

INFRASTRUCTURE FOR PEOPLE

DESTIA

A COLAS COMPANY

ANNUAL REPORT
2024



DESTIA

A COLAS COMPANY

TABLE OF CONTENTS

Key figures and highlights	3
President and CEO's review	8
Destia in brief	10
Our owner Colas	11
Our strategy	12
Our business divisions	14
Research and development	16
Sustainability	18
ACT commitments	19
1 Sustainable services	20
2 The environment and sustainable development	22
3 Circular economy products	25
4 Our consistent way of working	27
5 We attract, develop and retain talent	30
6 Safety at work	35
7 Responsible supply chain	38
8 Focus on ethics and compliance	40

FINLAND'S LARGEST INFRASTRUCTURE SERVICE COMPANY

REVENUE

630.5

€ million

COMPARABLE OPERATING PROFIT

26.0

€ million

CUSTOMER SATISFACTION

68

Net Promoter Score

PROJECTS

~1,100

per year

PERSONNEL

1,751

Destia employees (31 December 2024)

EMPLOYEE SATISFACTION

46

eNPS average in 2024

OCCUPATIONAL SAFETY

6.3

accidents per million working hours

HIGHLIGHTS IN 2024

We won significant light rail projects in the capital region

We reduced our emissions

Traffic began on the Kalasatama–Pasila tramline in Helsinki



During the autumn, we won two significant light rail projects that will be implemented over the coming years: the western part of the Vantaa Light Rail project and the Helsinki urban development and light rail programme, which includes the West Helsinki light rail project, the Viikki–Malmi light rail project and the West Harbour light rail project. Both projects will be divided between two alliances. Destia was ranked first in both tendering processes.

We reduced our own direct emissions by 35.5% compared to 2020 levels. The reduction in emissions was particularly attributable to the increased use of renewable fuels.

The Kalasatama–Pasila tramline project was completed and tramline 13 started operating in August. The alliance project received recognition for its excellent sustainability efforts. BRE Academy awarded the project the BREEAM Infrastructure environmental rating with the second-highest rating of "Excellent".

HIGHLIGHTS IN 2024

Satisfied customers

New road maintenance contracts

Our employees are committed



The Net Promoter Score (NPS) measuring customer satisfaction continued to improve and was 68, which is an excellent level. The satisfaction of our customers is important to us, and therefore we systematically develop our operating methods to improve the customer experience even further.



At the beginning of the new winter maintenance season, we started seven new road maintenance contracts. Kitee, Kokkola, Raisio, Iisalmi, Kuusamo and Äänekoski for 2024-2029, and Pori for 2024-2030. Our market share of the maintenance areas in Finland is currently approximately 38%.



In Oikotie's survey on sustainability in working life, we took first place for the third consecutive time in the category of organisations with over one thousand employees. Our personnel surveys also indicate that our employees are committed: in 2024, the Net Promoter Score was 46.

HIGHLIGHTS IN 2024

We are building the largest battery storage facility in the Nordic region

A new collaboration in the solar power market

Work began on the Espoo Rail Line



Photo: Dirk Hammer / CMRE-Hammer GmbH

Together with Nidec, we are building the largest battery storage facility in the Nordic region for Neoen in Yliskälä, Lappeenranta. The installed capacity of the Yliskälä Power Reserve Two battery storage facility is equivalent to the annual electricity consumption of approximately 5–10 Finnish detached houses.



Photo: Bouygues/SO Dupont Renoux

We started a collaboration with Equans Solar & Storage to support the growth of solar power production in the Finnish market. Together with Equans Solar & Storage, which is a subsidiary of the Bouygues Group, we offer engineering, procurement and construction services to energy producers and project developers, contributing to the sustainable energy transition in Finland.



We started work on the Espoo Rail Line area contract 3, which is located between Koivuhovi and Espoon keskus. In the summer of 2024, during a five-week track possession, we carried out a total of approximately 70,000 m³ of soil cutting and replacement of materials, approximately 17,000 metres of piling, 35,000 m³ of excavation, 375,000 kg of reinforcement and 4,500 m³ of concreting in the contract area.

HIGHLIGHTS IN 2024

Autonomous drones in pilot use



We deployed two autonomous drones in the national road 6 at Korja project in Kouvola, marking the first time autonomous drones were used at a construction site in Finland. Drones substantially increase the opportunities for using artificial intelligence at infrastructure sites. Independent systems that include drones can be located virtually anywhere and are not tied to the location of a situation room, for example.

Kaisantunneli opened for pedestrians and cyclists



The Kaisantunneli pedestrian and cycling route underneath Helsinki's central railway station was opened to traffic in May. Completed over the course of four years, the contract involved more than a thousand separate track work permits and 126 scheduled blasting windows, thousands of cubic metres of excavation, concrete work, close stakeholder cooperation and extremely precise coordination.

Perspectives on social themes



Our Strategic Transport Systems unit takes part in the strategic development of the Finnish traffic system by providing decision-makers with information that is important from the point of view of the functioning of society, competitiveness of business and sustainable development. In 2024, topical themes included the financing and renovation needs related to the maintenance of the Finnish road network as well as the development and vision building of airports to meet future needs.

PRESIDENT AND CEO'S REVIEW

SUCCESS DESPITE THE DOWNTURN

The year 2024 was relatively good for Destia, even though the infrastructure and construction sectors otherwise suffered from a downturn.

Our revenue decreased slightly compared to the previous year, mainly due to project delays and slower-than-expected starts. However, our comparable operating profit continued to grow and was the highest in the company's history this year as well. Our cash position strengthened towards the end of the year. Especially in the second half of the year, our order backlog developed positively due to projects such as the Espoo Rail Line project, and the border fence and data center foundation construction projects, reaching a record level at the turn of the year.

There were variations in project management during the past year, and as a result, we will continue to pay special attention to its continuous improvement.

Our occupational safety did not develop according to plan, with the accident frequency rate remaining at the

same level of 6.3 as in 2023. We are resolutely pursuing an accident-free worksite.

The most significant wins of 2024 were the alliance agreements for the Vantaa Light Rail and the Helsinki Urban Development and Light Rail Programme, but they will be included in the order backlog only after the development phases of the projects are completed, estimated during 2025–2027.

Satisfied customers and employees

Without our skilled and committed staff and customers who want to work with us, we would not have achieved our financial success last year.

Our customers are more satisfied with our cooperation than ever and the satisfaction score, NPS, was at a record high level of 68. Our employee satisfaction index, eNPS,





also rose to a record level of 46. Our employees are committed with the turnover rate at only five percent. For the third consecutive year, Destia was chosen as the number one in the Oikotie Responsible Workplace survey in the category of organizations with over a thousand employees.

Meaningful work

In 2024, we continued our societally meaningful work that we have done for over 220 years. We have had the honor of serving our homeland in all circumstances and contributing to creating the conditions for the life of the world's happiest nation.

We have worked towards combating climate change for several years. In 2024, we reduced our direct emissions by 35.5 percent compared to 2020. We are thus well on our way to achieving carbon neutrality by 2030.

In 2024, we reduced our direct emissions by 35.5 percent compared to 2020. We are thus well on our way to achieving carbon neutrality by 2030.

