13

Lost Workday Injury Frequency (LWIF) describes the amount of work-related injuries and Lost Workday Injury Severity (LWIS) the amount of absences caused by the injuries.

CASE /// Happy DEIs

THIS IS HOW ETTEPLAN PROMOTES EMPLOYEE ENGAGEMENT AND BELONGING.

INNOVATING NEW SOLUTIONS REQUIRES DIVERSE EMPLOYEES WITH A HIGH LEVEL OF WELL-BEING

What?

Etteplan's strategic goal is to be an exemplary and attractive employer – a leader in its industry that looks after its employees in the best possible manner. To support the achievement of this goal, Etteplan launched the community-driven Happy DEIs initiative in late 2022 to promote employee engagement, learning, and well-being.

DEIs is short for diversity, equity, and inclusion. These concepts reflect Etteplan's desire to be an attractive workplace for different employees and people representing various backgrounds. Employees with a high level of well-being are Etteplan's most important asset and source of competitiveness, as highly capable professionals with high well-being are committed to the workplace community and introduce new perspectives and innovativeness to our solutions.

In our Code of Conduct, Etteplan is committed to treating people with respect, regardless of their background or other characteristics. Etteplan's goal is to be a workplace where people feel that they can be themselves, be part of Etteplan's workplace community, and feel that their voice is heard.

Why?

As the world and working life become increasingly diverse, treating everyone equally regardless of their identity and background is even more business-critical

than before. Every workplace community can contribute to building a society where everyone's voice is heard.

The aim of the Happy DEIs initiative is for Etteplan employees to feel that they are part of a workplace community in which everyone is important regardless of their background. The impact of Happy DEIs also extends to customer relationships and new innovation: when employees have a high level of well-being, customer relationships become stronger and the company has the ability to offer innovative services to customers. The aim is for the thousands of Etteplan professionals and customers to be treated openly and equally in their customer teams.

How?

At the beginning of 2023, we started a Happy DEIs community on the Yammer application where employees can chat, share their thoughts, and receive peer support. While it has only been in use for a short period of time, the opening of the community has already led to an increase in discussions started by employees. During the year, we will also publish content under the Happy DEIs initiative to increase awareness, and we will organize training and webinars on themes such as diversity and inclusion. More concrete measures for implementing the Happy DEIs initiative are planned for the future.

"The goal is for all of us to feel good at work and for each Etteplan employee to have an equal opportunity to participate in the discussion," says Etteplan's Marketing Communications Specialist **Karolina Jensen**, who is one of the key members of the Happy DEIs community and whose work is focused on sustainability issues, among other things.



Happy DEIs

- Diversity
- Equity
- Inclusion



Environment

The green transition drives continued growth in the demand for Etteplan's solutions, which support sustainable development. The expectations concerning our actions are also increasing, and we are on the path toward even more ambitious environmental and climate efforts.

We take the environment into account in everything we do. We have an impact on the environment and climate change mitigation particularly through the development of our customers' business and the solutions we engineer for our customers. Through the knowledge of our experts, we help our customers conserve energy, reduce emissions, and develop sustainable products and services.

Our environmental management is based on the requirements of the ISO 14001 environmental standard. The standard, which we have applied since 2003, provides the foundation for documenting, understanding, and managing our processes related to the environment. Every year we strive to develop our operations according to the standard.



We help our customers conserve energy, reduce emissions, and develop sustainable products and services.

Etteplan's own policy, which focuses on quality, the environment, and health and safety, along with our Code of Conduct, define the contents and direction of our environmental responsibility. We comply with international and national environmental legislation as well as regional and local regulations.

Environmental management is the responsibility of the VPs in charge of the business units and, at the Management Group level, the SVP responsible for the Operational Excellence function. Of Etteplan's 85 offices, 41 are ISO 14001 certified. We observe the same main principles of environmental management at all of our offices. In Finland, our environmental efforts are also guided by the Energy Efficiency Act and the energy reviews which it requires large enterprises to carry out at four-year intervals at a minimum. The energy reviews provide data on the energy consumption of offices. The most recent energy review was conducted in 2019. We plan our energy saving measures based on data.

