



Alltime Group in 2024

Group development and sustainability highlights



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Group development in 2024

CEO message

We are a growth company. This defines everything we do, and in 2024 we continued to make rapid progress on our journey towards becoming a leading maintenance company of built environments in the Nordics.

In addition to strong organic growth, we made two important acquisitions: Arkea Oy's facility and cleaning services businesses in the Turku area, and Tampereen Talopalvelut Oy in the Tampere region. Tampere and Turku are Finland's second and third largest economic areas, where Alltime did not previously have a foothold. As a result, we had already over 1000 professionals working with us in two countries at the end of the year.

We also achieved many other milestones during 2024. For example, we obtained ISO 9001, 14001 and 45001 certificates for the Finnish side of the operations and merged legal entities in both Finland and Sweden.

Despite overall economic turbulence in the world at the moment, I expect us to continue on our growth path also in 2025 with constantly improving profitability. We also aim to improve our employee and customer satisfaction in both countries. In addition to organic growth, we will continue acquisitions in both countries and possibly even add a third country to our operations.

I thank all our customers and employees for a solid 2024, and expect 2025 to be even stronger!

Juha Murtopuro
CEO, Alltime Group



Alltime in brief

88 M€

Pro forma net sales

+1000

Employees

2006

Alltime founded in
Finland

Sweden

31% net sales

~250 employees

Gävle head office

Finland

69% net sales

~800 employees

Oulu head office



Services

Our over 1,000 employees perform a wide range of services, which all have a common denominator: taking care of the most important built environments we use every day. Alltime's different services have strong synergies, which enables efficient operations and offers customers the possibility to choose integrated service experiences.

Our facility, property and cleaning services customers include shopping centres, industrial sites, offices, residential buildings and public facilities. We offer indoor and outdoor maintenance services from property and technical services to cleaning and winter maintenance.

Infrastructure services on land focus predominantly on fixed-term general contracts containing street, green space and public area maintenance for cities and municipalities that have outsourced their maintenance operations. On waterways we install, maintain and inspect over 60% of Finland's about 20,000 maritime safety devices – buoys, cairns, and other sea marks.



Facility & support services



Cleaning services



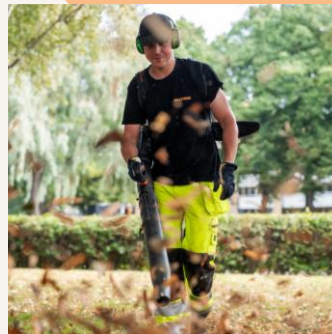
Technical maintenance

Property maintenance

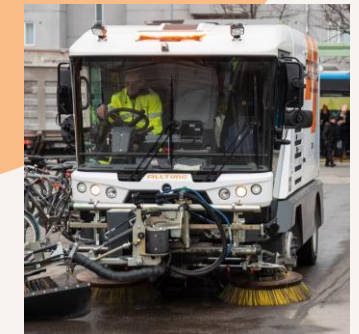
Waterway maintenance



Street maintenance



Green space maintenance



ALLTIME

MISSION

Alltime's mission is to ensure safe and smooth everyday life in built environments.

VISION

Nordic leader in maintaining built environments.



OUR VALUES

Agility

We fix problems quickly and prevent them beforehand.

Reliability

We answer earnestly and have the courage to make use of our competence.

Team work

We also keep our promises to each other and look after our colleagues' safety.

Competence

We develop our skills and value learning, because each role is important in reaching our target.

KEYS TO SUSTAINABLE SUCCESS

Value-based behaviors

Our people

Sustainability

Brand

ISO certifications

During the past few years, Alltime's primary focus has been growth. With growth, also the volume of our operations has increased significantly, which highlights the importance of simultaneously developing processes and management.

To maintain and develop operational excellence during our growth story, Alltime applied for and received three ISO certifications in early 2024: ISO 9001 (Quality), 14001 (Environment) and 45001 (health and safety). The certifications were again audited in late 2024. Our Finnish operations have received these certifications and are operated in accordance with the management systems.