We also see growth opportunities for Destia in the green transition. We have expertise particularly in wind and solar power projects and the foundation construction of hydrogen production plants.

In 2024, we were involved in many energy projects. We built Finland's first synchronous condenser for Fingrid in Kalajoki, the largest battery storage in the Nordic countries for Neoen in Yliikkälä, Lappeenranta, in partnership with Nidec, and started collaborating in solar power projects with our sister company, Equans, part of the Bouygues group.

Ensuring Finland's security of supply, especially in terms of critical infrastructure adds even more meaningfulness to our work. The geopolitical situation poses challenges that we strive to address. In 2024, we developed our strategic resilience to prepare for rapid changes in the operating environment.

A strong foundation for the future

Despite the turbulent global situation, we at Destia can look to the future with confidence. Our high order backlog provides a good starting point for the current and coming years, and we expect the growth in revenue and profitability to continue.

We see growth opportunities in our operating environment and have refined our strategy to seize them effectively. Together with our owner Colas, we can strengthen Destia's role of connecting the northern life sustainably.

I want to thank our employees, customers, and partners. Everyone's contribution matters as we build a better tomorrow together.

Tero Kiviniemi
President and CEO



DESTIA IN BRIEF

WE BUILD INFRASTRUCTURE FOR PEOPLE

We are the largest service company in the infrastructure sector in Finland and part of the global Colas Group, owned by a diversified services group Bouygues. We design, build and maintain essential infrastructure, such as electricity networks, bridges, roads and railways. Thus, we are a significant player in terms of security of supply.

We provide solutions to the developing needs of cities; we have telematics and lighting solutions as well as comprehensive services for electric and smart traffic and infrastructure management.

Our customer base comprises industrial enterprises and businesses, municipalities and government organisations.

We are actively involved in the strategic development of the Finnish traffic system. We provide decision-makers with information that is important from the point of view of the functioning of society, competitiveness of business and sustainable development. Together with our customers, we

assess and envision future alternatives and review system changes in road, rail, water and air traffic and how they are reflected in different industries and society. We engage in close cooperation with business associations, industry and commerce, as well as national and regional authorities.

Infrastructure for people with a sense of infrastructure

At Destia, we have a unique sense of infrastructure. It emerges from each Destia employee's special expertise, skills, attitude and mindset as well as their ability to utilise and understand

the benefits of digitalisation for customers and society.

We use our sense of infrastructure to build and maintain infrastructure for people. Every park bench, road, bridge, crossing, stop and station can improve people's quality of life. The choices and decisions we make in designing and building infrastructure have a direct impact on the quality of life of people in Finland. These hundreds of decisions are not made in a vacuum. They are always focused on people. We use our sense of infrastructure to assess the impacts that all of our calculations, solutions, plans and projects have on people. We solve our customers' needs reliably and sustainably.

OUR OWNER COLAS

OUR OWNER COLAS

Colas is a world leader in the construction and maintenance of transport infrastructure. It develops sustainable solutions to future mobility needs. Colas is part of the diversified services group Bouygues, which operates in the energy, media and telecommunications businesses in addition to the construction business.

For Destia, Colas brings versatile experience in large projects, and strengthens the competitiveness of our business. In addition, it gives our employees opportunities to build international careers. Destia, in turn, provides Colas with strong expertise in the northern market. Bouygues Group supports the growth of Destia's energy business, especially in solar power construction.



Colas implemented several projects for the sports events in Paris for the summer of 2024. One of them the Épinal whitewater stadium.

Colas operates in more than

50

countries

Colas employs nearly

64,000

people

Colas' revenue in 2024

15.9

€ billion



OUR STRATEGY

OUR STRATEGY IS TO GROW BY BALANCING OUR PORTFOLIO

Changes in the operating environment are becoming increasingly unpredictable. We strengthen our resilience by having a balanced business portfolio. The business areas we primarily seek to strengthen include energy construction, industrial construction and maintenance of traffic infrastructure. We are committed to promoting the green transition, which is a significant opportunity for the development of the whole of Finland.

We will improve profitability primarily by moving towards increased value-add in the value chain. We will shorten project lead times by improving productivity. We will improve project and contract management and our procurement capabilities. Increasing the number of private sector customers requires improving customer insight and developing customer account management.

Destia's strategy is aligned with Colas' strategy

The cornerstones of our parent company Colas' strategy include international growth in developed and low-risk countries, such as the Nordic countries, the development and implementation of low carbon solutions and industrial solutions, and leveraging the digital transformation to drive the development of quality, competitiveness and new services. Destia has promoted geographical expansion as part of Colas' strategy in Northern Europe.

People and corporate culture are key

Customer orientation, sense of infrastructure, smart production, sustainability and inspiring leadership are the factors that create Destia's competitive advantages. In 2024, we continued to develop our corporate culture and value-based leadership.

The foundation for success lies in having highly competent personnel at an appropriate scale who share the company's value base and are led according to our leadership promise. The societal significance of work as a motivational factor is becoming increasingly important. As a company that designs, builds and maintains highly functional infrastructure, we enable the green transition and create the conditions for industrial investments while providing jobs and fulfilling our social obligations.

We are prepared for various scenarios

We prepare for worst-case scenarios by means of a regularly maintained contingency plan. We assess its effectiveness and development needs by maintaining continuous situational awareness and exercises. The main objective of the continuity of our operations is to secure our cash position.

We implement our strategy with our development programmes

We have implemented our strategy through three development programmes. In 2024, these programmes were as follows: Forerunner in productivity, Growth builder and Sustainable leader.



FORERUNNER IN PRODUCTIVITY

The Forerunner in productivity programme focuses on three components of productivity. In the Productivity and project management component, we focused on reducing project lead times by utilizing takt-time production and improving the level of control by renewing project management training.

In the Smart production component, we continued the digitalisation of our operations and the utilization of artificial intelligence, as well as the development of the situational awareness solution for projects.

In the Capable procurement component, we strengthened our procurement through the growth of our international procurement network, procurement expertise and the procurement organisation, and by developing a sustainable procurement chain.

GROWTH BUILDER

In the Growth builder development programme, we focused particularly on developing our capabilities related to the growth areas identified in our strategy, which are energy construction, railway construction and urban construction. We increased our competence through recruitment and acquisitions. We were successful in alliance tendering for light rail projects in the capital region.

In the Growth builder programme, we developed customer-driven personnel planning as well as customer and sales work, emphasising the efficiency, organisation and operating model of customer operations in the private sector.

The Growth builder transitioned from a development programme to being part of normal business development at the beginning of 2025.

SUSTAINABLE LEADER

In the Sustainable leader development programme, our aim is to reduce our carbon footprint and achieve carbon neutrality by 2030. We reduced our emissions by using renewable energy and providing sustainable construction services to our customers. We strive for social impact through the environmental expertise of our personnel and partners.

In the Sustainable leader programme, we comprehensively promoted the achievement of our sustainability targets through five sub-projects. More information is provided in the section on sustainability.