We monitor our compliance with the ISO 14001 environmental standard annually by means of internal and external audits. The achievement of environmental targets is reported to Etteplan's Management Group annually as part of the management review.

In 2022, we moved forward with our EU taxonomy reporting as planned by assessing the taxonomy alignment of our business activities. In other words, we assessed the extent to which our service portfolio promotes the achievement of the EU's climate goals. EU taxonomy reporting has substantially increased our understanding of the climate impacts of our operations. We have also identified development areas related to our processes to satisfy future reporting requirements. Read more at etteplan.com

Our most significant impacts arise from our work with customers

As a provider of expert services, our most significant impacts on the environment and climate arise from our work with customers. A considerable proportion of our customers operate in the energy sector, the traffic and transport sector, or heavy industry. The solutions and innovations provided by Etteplan help our customers in these sectors, which play an important role in mitigating climate change, achieving emission reductions, and adapting their operations to climate change.

The solutions we create for the world's leading machinery and equipment suppliers are eco-efficient with respect to their manufacturability, usability, and recyclability. Our projects are typically aimed at improving the efficiency of, and developing operations, which leads to lower emissions, the optimization of energy consumption, and longer life cycles for equipment.

The engineering services we offer our customers are guided by life cycle thinking: we take materials, the manufacturing method and location, efficiency, use, maintenance, and end-stage recycling potential into account. In addition to energy efficiency, the adequacy of raw materials is a challenge that our customers expect us to provide solutions for. As products increasingly contain technology and have shorter life cycles, the importance of recycling and reusing raw materials and other materials is emphasized. Simulations and our various digital solutions help our customers reduce emissions and the consumption of raw materials.

The ongoing transition from fossil fuels to more eco-friendly alternatives is a major transformation. We are involved in several projects





We can now offer life cycle carbon footprint calculations to our customers.

in which fossil-based, hard-to-recycle, and energy consuming solutions are replaced by entirely new solutions. As a new sustainable solutions service, we can now offer life cycle carbon footprint calculations to our customers.

One example of industries in transformation is the mining sector, where electrification and digitalization combined with our technology solutions enables more precise optimization of operations, safer and more comfortable work stages, and a reduction in the overall adverse impacts on the environment. We engage in close cooperation with our customers to produce energy-efficient solutions for reducing the emissions generated by underground transport operations, for instance.

Another industry in transformation is the plastics industry, where efforts are being made to replace the problematic use of plastic with fiber-based and more recyclable solutions produced from wood. New bio and wood fiber-based packaging solutions require entirely new machinery and equipment innovations, the development of which we seek to accelerate in cooperation with our customers.

Etteplan's environmental targets and results

Etteplan's environmental responsibility targets and plans are set based on the ISO 14001 standard. The targets and results for 2022 are presented in the table below.

Etteplan's Environmental targets

ENVIRONMENTAL TARGET	COUNTRY	MEASURES TAKEN AND RESULTS ACHIEVED 2022
Increasing environmental awareness and incorporating sustainability thinking into engineering and design work	Finland, Sweden, Poland	Sustainable development is an important part of the company's strategy work. Sustainability training was organized for employees in Sweden using the eLearning method. The environmental aspects of customer assignments were addressed in internal audits. The use of conflict minerals was investigated.
Reducing electricity consumption at offices by -3% compared to 2021	All	We monitor the development of electricity consumption at Etteplan's 10 largest offices. Electricity consumption decreased by 12% compared to the previous year.
Increasing the share of renewable electricity at offices by +3% compared to 2021	All	The share of renewable electricity decreased from 79% to 72% due to exceptional conditions in the electricity market, which were reflected in the electricity contracts of Etteplan's offices.
Reducing the CO ₂ level (g/km) of the company's leased cars by -2 g/km compared to 2021	Finland and Sweden	Prioritizing low-emission vehicles. Finland -5.4 g/km and Sweden -15.9 g/km.