In Finland, Alltime has also obtained the RALA certification. This is an ISO 9001-based quality certification that aims to develop the quality, responsibility, and transparency of construction practices and the built environment in Finland.



Group CEO Juha Murtopuro (right) Osmo Flink (left) from DNV Finland, who acted as the auditing organisation.

Highlight: Integrated facility services and flexible partnership with Ideapark shopping centre

Ideapark Lempäälä shopping centre is one of the most visited facilities in Finland – it has about 180,000 m² and sees 7.3 million visits and 300 events annually. It attracts visitors from all over the country, and aims to become Finland's largest "mini-holiday destination". As daily visitor numbers range between 10,000 and 30,000, substantial expertise, resources, and—above all—flexibility is required from partners to create an excellent experience.

"Flexibility is key for us. Our partners must be able to respond to fluctuating visitor numbers and 300 annual events. Alltime has demonstrated its ability to meet these demands, both in terms of resources and attitude," says **Visa Vainiola**, CEO of Ideapark Lempäälä. "We want a partner that doesn't focus on why something can't be done, but instead finds solutions. Alltime is exactly that kind of partner."

The partnership began in 2022 with property maintenance and soon expanded to include cleaning services. Today, Alltime takes care of outdoor area maintenance, property maintenance, technical facility services, event construction, shopping cart collection, as well as both general and construction cleaning. Additionally, some of the shopping centre's stores utilise Alltime's cleaning services. With good reason, the partnership can be described as a one-stop-shop for facility services.

"A comprehensive service offering, agility, and willingness to solve issues are definitely the best aspects of this partnership. They fit perfectly into the fast-paced and ever-changing environment we operate in. Despite being a fairly large company, Alltime provides us with truly local service," **Tero Mäkelä**, Facility Manager at Ideapark, describes the collaboration.



Visa Vainiola, CEO, Ideapark Lempäälä

Sustainability is another important theme in Ideapark's partnerships.

The shopping centre aims to become carbon-neutral by 2030 and expects its partners to share this mindset. Alltime has demonstrated its commitment to supporting its customer in reaching its environmental goals by introducing electric work equipment among other initiatives.

While energy reduction is Ideapark's primary focus, Mäkelä also emphasises the shopping centre's social responsibility. "Sustainability is made up of many factors and should be addressed comprehensively. Often, aspects like the free events we organise or the affordable spaces we offer to sports clubs go unnoticed. In terms of social responsibility, Alltime also supports us through its services."

For Vainiola and Mäkelä, the most important aspect of responsible business is having a shared vision and objectives. As the EU's mandatory sustainability reporting requirements come into effect, companies are already learning to navigate this challenge together.

"A hands-on attitude and the right people are what matter most to us," Vainiola sums up.



Ideapark Lempäälä

- Located close to Tampere, Finland
- About 180,000 m² and over 800 restroom facilities
- 7.3 million annual visitors
- Multi-use shopping centre with sports facilities, a swimming & spa department and other experiences
- Alltime provides integrated facility services from indoor and outdoor maintenance to cleaning and support services



Sustainability highlights

CMO sustainability review

Many companies state that sustainability is at the heart of their strategy or a key business driver. This is also true for us at Alltime—our customers increasingly value and demand sustainability actions, and as a deeply values-driven company, making a positive environmental, societal and economic impact also holds intrinsic value for us.

In order to walk the talk, we recognise that we will continue to have a lot of work ahead of us. Having rapidly grown into a new size category during the past 3 years, we lack the long legacy of established sustainability functions and processes. This means that we have very recently created and scaled systematic sustainability practices, reporting systems, KPIs and resourcing.

Yet, and precisely because of this, we are proud of the progress already made. This sustainability highlight report you are reading is one example—our first public release of sustainability development. We have also obtained three ISO certifications (9001, 14001 and 45001), joined the UN Global Compact, launched new sustainable services and continuously developed our reporting.