OUR BUSINESS DIVISIONS

BUSINESS DIVISIONS AND HIGHLIGHTS IN 2024

Maintenance

We are the largest road maintenance service provider in Finland. We offer a wide range of services for around-the-year maintenance of traffic routes, gravel roads, bridges and the traffic environment in general. We are experts in winter maintenance, with our operations supported by the weather and road condition forecasts provided by the Winter Maintenance Management Centre, a joint operation of Destia and the Finnish Meteorological Institute, and experienced employees utilising modern work methods and equipment.

The maintenance contracts extend over several years. We started the following new road maintenance contracts: Kitee, Kokkola, Raisio, Iisalmi, Kuusamo and Äänekoski for 2024-2029 and Pori for 2024-2030. Our market share of all road maintenance contracts is 38%. In addition to road maintenance contracts, we maintain several urban and municipal areas in Turku, Espoo, Lahti, Kuopio and Kerava, for example.

Road and Consulting Services

Our core competence lies in large road and street projects requiring special expertise as well as bridge construction, but we also implement smaller projects with expertise. We offer services from design to construction, utilising diverse data of the road network.

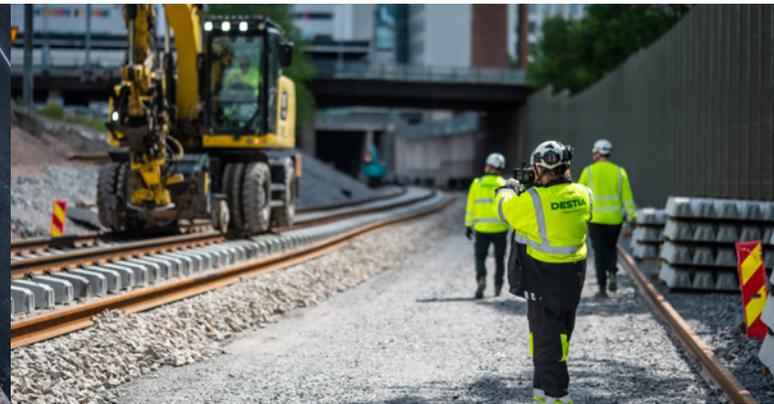
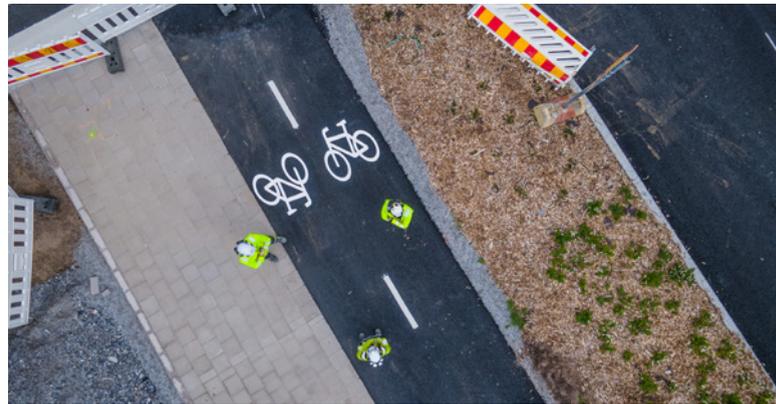
We design roads, streets, bridges and entire areas. We also offer traffic, environmental, geotechnical and rock construction planning services, as well as asset management services for traffic routes and environments.

We implemented several significant projects during the year. We completed the improvement project of national road 4 between Kevätlahti and Petomäki, north of Äänekoski, and started work on the Konginkangas–Kalaniemi improvement project on the same national road. We improved national road 6 at Korja, on the Hevossuo–Nappa section in Kouvola, and implemented the Myllymäentie roundabout

on road 9442 in Rovaniemi. We also renovated 13 bridges in the Uusimaa region and started work on the Espoo Rail Line project's area contract 3 from Koivuhovi to Espoon keskus.

In 2024, we started work on several sections of the eastern border barrier fence for the Finnish Border Guard.

We also have strong expertise in urban contracts. In 2024, we implemented the Vaakunankylä shore structures, streets and municipal engineering in the Hartaanranta area, and the Linnanmaantie and Kaitoväylä street contract, including roundabouts, in Oulu, for example. We also started construction related to the conversion of Turku's Konepaja district into a residential neighbourhood. During the year, we also implemented several road measurement contracts, some as far away as France. In consulting services, we implemented hundreds of road, street and railway design projects from preliminary surveys to construction plans.



Our Strategic Transport Systems unit takes part in the strategic development of the Finnish traffic system by providing decision-makers with information that is important from the point of view of the functioning of society, competitiveness of business and sustainable development. We review system changes in road, rail, water and air traffic and how they are reflected in different industries and society. We engage in close cooperation with business associations, industry and commerce, as well as national and regional authorities.

Rail and Urban Services

We are Finland's leading company in the maintenance of superstructures and signalling equipment for railways with a market share of 58%. We maintain approximately 3,500 kilometres of the state railway network. In 2024, we started maintenance of region 4, which meant that we were responsible for the maintenance of regions 3, 4, 5, 6, 7 and 8 at the end of the year. In addition to operating in partnership with the Finnish Transport Infrastructure Agency, we also offer our services for the maintenance and construction of private tracks. We also implement various contracts related to rail and tramline projects. In 2024, we strengthened the electrification and signalling equipment capabilities of our rail business by acquiring Verkkoviikarit Oy.

We also offer services for demanding foundation engineering, such as building pits and support, concrete structure work, pile driving and base reinforcement as well as fortification and repair of foundations. Our Foundation Engi-

neering unit also operates in Sweden and Norway. We plan and construct underground facilities, such as parking areas, goods and freight stations and civil defence shelters. Our services include open pit and underground mining, concrete structure work, reinforcement, compaction and rock facility fittings. We offer CE-certified and low-carbon aggregates.

We were involved in a number of significant projects in 2024. We completed the Kalasatama–Pasila tramline project, the Kupittaa–Turku double track project and Kaisantunneli underneath Helsinki's central railway station, which improves the conditions for cyclists and pedestrians in Helsinki's city centre. Examples of new projects that started during the year under review include civil engineering and railway construction for the Espoo Rail Line, as well as the superstructure work in Hamina and Hovinsaari as part of the Finnish Transport Infrastructure Agency's Kouvola–Kotka/Hamina railway project. In addition, we implemented a superstructure contract related to the Oulu–Haukipudas section. We also won two new significant light rail projects in the capital region: the western part of the Vantaa Light Rail project and the Helsinki urban development and light rail programme.

Energy and Industrial Services

Our vision is to be a strong Nordic energy infrastructure builder. We design, maintain and implement power lines, electricity networks, substations and wind and solar power infrastructure. We are supported by the Bouygues Group, with whose subsidiary Equans Solar & Storage we started

a collaboration to accelerate the development of large-scale solar farms in Finland. In 2024, we also strengthened our energy business by acquiring Rificum Oy's substation business.

We build and maintain road lighting. In power line and substation construction and maintenance, we serve our customers from distribution networks to 400 kV projects. Our offering includes telematics solutions, such as variable speed, warning and information signs, road weather stations and traffic monitoring cameras. We build and maintain traffic lights and electric vehicle charging infrastructure.