Certifications of Etteplan offices, ISO 9001 ja ISO 14001

COUNTRY	NUMBER OF OFFICES 2021	CERTIFIED OFFICES 2021	NUMBER OF OFFICES 2020	CERTIFIED OFFICES 2020
Finland	26	26	26	26
Sweden	21	12	19	10
Poland	4	2	4	2
Germany	14	11	9	3*
The Netherlands	6	1*	5	1*
China	10	0	10	0
Denmark	2	0	2	0

* Germany and the Netherlands are ISO 9001 certified.

Everyone has responsibility for the environment through their work

Due to the nature of our business, the direct emissions of our operations – and consequently the adverse climate change impacts – are minor. They are mainly related to the energy consumption of our offices. We aim to minimize the negative environmental impacts of our operations by emphasizing each Etteplan employee's personal responsibility.

Everyone at Etteplan can influence the energy consumption of office premises by, for example, turning off the lights and IT equipment when leaving the office and by reporting any issues they observe with the office's ventilation systems or indoor temperature. Choices of the means of transport used for business travel are another way to influence things.

We systematically monitor the electricity consumption of our offices. Since 2021, we have also monitored the origin of the electricity used at our 10 largest office properties. Renewable energy sources account for 72 per cent of the electricity consumed at those properties. Our target is to reduce the electricity consumption of our offices by three per cent compared to the previous year and increase the share of renewable electricity by three per cent.

We continued the renewal of our office premises in 2022. As the office space requirement has been reduced due to remote and hybrid work, we have combined some of our office premises. Today's offices must be flexible and adaptable. We also monitor emissions generated by travel, and we have halved our emissions from flying compared to the pre-pandemic period.

We recycle the IT hardware we use, with 99 per cent of the hardware forwarded to subsequent use in Finland and Sweden. The



We have recognized the need to set more ambitious and precise targets for our environmental and climate efforts.

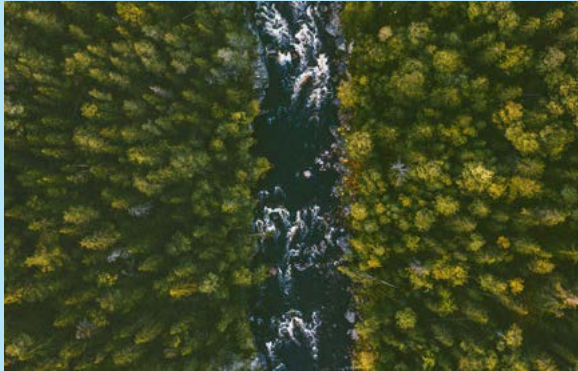
recycling of IT hardware is significant, as the reuse of equipment enabled us to reduce our CO₂ emissions in Finland and Sweden by nearly 290 metric tons in 2022. We also increasingly aim to use low-emission vehicles as leased cars at Etteplan.

Toward more ambitious climate action

The expectations of our customers and other stakeholders toward Etteplan's environmental responsibility and action have increased significantly over the past few years. We have recognized the need to set more ambitious and precise targets for our environmental and climate efforts. In 2023, we will set company-level emission targets and determine best practices for the measurement and reporting of our environmental responsibility targets.

In Sweden, we have already made a local commitment to the emission reduction targets announced by the digitalization consultancy industry, which aim for climate neutrality by 2040.





LCA Consulting in brief
Founded in 2013 as a spin-off at LUT University, LCA Consulting focuses on the life cycle assessment of companies, products and production, carbon footprint calculations, and expert training.

CASE /// Acquisition

NEW CAPABILITIES FOR CARBON FOOTPRINTING

What?