One of the most significant developments for us is the European Union's Corporate Sustainability Reporting Directive (CSRD), originally involving us from the year 2025. After the EU's Omnibus proposal in late February 2025, potentially shifting the timeline to 2027, we are closely following developments on this front but continuing to develop our processes and reporting towards CSRD-readiness. I want to already at this point thank our employees, customers and stakeholders for engaging actively in this process.

Our vision is to be a Nordic leader in maintaining built environments, which also includes setting the bar high in ESG practices. I am confident that together, with the same agile and dedicated mindset displayed every day in our operations, we will continue to support our customers on their ESG journeys and shape the industry into a responsible, positive direction.



Antti Kalske
Chief Marketing, Communications
and Sustainability Officer

Sustainability KPI highlights

Environmental

Total GHG emissions

4981

CO₂ tonnes equivalent

Emission intensity

56.7

CO₂ tonnes equivalent per
1M€ net sales

Social

Employee satisfaction

+31

eNPS score

Employee health

5.34%

Sickness absence rate

Safety

552

LWA (lost working days from
work-related incidents)

Governance & Economic

Growth

88 M€

Pro forma net sales

Customer satisfaction

+23

NPS score

Highlight – Double materiality assessment completed

Alltime's preparation process for the European Union's Corporate Sustainability Reporting Directive (CSRD) kicked off in August 2024 in the form of our double materiality assessment. The aim was to find the most material sustainability reporting themes for Alltime's business by assessing risks, opportunities and impacts of our business.

During the project we engaged with a wide range of stakeholders to gain a diverse view of relevant factors and expectations. This included involving leadership, customers and owners through in-depth interviews, conducting a personnel survey for all employees and conducting several internal workshops to gather input.

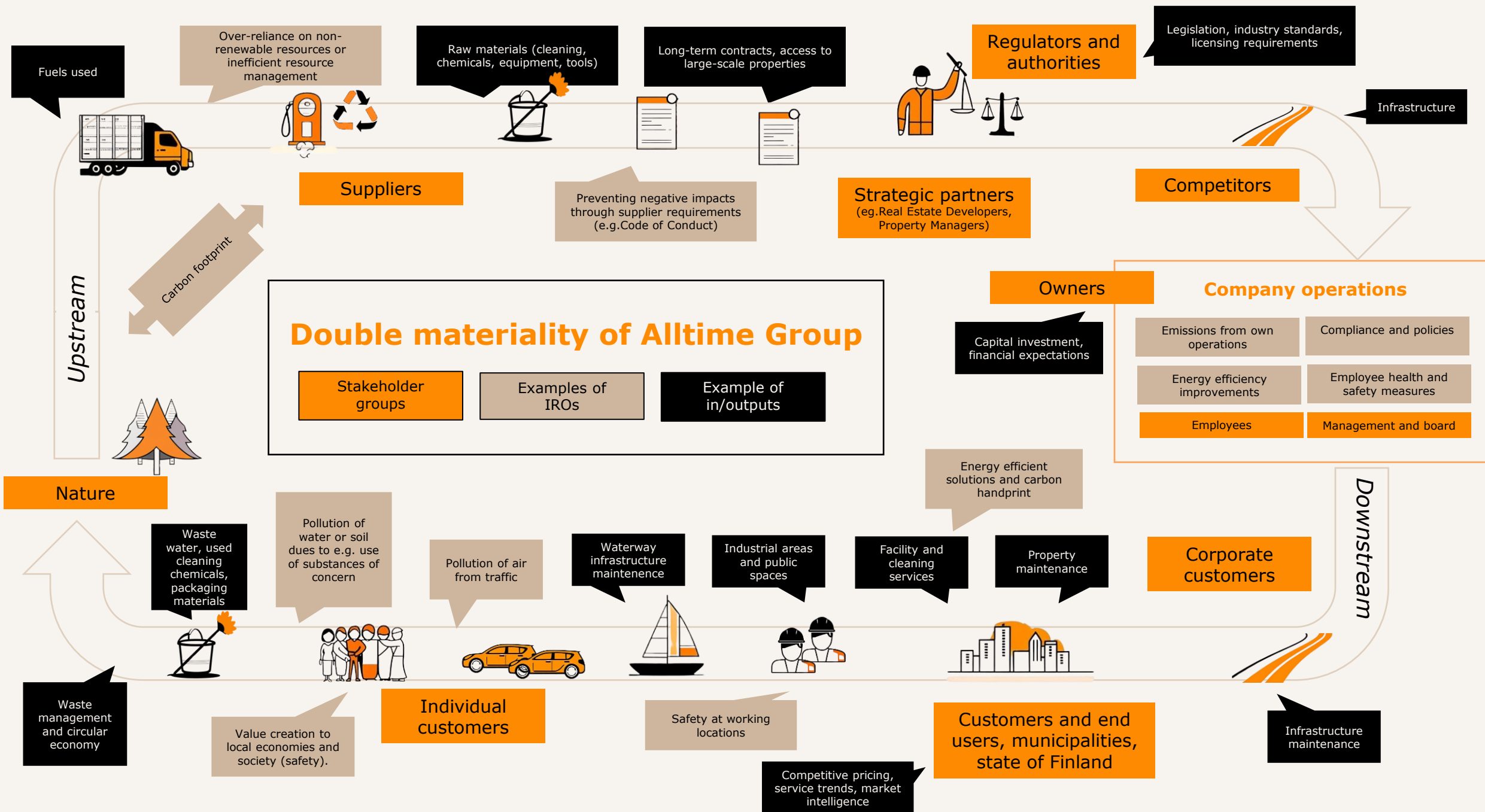
Resulting from the process, the following ESRS standards were determined material in addition to the mandatory ESRS2 data requirements: ESRS E1 (climate change), ESRS S1 (own workforce), ESRS S4 (consumers and end-users) and ESRS G1 (business conduct).