During 2024, we started and implemented several significant projects. We are building Finland's first synchronous condenser for Fingrid in Kalajoki. We implemented several electric vehicle charging points around Finland for St1, among other customers. Together with Nidec, we are building Finland's largest battery storage facility for Neoen in Yliikkälä, Lappeenranta. We are building new power line connections as part of Fingrid's Järvinlinja project and implementing several substation contracts, such as the expansion of the 110 kV substation in Olavinlinna and the 110 kV substation in Rauhalahdi, as well as the expansion of the 400 kV substation in Huutokoski and the replacement of the 20 kV switchgear. In Vöyri in Ostrobothnia, we are designing and building infrastructure for the Lälax wind farm for Axpö. We also won new traffic light and lighting maintenance contracts in Espoo, for example.

RESEARCH AND DEVELOPMENT

DEVELOPMENT AND INNOVATION

One of our values is renewal, which is reflected in a special focus on the strategic development programme presented on page 13 and our centralised R&D activities. Everyone at Destia is responsible for developing and continuously improving their work. This means that rather than being a separate process, renewal is a natural part of day-to-day work that spans everything from small practical improvements to technological breakthroughs or strategic decisions.

At Destia, innovations are created in the course of work and rooted in customer needs and the creative thinking of employees. Our innovations continuously change the

At Destia, innovations are created in the course of work and rooted in customer needs and the creative thinking of employees. Our innovations continuously change the field of infrastructure construction.

field of infrastructure construction.

We continuously develop our working methods to respond to the challenges of a changing world. Particularly, we are taking advantage of digitalisation in our production activities. We drive the renewal of operating practices in the infrastructure sector in cooperation with our customers and partners. We continuously develop our working methods to respond to the challenges of a changing world. Particularly, we are taking advantage of digitalisation in our production activities. Digitalisation also plays a significant role in reducing carbon dioxide emissions in both construction and maintenance.

The focus of our R&D activities is on the Smart production programme, in which our development efforts are practical and take place as part of the implementation of our services. At the same time, they are also project-based and centrally coordinated. In addition to collaborating with our technology partners, we engage in active cooperation with various educational institutions and participate in joint development projects in our industry, such as the data modelling cooperation forum buildingSMART Finland. We also support the digitalisation of the infrastructure sector by funding and steering a related professorship at Tampere University.



In 2024, we promoted digitalisation in the following ways, for example:

- we piloted autonomous drones for the first time at a Finnish infrastructure site
- we deployed a new machine vision solution in the monitoring and production management of road condition cameras
- we added the planning, monitoring and reporting of tamping work to the real-time production management system used in railway maintenance
- we used our project situational awareness solution to bring the industrial control room idea to the construction site
- we piloted a machine learning model that complements the situational awareness in AI-based monitoring of the progress of piling.

Digitalisation as an enabler

We are a forerunner in the development and broad use of digitalisation in the infrastructure sector. By focusing on the development of digital processes and production methods that utilize them, we ensure the scalability of our innovations, improve our productivity and serve our customers in a more transparent and efficient manner.

With the help of data model-based production, we manage the entire chain of construction from design to the documentation of the finished product using a digital process. Our construction planning is based on data models, our positioning-enabled work machines use data models in construction, and we use real-time data collected on the production process in production control with the help of various applications. Drone-based imaging data and terrain models are closely integrated into the model-based process. Automation and robotics also increase the efficiency of infrastructure construction and ease the workload of the people involved. This is why we were the first operator to pilot an autonomous drone system at a Finnish infrastructure construction site. The pilot took place in the national road 6 at Korja project in 2024.

In road maintenance, the collection of data on our actions, road conditions and weather forecasts is highly digitalised and automated. The digital solutions we use in maintenance include production data analytics and machine vision. Every day, we collect hundreds of thousands of photographs of the road network from a number of different sources. Making use of this imaging data would be impossible without machine vision solutions. Machine vision solutions and the other versatile systems used by our Winter Maintenance Management Centre support the implementation of timely measures. We are using AI solutions for the monitoring of road condition cameras and production management, for example.

For the management of railway maintenance, we have developed our own production management system, which is linked to the railway register that covers the entire Finnish railway network. We use the system to schedule all pre-planned work and divide it into work orders to be carried out. The project personnel then enter the precise schedule, employees and tasks for each work order. The employee can access the system directly to see what task they need to perform next, and where. The system provides project management with a real-time situational awareness that enables the timely implementation of work, progress monitoring and quality assurance. In 2024, we implemented the planning, monitoring and reporting of tamping work.

Project situational awareness solution brings the industrial control room idea to the construction site

The digital production processes and operating models discussed above generate processes and data that we can use in various ways. We have developed a project situational awareness solution as part of our smart production management. It brings the industrial control room idea to the construction site and even makes it accessible via the supervisors' hand-held devices. The situational awareness solution uses data from various sources and can be customised to different needs.

Digital operating models and the data accumulated from them constitute the foundation for the use of AI and other future technology solutions, such as robotisation. Destia has a strong position as a forerunner in the digitalisation of the infrastructure sector. In 2024, we continued to integrate AI into our operations with advanced machine learning models that analyse collected data and predict infrastructure maintenance needs more accurately than before. We piloted a machine learning model that complements the situational awareness by utilising an autonomous drone system in AI-based monitoring of the progress of piling.



SUSTAINABILITY

SUSTAINABILITY

Our aim is to be a trailblazer in constructing sustainable and responsible infrastructure. The EU's Corporate Sustainability Reporting Directive (CSRD) will also apply to Destia, and we are preparing to align our comprehensive reporting practices with it.

Our operations are based on the UN Sustainable Development Goals, and we are also committed to the comprehensive development of sustainability through our ACT programme. The ACT programme comprises eight sustainability commitments, covering all of our operations. ACT is short for Act and Commit Together.

In 2024, we underwent an EcoVadis sustainability assessment, in which the global EcoVadis assessment platform rated our operations in four areas: environment, labour and human rights, ethics and sustainable procurement. The assessment is based on the world's leading ethical standards.

In our first EcoVadis assessment, we reached the Bronze medal level, which is awarded to the top 35% of companies that have participated in the assessment.

The assessment provides a comprehensive overview of our sustainability efforts and helps to identify areas for development. For our customers, the results provide proof of our commitment to sustainability and enable comparisons with other industry operators based on consistent criteria.



We also implement our social responsibility as part of the **Ahlström Collective Impact (ACI)** project, which aims to focus strategic investments on selected UN Sustainable Development Goals through cooperation with UNICEF Finland.

In 2024, we further increased our collaboration with UNICEF. We have been actively involved in drawing up guidelines and operating models that enable companies to ensure the realisation of children's rights in different countries.

On the pages below, we will showcase our sustainability measures linked with the ACT commitments.



Our sustainability commitments



We offer our customers and users solutions that meet the challenges of sustainable development in local communities



We roll out a low carbon and biodiversity strategy to preserve the planet



We promote circular economy solutions to preserve natural resources



We reduce the impact of our activities to bolster acceptability



We attract, develop and retain talent through managerial excellence



We foster a stronger health and safety culture to protect lives



We build a responsible supply chain rooted in sustainable performance



We shape an exemplary culture of ethics and compliance

We offer our customers and users solutions that meet the challenges of sustainable development in local communities

ACT COMMITMENT



Sustainable services

In order to provide our customers with an opportunity to promote their carbon neutrality targets, we provide various sustainable services and solutions, such as low-carbon site services and emissions accounting.