In spring 2022, Etteplan acquired LCA Consulting Oy, a provider of high-quality expert services related to corporate responsibility and sustainable development. LCA Consulting focuses on the life cycle assessment of companies, products and production, carbon footprint calculations, and expert training. LCA (Life Cycle Assessment) is an important method for increasing environmental awareness. It is used to analyze and assess the environmental impacts of a product or service life cycle.

Why?

Companies in all industries are under growing pressure and responsibility to operate sustainably. Etteplan's business has positive impacts on the environment as well as society. We also want to strengthen our position as a responsible employer with a good reputation.

"LCA's competencies related to promoting sustainable development are a significant addition to Etteplan's service portfolio and our story of sustainability. The aim of the acquisition is to accelerate the growth of our services related to promoting sustainable development. The acquisition enables us to help companies determine the life cycle carbon footprint of their activities, production operations, and products.

In concrete terms, this increases and significantly complements the opportunities of Etteplan's engineering services to help companies implement the green transition and achieve their sustainability targets," says **Juha Näkki**, President and CEO of Etteplan.

What does it enable?

LCA can help enhance the green transition of Etteplan's customers. The environmental performance of operations, the achievement of carbon neutrality targets, promoting the circular economy and engaging in environmental communications with customers are steps toward a more sustainable organization. The acquisition also enables Etteplan and LCA Consulting to collectively strengthen their role as forerunners in sustainability.

"This acquisition represents a significant new chapter in Etteplan's story of sustainability and an important addition to our service portfolio. At the same time, it helps Etteplan's customers promote the green transition in a concrete sense and achieve their sustainability targets. As a part of Etteplan, we can reach a broader group of customers and carry out even more extensive and diverse projects. This means that the impact of our work to promote the green transition will also increase," says **Antti Niskanen**, Director, Life Cycle Assessment.

Customers

In 2022, we continued to strengthen our position as our customers' global number one partner. Our unique service offering and extensive network of experts help our customers move forward at the leading edge of technology and take advantage of digital solutions to grow new business while taking sustainability into account.

Customer orientation is deeply ingrained in our culture and it has enabled us to create long-term and developing customer relationships. Our role is to create value for our customers by combining our competencies with the customers' key technologies. We proactively develop our operations to respond to market changes and the needs of our customers.

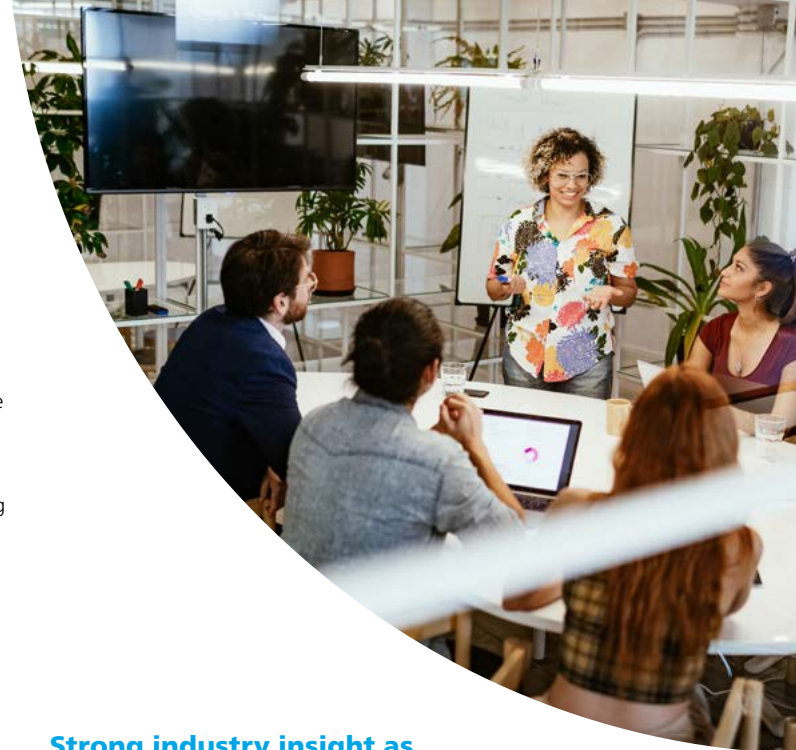
Etteplan's market insight and technology expertise complement our customers' value chains and enable them to achieve growth and improved competitiveness. We help our customers develop sustainable solutions, accelerate the technological transformation, enhance product development, leverage new technologies, and ensure the availability of components. Thanks to our global network of offices and well-established remote work models, our customers have flexible and cost-