On the next page you can find a visual description of Alltime's value chain, examples of its impacts, risks and opportunities (IROs) as well as affected stakeholder groups. This summarises the context considered when selecting material standards.

In addition to these material standards, we found risks, impacts and opportunities regarding all of the standards. It is possible that some of them might become material later in the future in terms of reporting, as we constantly evaluate our approach. Already at this point, our sustainability policies cover more topics than the CSRD-material standards.

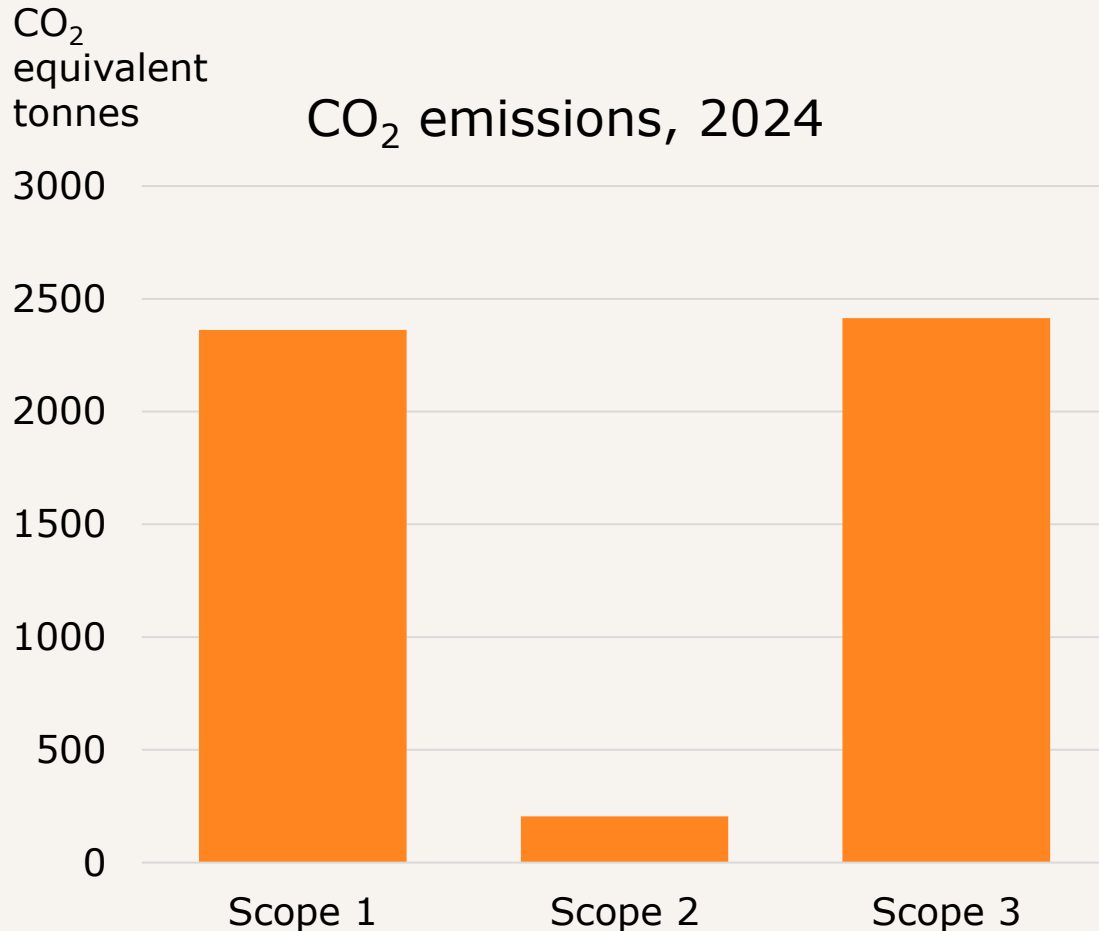
The project also identified which gaps in data collection and policies need to be addressed in order to produce a CSRD-compliant report in the future. In early 2025, the planning work is in full swing for refining processes to ensure quality data and timely reporting.





Environmental sustainability

GHG emissions breakdown



Scope 1 (own operations): includes emissions from vehicle fleet, work equipment and other powered tools.

Scope 2 (indirect emissions): includes electricity, heating and other purchased energy converted to CO₂ equivalent tonnes

Scope 3 (value chain emissions): includes subcontractors (especially heavy-duty machinery operations), work commuting and freight.

Climate, biodiversity and waste management

Climate impact and actions

According to our double materiality assessment, Alltime's most material environmental impact comes from the greenhouse gas emissions of our own operations and subcontractors' work. This is particularly due to our outdoor services requiring heavy machinery, such as wheel-loaders, graders and snow plows, as well as our substantial car fleet. In Finland alone we have about 500 different vehicles.

Many of our environmental actions are centered around reducing the emission intensity of our fleet and equipment. In 2024, we continued the electrification of our car and van fleet, and changed our procurement policy in Finland to favour smaller vehicles than before. We also piloted fully-electric wheel-loaders in operational use—first in the winter maintenance of Helsinki Airport's surrounding areas, then as part of a fully electric property maintenance team in Espoo.

In addition to the fleet we use, digitalisation and smarter processes play an important role in reducing emissions. During the year we developed a digital remote monitoring solution for sea marks, which reduces the need to physically inspect maritime safety devices with a boat—providing better service with less emissions. The service was launched in early 2025.

Biodiversity

Alltime has for years had horticultural expertise due to some of our infrastructure maintenance contracts including green space maintenance. Enhancing biodiversity is a key aspect in this work, which is planned to pay attention to e.g. pollinator and other animal habitats, native plant species and fertilisers.

In late 2024, we decided to expand this expertise by launching new green space services to commercial customers, and starting to build a biodiversity strategy for Alltime. The service was launched in early 2025, first in the Tampere area, Finland, where our services will help customers reach their biodiversity targets by smart use of their property. We expect to expand the service to other areas during 2025.