We provide our customers with an opportunity to be at the frontline of promoting the transformation of the construction industry towards low-carbon construction. In order to achieve this, we have created the Low-carbon infrastructure project concept, in which we and our partners offer comprehensive services to achieve carbon neutrality at our projects. We use low-carbon materials in our projects, such as low-carbon aggregate, and lower-emission energy solutions, such as renewable fuel and electric equipment. We make the deployment of new methods more efficient through proactive and innovative planning.

Accounting for climate emissions

The biggest emissions from infrastructure construction are emissions from work machines. Construction materials, site functions and transports also cause significant emissions. We annually calculate and report the climate emissions from our operations as required by legislation. In order to allocate our emissions reduction measures as efficiently as possible and be able to plan future construction projects to be as low-emission as possible, we account for climate emissions at the project level.

We have utilised a model-based production process and data collection in the calculation of climate emissions since



2022. We continuously develop new technological solutions to improve the monitoring of the efficiency of our work processes and the monitoring and reduction of emissions.

In 2024, we utilised artificial intelligence and new solutions to reliably assess the indirect emissions generated by our operations. Establishing the baseline helps us to target our reduction measures effectively.

Renewable fuel and our fuel tank concept

Fuels are one of the most significant sources of carbon dioxide emissions in the construction industry. By using renewable fuel instead of fossil fuels, we can reduce the carbon footprint

of our machinery by up to 90%. We continued the development of our fuel tank concept in 2024. The fuel tank concept enables access to HVO, a renewable fuel, throughout Finland. It makes it possible for us to produce real-time data on fuel consumption in projects, both for ourselves and for our customers. Individual authentication enables monthly fuel reports, which makes it easier to monitor fuel consumption and thus also calculate and compare emissions.

Electric equipment

As part of our carbon neutrality goal, we are electrifying our fleet as new electric alternatives become available in the

market. In the future, vehicle purchases will increasingly focus on electric passenger cars and vans, as well as smaller work machines and equipment. In 2024, we continued to test new electrically powered work machines in our projects.

Sustainable mobility of the future

Soft mobility refers to environmentally friendly and human-oriented forms of mobility, such as walking, cycling and using public transport. The soft mobility concept aims to reduce the adverse environmental impacts of traffic, improve the quality of life in cities and achieve financial savings.

We design and implement innovative soft mobility solutions for the entire life-cycle of infrastructure, from urban planning to construction and finished infrastructure. Solutions such as the planning of bicycle and pedestrian routes and the development of public transport infrastructure promote sustainable mobility and support the green transition.

As light mobility and public transport become increasingly commonplace, it is important to ensure smooth daily life for people also during construction projects. Infrastructure projects are highly visible in the cityscape, which creates good opportunities to plan and implement smooth mobility solutions even during construction.

Our Kaisantunneli construction site, which was completed in May 2024, was a significant pedestrian and cycling project in a demanding environment in the heart of Helsinki. The project was located in the rail yard of the central railway station, in the middle of daily traffic. During the project, we focused particularly on light traffic routes, proactive communications and the careful planning and review of changing traffic routes.

We roll out a low-carbon and biodiversity strategy to preserve the planet

ACT COMMITMENT



The environment and sustainable development

We build environmentally efficient infrastructure which also serves the needs of citizens and businesses as effectively as possible. We take nature values into consideration in our operations and operate responsibly and sustainably. We engage in systematic efforts to improve our eco-efficiency, minimise the environmental impacts of our operations and conserve biodiversity.

We design, build and maintain infrastructure environments that are subject to strict legislation and permit conditions. Regulatory compliance is the foundation for our ecologically sustainable operations. We promote environmental efficiency through an ISO 14001-compliant environmental management system and through separate instructions related to quality and the environment. The aim is to prevent environmental incidents and minimise the adverse impacts of operations. We also improve the condition of natural environments by landscaping aggregate areas, for example. Our operating principles, practices and goals also apply to all of our partners and subcontractors, and we monitor success at the project level.



Environmental responsibility

Environmental responsibility is one of the components of our sustainability efforts, and it is divided into three sub-projects: low-carbon, circular economy and biodiversity. In 2024, we continued to develop our carbon calculation practices and piloted low-carbon and carbon-neutral construction projects. We are committed to achieving carbon neutrality in terms of our own emissions by 2030 and being climate positive by 2035. Our reduction in emissions in 2024, compared to the base year 2020, was 35.5% , and we are making progress towards our emission reduction targets.

During the year, we invested in the use of renewable energy, incorporated automated carbon dioxide calculations

into the tender calculation of construction projects, developed emissions monitoring tools and continued the electrification of our fleet. We engaged in cooperation with various parties to identify lower-emission alternatives for fuels and construction materials. We also developed new solutions to reduce our indirect emissions.

In order to reach the carbon neutrality goal, we shifted to using electricity from completely renewable sources in 2021. We have begun a gradual transition to fossil-free fuels, and this transition will be completed by 2030. In 2024, we used 1.2 million litres of fossil-free fuels, which was 77% more than in the previous year. By 2030, we will also reduce indirect emissions from third parties by 30%, using 2020 as the baseline.

Environmental policy

Sustainability is part of our day-to-day work.

- We operate in compliance with the UN Sustainable Development Goals and act sustainably in cooperation with our stakeholders.
- Climate change and low-carbon activities guide our choices and operations throughout the lifecycle of our services.
- We observe environmental legislation and regulations in our operations and participate in their development.
- We promote circular economy and the sustainable use of resources.
- We are committed to continuously improving the environmental management system and the level of environmental protection.
- We take biodiversity into account by actively maintaining and promoting it.

All of our employees take into consideration the environmental impacts of their actions and commit to protecting the environment.

DESTIA'S ENERGY CONSUMPTION IN 2024

REDUCTION IN EMISSIONS
(scope 1-2)

35.5%

baseline 2020

Destia's own electricity consumption
(megawatt-hours)

Renewable energy sources

100%

(2023: 100)

REDUCTION IN EMISSIONS
(scope 3)

6.42%

baseline 2020

3,517

MWh
(2023: 3,435)

Destia has chosen Finnish wind power for all consumption.

The origin of the electricity has been verified with RES-E-compliant Guarantees of Origin (GoO). The guarantees of origin have been issued in accordance with the EECS standard (European Energy Certificate System).

10,000

trees planted

ENVIRONMENTAL OBSERVATIONS

1,989

(2023: 2,398)

Destia's CO2 intensity

2.87%

greenhouse gas emissions/revenue
(2023: 3.81)

Destia's own fuel consumption

5.1

million litres
(2023: 4.8)

Direct greenhouse gas emissions from Destia's own energy consumption (scope 1-2)

10,310

tonnes
(2023: 10,800)

We promote circular economy solutions to preserve natural resources

ACT COMMITMENT



Circular economy products to reduce environmental impact

The circular economy provides new business opportunities and reduces the environmental impact of construction. It is a key area of our environmental responsibility. In 2024, we further improved mass coordination and the recycling of mineral materials, and promoted the reuse and recycling of construction materials.