efficient access to the best expertise. We are also continuously increasing our offering of nearshoring and offshoring services.

The value of our services comes from the proactive service attitude of our experts and the solution-oriented combination of competence and the right technology. To be the number one choice of our customers, we also need to be an attractive employer for our professionals and potential new employees. By investing in the development of our employees and offering interesting customer assignments to them, we simultaneously build better employee satisfaction and customer satisfaction. We also strive to be an attractive partner that helps our customers solve their challenges and creates new, innovative services at the forefront of technology.

Customer accounts are managed at Etteplan by a designated account manager and team. Customer accounts are also developed in accordance with the annual targets set by a steering group consisting of the customer's representatives and Etteplan's team. The targets and performance indicators set for customer accounts are typically related to global delivery capacity, initiatives and innovation, quality, and cost optimization. Work with customers is monitored by means of the performance indicators set by the steering groups as well as customer satisfaction surveys.

We comply with international and local legislation in our work with customers. The operations are also guided by Etteplan's Code of Conduct.



Strong industry insight as the foundation for innovation

We want to be the number one choice for our customers and provide them with solutions that improve their operations. To accomplish this, we need to stay one step ahead in identifying customer needs. We continuously develop our understanding of our customers' industries, businesses and value chains, and related challenges, as well as our customers' strategic global objectives. Our long-term customer relationships have also increased our customer industry insight and strengthened our customers' trust in Etteplan.



The needs of our customers are increasingly related to minimizing adverse environmental impacts, optimizing energy consumption and improving employee comfort and safety.

Our success is based on our unique service offering that combines software expertise from the cloud to mechanical structures, precise simulations and documentation according to user needs – and all of this can be done digitally if that is considered to be useful.

The importance of reducing adverse environmental impacts is highlighted in customer needs

A significant proportion of our customers are the world's leading machinery and equipment suppliers and plant operators that have strong sustainability agendas of their own. The needs of our customers are increasingly related to minimizing adverse environmental impacts, optimizing energy consumption and improving employee comfort and safety. We develop solutions to these challenges in cooperation with our customers by improving the eco-friendliness and efficiency of existing machinery and plants as well as in new investments, taking into account the life cycle optimization of operations.

The work we do has a significant impact on life cycle eco-friendliness, safety and the user experience. The choices made in the design and engineering stage with regard to raw materials, logistics, energy efficiency and automation, for example, hold significant potential for reducing adverse environmental impacts all the way from manufacturing to the use of the solutions and subsequent recycling. We more systematically offer our customers the most sustainable solution regardless of whether that is specified in the request for a quote.

The amount and significance of digitalization and software are continuously increasing in our engineering work. Digital twin solutions and simulations can be used for the advance analysis of energy efficiency, the optimization of raw material consumption and the improvement of lead times or assembly times, for example. Automation can increase safety, improve the efficiency of operations and eliminate strenuous or difficult work stages. The growing use of automation and software also leads to increasing needs related to information security and testing. In these areas, we help our customers operate more securely and without interruptions.

As product life cycles have become shorter, there is even greater demand for solutions based on the recyclability and reuse of materials. With this in mind, we have increased our expertise in life cycle services both organically and through acquisitions. The acquisition of LCA Consulting Oy increased our expertise in life cycle services. Our various simulation services, in turn, enable the modeling and optimization of solutions and functions before their physical implementation, avoiding unnecessary construction and the consumption of raw materials.

Our solutions also help our customers improve the safety of their existing production equipment and processes and enhance job satisfaction. We ensure that the products and solutions we engineer are safe throughout their life cycle. By developing automation as well as machinery and production equipment that are safe and support job satisfaction and whose user comfort and ergonomics have been appropriately taken into consideration, we create a safe and pleasant work environment for everyone.



The industry:

Manufacturing

The key challenge to be solved:

How can industrial production be made smarter, more efficient, and more sustainable?

Etteplan's solution:

Smart Factory

CASE /// On a journey of change

THIS IS HOW OUR WORK ACCELERATES THE DEVELOPMENT OF ENTIRE INDUSTRIES.

SMART FACTORY MAKES PRODUCTION PLANTS SMARTER, MORE SUSTAINABLE AND MORE PRODUCTIVE

What we did:

Etteplan has served industrial production plants throughout the company's history, for nearly 40 years. Ensuring the competitiveness and sustainable growth of industrial operators holds a key role in the development of our services and offering. In the future, the requirements and demand for smarter and more sustainable industrial production will increase further, which is why we made a significant investment during the year under review in accelerating the digitalization of industry.

The idea behind Etteplan's new Smart Factory offering is to combine state-of-the-art technologies and Etteplan's proven best solutions in the modernization of conventional production processes and plants. The end result is a unique combination of capabilities that enable industrial operators to digitalize their plants and business operations.

"Our aim is to improve the cost-efficiency, sustainability and productivity of our customer companies. Smart Factory helps production plants of all sizes take a digital leap that supports both sustainable development and growth," says **Johan Ehrnrooth**, Vice President, Smart Factory.



Smart Factory is a flexible concept that suits the needs of various production plants and processes, as the offering comprises a wide array of expertise ranging from engineering to robotics, piping to automation and information systems to technical documentation – from individual solutions to integration and digitalization solutions for entire plants.

"The digital transformation of industrial production is continuing to accelerate. The information produced by the Smart Factory offering enables companies to respond better to uncertainties related to the economy, environment, and geopolitics, for example. This is very important in our increasingly complex world," Ehrnrooth concludes.

Society

We have a concrete impact on society in the countries we operate in. We are a significant employer, and as a profitable and growing company, we provide jobs to a large group of experts around the world. Through our work with customers, our impacts are reflected in effective and efficient solutions that support sustainable development.

We keep a close eye on changes in the world around us and the impacts those changes have on the needs of our customers. The digital transformation of industry and society is already under way, and the energy crisis caused by Russia's invasion has accelerated the search for solutions that support the green transition. By helping our customers solve these challenges, we promote the industrial adoption of digital technologies that support the green transition.

Etteplan has ambitious growth targets. We want to grow profitably and thereby invest in developing our operations, our personnel, our competence, and society as a whole. We closely monitor the development and profitability of our business in the countries we operate in.

As our operating environment has continued to be characterized by sudden changes, we have once again demonstrated our ability to react



We promote the industrial adoption of digital technologies and technologies that support the green transition.

to changes quickly: we are able to respond to fluctuations in demand, make bold investments, and identify new business opportunities even in the midst of crises. The demand for our engineering solutions in particular is strong due to our broad service offering.

Strong financial performance creates value for society as a whole

Our economic impacts extend to many stakeholders. We pay taxes, wages, dividends, and financial expenses and we purchase products and services. The distribution and development of Etteplan's economic value creation is presented adjacent table.

Our financial performance has been strong for several years now. Etteplan's revenue growth continued in 2022 in spite of the unstable situation in the world. Our revenue for the year amounted to EUR 350.2 (300.1) million. Our operating profit (EBITA) improved and amounted to EUR 33.9 (30.1) million.