Aggregates are the world's most used construction material, and the annual consumption of aggregates in Finland amounts to approximately 100 million tonnes, which, according to statistics, are increasingly sourced recycled from sites, i.e. through construction waste.

In 2024, we again received clean soil in our circular economy areas in Uusimaa and Pirkanmaa. We also received blasted rock, concrete, asphalt and brick, which we process into new products.

Increasing biodiversity and reducing emissions

The extraction of rock inevitably changes the environment at the extraction sites, leading to the homogenisation of nature values during the period of the extraction activities. In 2024, we launched the **Competitiveness through Nature Solutions development project** in collaboration with the Finnish Environment Institute. The aim of the project is to develop circular economy-based, nature-positive solutions related



to water treatment and small bodies of water in aggregate areas and the construction of new sunlit environments. In the future, new solutions that increase nature values and environmental responsibility can be implemented in all of Destia's aggregate and circular economy areas.

In the future, new solutions that increase nature values and environmental responsibility can be implemented in all of Destia's aggregate and circular economy areas.

The aggregate production process generates carbon dioxide emissions and local emissions, most of which are generated in the transport and crushing phases. A master's thesis we commissioned in 2024 compared the emissions generated in our crushed aggregate production when renewable fuels or fossil fuels are used. The carbon dioxide emissions generated by the production of low-carbon crushed aggregate using renewable fuels were over 90% lower compared to crushed aggregate produced using fossil fuels. This means that using low-carbon aggregate produced by Destia in a construction project significantly reduces the project's emissions.

We reduce the impact of our activities to bolster acceptability

ACT COMMITMENT

4



Our consistent way of working is the cornerstone of sustainability

Our integrated management system – **Our way of working** – defines our consistent and jointly agreed way of working, managing and implementing our services. This consistent way of working guarantees transparency, ensures that best practices and development areas are quickly identified and systematically addressed, and promotes continuous improvement.

Continuous development and adaptation

The requirements and expectations of our work are constantly changing, so we develop our operating practices in a system-

atic manner. Ensuring adherence to our integrated management system and the development of operations are the responsibility of everyone at Destia. This requires systematic management. We develop our operations in cooperation with our customers, stakeholders and subcontractors, taking advantage of their views and experiences.

Audits are the key to continuous improvement

Audits are a key tool in the continuous improvement of our operating practices. They help us to identify development

Our integrated management system ensures the sustainability of operations, customer satisfaction and continuous improvement.

areas and pain points as well as successes and good practices. We use audits to develop our operations rather than merely look for errors. The high customer satisfaction and



We use audits to develop our operations rather than merely look for errors.

Key certifications

Our integrated management system has been awarded the following certifications:

ISO certificates (Det Norske Veritas)

cover all of Destia's operations

- ISO 9001 quality management system
- ISO 14001 environmental management system
- ISO 45001 occupational health and safety system

Certificates of competence issued by RALA

- Destia has several certificates of competence in the infrastructure industry and special certificates of competence related to bridge contracting issued by RALA (visit www.rala.fi for more information)

Certifications in the railway business

- Fusion welding quality certification in accordance with the SFS-EN ISO 3834-2 standard (Det Norske Veritas)
- Railway operator's safety certificate issued by Traficom
- Traficom-approved training institute for providing supplementary training to railway drivers

Power lines and substations

- Qualification A issued by Fingrid

CE marking

- Our aggregates are CE certified (Inspecta Certification)



customers' appreciation of Destia are proof of the systematic development of our integrated management system over the years.

Certificates represent recognition of our quality and sustainability

In 2024, our integrated management system again received ISO 45001 occupational health and safety management system certification, which we have had since 2021. In addition, our ISO 9001 quality management and ISO 14001 environmental management certificates have been cornerstones of our operations since 2008.

Our certified operating practices ensure the sustainability of operations, customer satisfaction and continuous improvement. This long-term commitment to quality and consistent and continuously developing operating methods is reflected in all of our operations and is a key component of our corporate culture.



Quality policy

Our customer-driven approach produces high-quality services.

- Our goal is to deliver a successful customer experience and provide solutions to the customer's needs.
- We identify the requirements associated with our customers, regulations, the public authorities and our key stakeholders, and commit to meeting those requirements.
- We continuously develop our operating practices and engage our employees' participation in continuous improvement.
- We bear social responsibility and work with responsible partners.
- We require our partners to operate in accordance with Destia's values and Code of Ethics.

Everyone at Destia is committed to operating in accordance with our jointly agreed practices.

We attract, develop and retain talent through managerial excellence

ACT COMMITMENT

5



OIKOTIE

RESPONSIBLE
2024
WORKPLACE

★★★★★

1st place

1000PLUS ORGANISATIONS



People

Employees with a high level of well-being and satisfaction are the cornerstone for our success. Behind every high-quality project we implement is a group of highly capable people who put their experience, personality and personal strengths to good use in their work.

Through renewal and the continuous development of operations together with our personnel, we aim to ensure that everyone at Destia gets to work in a company where they are treated and managed well, and where they have the opportunity to develop and find meaning in their work.

Building employee insight through personnel surveys

We collect feedback from our personnel on a quarterly basis by means of pulse surveys. In addition, we have conducted annual **Responsible Employer and Responsible Summer**

Job surveys in collaboration with Oikotie. Operating responsibly is an integral part of our culture, and the surveys provide us with valuable feedback on the employee experience, which enables us to develop our operations further.

We again received good feedback from our employees in the Responsible Employer survey on the extent to which the principles of responsible employment – such as non-discrimination and focusing on supervisory work – are realised at Destia from the perspective of employees. Based on the results of the survey, we were ranked as the most responsible employer in the category of organisations with over a thousand employees for the third time.



One key indicator of the employee experience is the employee Net Promoter Score (eNPS), which is determined on the basis of pulse surveys. Destia's eNPS has trended upwards for several years now. In 2024, the eNPS was 46, representing an increase of two points when compared to 2023 (44). This is a very good level compared to the general Finnish norm, which was 18 in 2024. A good employee experience is reflected in high customer satisfaction and low personnel turnover, among other things. Our voluntary turnover remained low in 2024, at 4.8% (2023: 4.7%).

Employee commitment is at an excellent level at Destia. Of those who responded to the pulse surveys, 90% or more felt that their work was interesting, that they achieved useful things, and that our company's values and goals are worth pursuing. These results indicate that our employees perceive their work to be meaningful.

Based on the pulse survey results, we were recognised as one of Finland's most inspiring workplaces for the fifth consecutive year.

A culture of continuous learning and improvement

Competence is Destia's most important competitive advantage in delivering an excellent customer experience and the realisation of the company's strategy. The changing operating environment requires that everyone at Destia actively maintain and develop their professional skills. We want to provide Destia employees with a working environment that fosters continuous learning and development, helps them to succeed in their tasks and increases motivation.

We aim to ensure our employees' ability to continuously learn and develop through annual career and competence development discussions and by applying the 70-20-10 model of learning: 70% of learning takes place through work tasks, 20% is learned from others through interaction and feedback during work, and 10% is learned through formal learning, such as coaching and training.

In 2024, we won large alliance and data centre projects. Some projects are for international customers, which pre-

sents us with new requirements and valuable opportunities to learn new things.