We pay taxes on our profits in all of the operating countries. Etteplan does not have a separate tax strategy or tax policy, but the company's Code of Conduct includes the principle of legal compliance, which also applies to taxation. Tax-related matters at Etteplan are the responsibility of the Group CFO and the financial directors in each operating country. We engage in open cooperation with the tax authorities.

Economic Value Creation

EUR 1,000	2022	2021	2020
Direct taxes	4,235	4,838	4,003
Wages and salaries	227,823	197,596	177,301
Purchases	40,395	31,685	23,317
Dividends	9,072*	9,970	8,461
Financial Expenses	7,280	1,480	1,722

* The Board of Directors' proposal to the Annual General Meeting

Taxes paid by country

EUR 1,000	FINLAND	SCANDINAVIA	CENTRAL EUROPE	CHINA
Number of employees (year average)	2,015	714	792	423
Revenue from third parties	181,114	88,346	68,242	12,468
Revenues from intragroup transactions with other tax jurisdictions	881	6,271	2,246	712
Profit/loss before tax	14,343	8,391	2,511	867
Tangible assets	1,787	668	1,399	157
Corporate income tax paid on a cash basis	4,113	923	90	553
Corporate income tax accrued on profit/loss	2,799	1,506	553	129

Reporting principles and GRI Index

Etteplan is reporting for the sixth time on its corporate responsibility using the Global Reporting Initiative (GRI) reporting framework. The report is with reference to the updated GRI standards. The reporting period is January 1–December 31, 2022. Report is published during March 2022. The 2021 report was published on March 11, 2022. Etteplan reports on corporate responsibility annually. The Company's reporting is based on a materiality analysis on sustainability (2015). For more information on Etteplan's responsibility, please contact SVP, Marketing and Communications, Outi Torniainen, tel. +358 10 307 3302.

GRI STANDARD	CONTENTS	LOCATION	COMMENTS
GRI 2: GENERAL DISCLOSURES (2021)			
Organizational profile			
2-1	Organizational details	Back cover	
2-2	Entities included in the organization's sustainability reporting	GRI index ; Financial review, p. 65	All the entities in the organization's financial reporting are also included in its sustainability reporting.
2-3	Reporting period, frequency and contact point	Reporting principles, p. 44	
2-4	Restatements of information	GRI index	No significant changes.
2-5	External assurance	GRI index	The report has not been externally assured.
Activities and workers			
2-6	Activities, value chain and other business relationships	Service area, pp. 8-10 ; Operating environment p. 13 ; How we create value, p. 20 ; Statement of non-financial information 2022, p. 2 ; Financial review, pp. 27-30	
2-7	Employees	Our people pp. 28 , 30 , 32	Reported partially.
2-8	Workers who are not employees	GRI index	No significant portion of the organization's activities is performed by workers who are not employees. No significant seasonal variations in employee numbers. Information derived from the HR system Sympa.
Governance			
2-9	Governance structure and composition	Corporate Governance Statement 2022, pp. 3, 6, 8-11	
2-10	Nomination and selection of the highest governance body	Corporate Governance Statement 2022, p. 5	
2-11	Chair of the highest governance body	Corporate Governance Statement 2022, p. 6	
2-13	Delegation of responsibility for managing impacts	Sustainability at Etteplan, p. 25	
2-15	Conflicts of interest	Corporate Governance Statement 2022, pp. 14-15	
2-16	Communication of critical concerns	Sustainability at Etteplan, p. 25 , Corporate Governance Statement 2022, pp. 13-14	Reported partially.
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Statement 2022, p. 6	
2-19	Remuneration policies	Remuneration Report 2022, pp. 2-3	
2-20	Process to determine remuneration	Remuneration Report 2022, p. 2	