Although most of learning takes place in one's own work and from other people, training activities also play an important role in competence development. We enable various training opportunities internally, for example, with our Licence to Lead training programmes, which provide supervisors with tools for developing their leadership skills. At the beginning of 2024, we also launched an internal mentoring programme that provides the participants with the opportunity to deepen or expand their expertise in different themes with a colleague who specialises in the subject.

Each year, approximately 10 Destia employees are also selected for Colas University training programmes. Their aim is to strengthen the participants' leadership skills, increase knowledge about Colas' strategy and operating practices, promote networking and provide opportunities for international development.





In 2024, we fully redesigned our intranet in terms of its structure, content and functionalities. The aim was to make it easier for our employees to find the information and instructions they need in their work. One of the biggest improvements was mobile-optimised content, which makes it possible to access the intranet on mobile devices. This makes day-to-day work easier especially for on-site personnel who do not work in front of a computer.

Cooperation with educational institutions

In addition to the active sharing of expertise and internal training opportunities, we cooperate closely with educational institutions in our field. Various cooperatively implemented

study programmes that supplement and deepen expertise support the continuous learning of the personnel.

In 2024, we planned and launched an online study module on sustainability in infrastructure construction (5 credits) with the Oulu University of Applied Sciences. The aim of the programme is to increase the sustainability competence of our personnel so that we can promote our sustainability comprehensively. We also continued our ongoing online study module on track construction and maintenance (5 credits) in collaboration with the Oulu University of Applied Sciences. In addition, we continued our cooperation with the Yrityskylä project coordinated by INFRA ry – Infra Contractors Association in Finland.

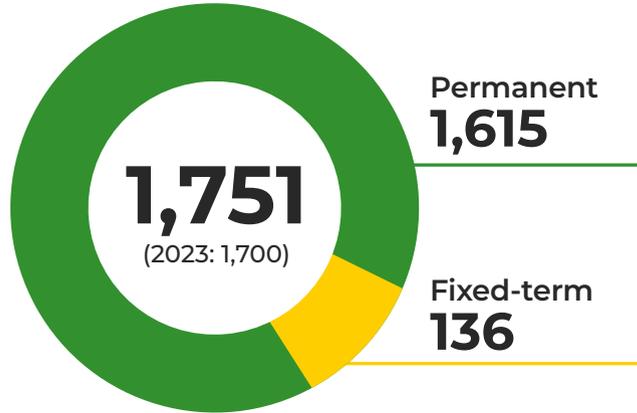
In 2024, we cooperated with a total of 10 universities and one secondary education institution. Going forward, our goal is to focus even more extensively on secondary education institutions and the recruitment of international students. With the help of a diverse community, we want to promote not only Destia's attractiveness, but also the attractiveness of the entire infrastructure sector among students.

As the largest operator in the infrastructure sector, we aim to provide trainees with opportunities to apply the skills they have learned and develop into future professionals. Our annual target for the recruitment of trainees is approximately 15% of the total number of personnel. Destia employed 257 trainees in 2024, which was 14.5% of the number of personnel in 2024. We also provide dozens of thesis writing opportunities to our trainees each year.

A strong corporate culture and values are the foundation for everything we do

All of our operations and the choices we make at work are based on our shared values – fairness, togetherness, renewal and success – and our leadership promise. To recognise actions that are aligned with our values, we give out value awards annually to selected Destia employees nominated by their colleagues for demonstrating exemplary performance in terms of acting in accordance with our values and leadership promise.

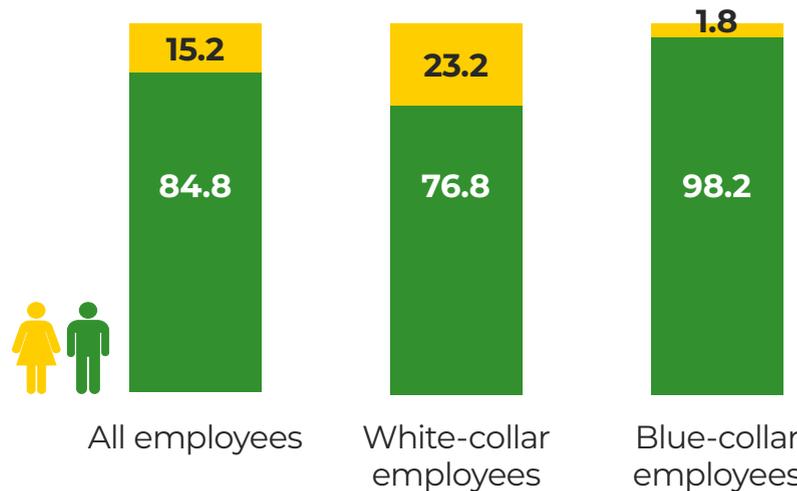
Number of personnel 31 December 2024



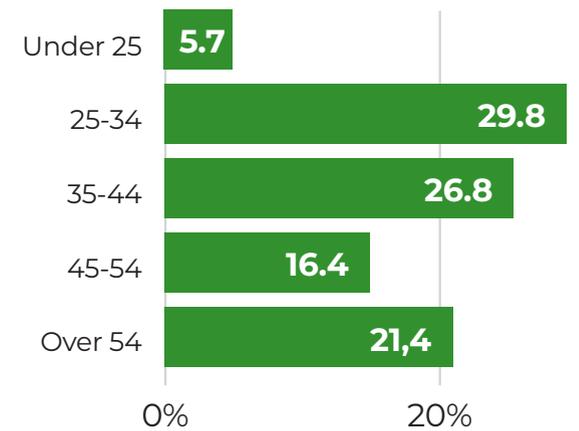
We started to put together Destia's culture book in 2024. The purpose of the culture book is to tell people about us, what it means to be a member of the Destia organisation and, above all, the people of Destia. The aim of the book is to share what we know, what we pursue and what we value when it comes to work in the infrastructure sector. The book is also aimed at describing our culture and values through practical examples.

In 2024, we also strengthened our feedback culture, which was an issue that was highlighted in our personnel surveys in 2023. We sought to strengthen our feedback culture during the year through webinars, training activities and workshops, for example. We also organised our fourth Compliment your colleague in November campaign, which provided everyone at Destia with the opportunity to give positive feedback to their colleagues.

Gender distribution %



Age distribution %





Values

Fairness

- We care about each other's safety and wellbeing
- We are open and honest
- We act sustainably and responsibly

Togetherness

- We strengthen our sense of belonging and diversity
- We share common interests and work towards them
- We work in internal and external networks

Renewal

- We create new together with our customers and partners
- We ensure continuous learning and development
- We are daring and continuously develop new services

Success

- We know our operating environment and are agile
- We set our goals high and aim to exceed them
- We ensure the continuity of our operations

We foster a stronger health and safety culture to protect lives

ACT COMMITMENT

6



Safety at work

Zero accidents

Our goal is to implement every project and contract without occupational accidents. Through cooperation and the responsible actions of all employees, we want to ensure a safe and healthy working environment for everyone who works at our sites.

In 2024, the accident frequency remained at the previous year's level of 6.3, with the target being under three. The number of serious occupational accidents involving Destia's own personnel and leading to an absence of over 30 days

We design, build and maintain infrastructure throughout the infrastructure life cycle. Each job and work environment has their unique risks and stress factors. We aim to guarantee a safe and thriving workplace for all of our employees and subcontractors. We do everything in our power to ensure that our sites are also safe for other stakeholders, such as road users.

increased to four from one in the previous year. Three of these four serious occupational accidents were due to slipping or falling.

The most serious occupational accident of the year occurred to our subcontractor's employee who suffered a fatal accident while repairing broken equipment on site. Destia too acted as a subcontractor at the site.

Everyone working at Destia's sites has an obligation to take action with regard to any observed situations and conditions that jeopardise safety. We look after our own safety

and the safety of our colleagues. Destia's management sets an example in safety-related matters. We comply with legislation and permit conditions and operate in accordance with our Code of Ethics.

We maintain awareness of occupational safety management methods in our projects through regular safety briefings that subcontractors can also participate in. We require that our subcontractors commit to the same strict safety standards as we do.



Risk identification

The identification and assessment of risks related to occupational safety, occupational health and the environment starts from the planning phase. Risks are taken into account in the planning of work phases and, if necessary, they are specified further with the persons involved in the work before the work phases start. Site inductions are safety-focused. This is because we want everyone to participate in creating a safe site.

Destia's safety managers and occupational safety representatives are actively present at sites to discuss occupational safety and participate in planning the implementation of challenging work phases. We also use safety-related and environmental observations recorded by Destia's personnel in the planning of work. Over 11,000 observations were made

in 2024. Of Destia's employees, 61.8% participated in recorded observations.

In 2024, we started to establish service line-specific risk registers, in which we collect the safety-related, environmental and occupational health risks identified as typical in all of our operations in order to better prepare for them in advance. Thanks to Destia's strong expertise, the organisation also has plenty of good and effective practices for bringing risks to an acceptable level. Sharing information with all of Destia's operations brings added value to the safe implementation of projects.

Development of the safety culture

We improve safety management with the help of the Colas Group's safety culture development programme, which

focuses on preventive safety work. In 2024, the number of safety routines recorded by supervisors (Safety Start, Safety Briefing and Safety Discussion) exceeded 8,700. By actively highlighting safety, we aim to have a safety-oriented personnel that knows how to take safety into consideration in all circumstances.

We will continue to develop our safety culture by training our personnel in safety management and safe work.

A high level of well-being and work ability

In 2024, we focused on work ability management implemented by supervisors, promoting the occupational health of employees and assessing work opportunities for people with partial work ability on a case-by-case basis.

We monitored the number of early support discussions, identified risk factors related to the work ability of employees, and continued to conduct workplace surveys on high-exposure tasks.

The sickness rate of Destia's personnel is low, and the amount of disability pension and related pension expenditure is low, especially considering the high-risk industry the company operates in.

To encourage physical activity among our personnel, we took part in the **"Finland – an Active Nation and People"** challenge and published our own promise for an a more active lifestyle. We support physical activity among our per-

To encourage physical activity among our personnel, we took part in the "Finland – an Active Nation and People" challenge and published our own promise for an a more active lifestyle.

sonnel by providing benefits that promote exercise. We used our internal channels to highlight our employees' active hobbies, logged cycling kilometres as part of the Kilometrikisa competition and participated in the Yritysmaratoni corporate running event in Helsinki.

Occupational health and safety policy

A safe and healthy work environment is a shared priority for us.

- We identify and anticipate risks. We manage the risks systematically by taking timely action.
- We take into account individual working methods and the factors arising from the various operating practices in our organisation and our cooperation network (human factors and organisational factors).
- We commit to the goals we set. We develop procedures and tools that enable the achievement of our goals.
- We address problems actively and without delay.
- We operate responsibly in accordance with our values. We expect the same from our stakeholders.
- We see to the work ability and well-being of our employees through regular monitoring and active development measures.

Everyone at Destia is committed to operating safely and in a manner that promotes collective well-being, taking into account the expectations, requirements and needs of internal and external stakeholders.



We build a responsible supply chain rooted in sustainable performance

ACT COMMITMENT



We achieve success together with our subcontractors

A strong and reliable local operator

Each year, we procure a considerable amount of subcontracting and materials from the domestic market. We are a financially strong and reliable partner and demand the same from all of our subcontractors.

We verify our subcontractors' owners, social obligations and responsible operations with the help of our reliable partners. We ensure the quality of our procurement by means of

audits and quality monitoring in our projects. We only use high-quality materials that meet customer requirements as well as regulatory standards.

Renewal together with our subcontractors

The will to continuously renew is strongly present in our procurement organisation. The measures we have taken to promote renewal were reflected for the second consecu-

We carry out the majority of the work in the projects together with the help of a high-quality subcontracting network. In order to complete the agreed work, the entire supplier chain is responsible for operations. In projects, every one of us is responsible for a high-quality work performance and for ensuring that all companies operate safely and comply with the joint agreements and Destia's values.

tive year in our employees' strong commitment to Destia and high work motivation. We require all of our partners to commit to Destia's values and we encourage them to continuously find new, more efficient ways to implement projects and increase the productivity of their work. We treat all of our partners equally and respect each other's work.



Competitiveness through being international

We are making strong progress in our integration into Colas' international procurement organisation.

Having signed eurozone-wide agreements with the Colas EMEA & Specialities organisation, we are able to leverage Colas' full procurement volume in procurement negotiations. With the international network, we can find the best suppliers in the market and supervise suppliers' responsibility even more efficiently.

Active cooperation with the Bouygues Group's international procurement organisation became well-established as part of our normal operations. We have access to procurement units in Europe, Turkey and China.

We ensure that each supplier complies with laws and regulations, international human rights and safety and environmental regulations.

Developing procurement

In 2024, we continued the changes to our procurement function that were initiated in the previous year. The aim is to improve cost efficiency and provide stronger support for our businesses. We designated persons in charge of the most important product categories, whose expertise we can now utilise even more extensively. We also launched a new supplier management system that enables us to manage our supply chains even better and improve cooperation with our subcontractors.

Our total volume
of procurement from
subcontractors in 2024

431

€ million
(2023: 451)



We shape an exemplary culture of ethics and compliance

ACT COMMITMENT

8



Focus on ethics and compliance

Our operations are based on our values, compliance rules and Code of Ethics. They provide a consistent foundation for our decision-making and operations. Our compliance rules cover topics including anti-corruption, conflicts of interest and competition law.

Adherence to our shared rules is everyone's responsibility. To this end, our organisation offers training activities on compliance themes, for example. We also require our contracting partners to adhere to corresponding ethical operating practices.

We have a Group-wide whistleblowing channel for reporting violations of our compliance rules and other misconduct. Persons submitting whistleblowing reports can choose to

identify themselves or remain anonymous. We use the whistleblowing channel to increase transparency and openness in our organisation.

We update our shared rules and operating practices in accordance with legislation and societal development. We also regularly assess our compliance processes, the risks concerning our organisation and operations, and the measures required to address those risks.



DESTIA

A COLAS COMPANY

Firdonkatu 2 T 151, FI-00520 Helsinki | Tel. +358 20 444 11 | www.destia.fi/en
facebook.com/DestiaOy | linkedin.com/company/Destia | instagram.com/destia_oy