GRI STANDARD	CONTENTS	LOCATION	COMMENTS
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	CEO's review, p. 6-7	
2-23	Policy commitments	Sustainability at Etteplan, p. 24-25 ; Statement of non-financial information 2022 , pp. 3-6	
2-24	Embedding policy commitments	Sustainability at Etteplan, p. 24-25 ; Our people, p. 28 ; Environment, pp. 34-35 ; Statement of non-financial information 2022 , pp. 4-6	
2-25	Processes to remediate negative impacts	Sustainability at Etteplan, p. 25	
2-26	Mechanisms for seeking advice and raising concerns	Sustainability at Etteplan, p. 25	
2-27	Compliance with laws and regulations	GRI index	No violations in 2022.
2-28	Membership associations	Sustainability at Etteplan, p. 25	
Stakeholder engagement			
2-29	Approach to stakeholder engagement	Sustainability at Etteplan, pp. 25-26	
2-30	Collective bargaining agreements	Our people, p. 27	
GRI 3: MATERIAL TOPICS (2021)			
3-1	Process to determine material topics	Sustainability at Etteplan, pp. 23-24	
3-2	List of material topics	Sustainability at Etteplan, p. 25	
3-3	Management of material topics	Sustainability at Etteplan, pp. 23-25 ; Our people, pp. 27-32 ; Environment, pp. 34-37 ; Customers, pp. 39-41 ; Society, pp. 42-43	
ECONOMIC STANDARDS			
GRI 201: Economic performance (2016)			
201-1	Direct economic value generated and distributed	Etteplan in brief, p. 4 ; Service area, p. 8-10 , Society, p. 43 ; Financial review , pp. 3-5	
GRI 203: Indirect economic impacts (2016)			
203-2	Significant indirect economic impacts	How we create value, p. 20	
GRI 205: Anti-corruption (2016)			
205-3	Confirmed incidents of corruption and actions taken	GRI index	No cases in 2022
GRI 207: Tax (2019)			
207-1	Approach to tax	Society, p. 43	
207-2	Tax governance, control, and risk management	Society, p. 43	
207-3	Stakeholder engagement and management of concerns related to tax	Society, p. 43	
207-4	Country-by-country reporting	Society, p. 43	

GRI STANDARD	CONTENTS	LOCATION	COMMENTS
ENVIRONMENTAL STANDARDS			
GRI 302: Energy (2016)			
302-4	Reduction of energy consumption	Environment, pp. 36-37	Reported partially
SOCIAL STANDARDS			
GRI 401: Employment (2016)			
401-1	New employee hires and employee turnover	Our people, p. 31	Reported partially
GRI 403: Occupational health and safety (2018)			
403-1	Occupational health and safety management system	Our people, p. 30	
403-2	Hazard identification, risk assessment, and incident investigation	Our people, pp. 30-32	Reported partially.
403-3	Occupational health services	Our people, pp. 30-31	Reported partially.
403-4	Worker participation, consultation, and communication on occupational health and safety	Our people, pp. 30-31	
403-5	Worker training on occupational health and safety	Our people, pp. 30-31	Reported partially.
403-6	Promotion of worker health	Our people, pp. 30-31	Reported partially.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our people, p. 31	Reported partially.
403-9	Work-related injuries	Our people, p. 32	Reported partially.
GRI 404: Training and education (2016)			
404-2	Programs for upgrading employee skills and transition assistance programs	Our people, pp. 29-30	
404-3	Per centage of employees receiving regular performance and career development reviews	Statement of non-financial information 2022, p. 5 ; GRI index	94 per cent of Etteplan's personnel participated in development discussions.
GRI 405: Diversity and equal opportunity (2016)			
405-1	Diversity of governance bodies and employees	Our people, p. 32 ; Corporate Governance Statement 2022, p. 5	
405-2	Ratio of basic salary and remuneration of women to men	Our people, pp. 31-32	Equality in pay is monitored regularly. No figures were reported.
GRI 406: Non-discrimination (2016)			
406-1	Incidents of discrimination and corrective actions taken	Statement of non-financial information 2022, p. 5	



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