Waste management

In 2024, Alltime generated approximately 60.8 tonnes of non-recyclable waste. In order to improve recycling rate and measurement accuracy, Alltime Finland partnered with Kuljetusrinki Oy, using their recycling robot to sort and monitor the amounts of non-recyclable waste. Cooperation began in late 2024 in Southern Finland, with experiences and results expected for 2025 reporting.

Highlight: Piloting fully electric wheel-loaders at Helsinki Airport



Alltime operates in an equipment-intensive industry, where over 80% of its carbon footprint is produced by emissions from its own and its subcontractors' vehicle fleet and machinery.

While fully electric cars have become common, the efficiency of heavy electric equipment has not yet been adequate for industry adoption. In 2024, Alltime decided to take the lead by actively piloting and testing heavier electric machinery through in operational use.

"At this stage, the use of heavy electric equipment cannot yet be justified solely by operational efficiency. Nevertheless, we have introduced fully electric equipment in several locations. For example, at Helsinki Airport, we piloted an electric wheel-loader in winter maintenance, and one of our property maintenance teams in Espoo has transitioned entirely to electric equipment, from wheel-loaders to lawnmowers," explains **Petri Jokela**, Fleet Manager at Alltime Finland.

So why choose to actively investigate fully electric machinery in areas, where combustion engine technology is still superior in terms of usability?

"I believe technological development should be approached proactively and with curiosity. If we simply wait for technology to develop without gaining firsthand experience in real-world conditions, we risk falling behind in this rapid evolution. Already, we have had surprisingly positive experiences with heavy electric equipment, which will affect our future fleet investment decisions. At the same time, we want to drive electrification across the industry by demonstrating that these machines can indeed be used in production," Jokela continues.

The push for more sustainable solutions stems not only from internal ambitions, but also from customer expectations. A prime example is Finavia, whose emission reduction targets at Helsinki-Vantaa Airport also influence its partners.


"It is important to us that our partners actively take steps to promote sustainable aviation. We encourage responsible procurement through our ethical principles, and our goal is for key suppliers to follow these principles and provide services that account for economic, social, and environmental responsibility," says **Pyy Pennanen**, Head of Airfield Maintenance at Helsinki-Vantaa Airport, Finavia.

The trials will continue in 2025 and beyond. "Regardless of whether electricity, hydrogen, or another solution becomes the dominant technology in the future, we want to be at the forefront of driving change. This is one of our most significant ways to reduce emissions and provide more sustainable services to our customers," concludes Jokela.

Helsinki Airport

- Finland's main airport, operated by Finavia
- Over 1 million passengers transiting per month
- Best airport in terms of customer experience in its size category in 2024 (Airport Service Quality award)
- Alltime is Finavia's long-term partner in servicing Helsinki Airport's outdoor areas





Social sustainability

Health and safety KPIs

A man with short dark hair and a beard, wearing clear safety glasses and a bright yellow-green high-visibility vest over a dark jacket, is driving a forklift in a factory. He is looking towards the camera with a slight smile. The background shows industrial equipment and other workers in a large, well-lit factory environment.

Employee health

5.34%

Sickness absence rate (target: 4.5%)

83.2%

Healthy rate (average share of employees per month with 0 sick leave days)

Employee safety

552

LWA (lost working days from work-related incidents)

71

Total number of work-related injuries

Health, safety and working conditions

Health and safety

At Alltime, safety starts from all of us being able to return home safe and in good health each day. We are committed to a zero accident goal, and regularly track performance in leadership teams and employee town halls. The primary steering group for safety and health topics at Alltime is our Occupational Safety Committee, consisting of employer and employee representatives.

We believe that every safety incident can be avoided by building our safety culture, through training and skills, leadership and by ensuring appropriate tools and equipment. In addition to Alltime's values, a key element of our safety culture is the psychological safety to ask for help and intervene if risks are observed.

Employees are encouraged to record safety observations through our mobile tool. Assessing observations helps us eliminate root causes of potential future accidents and gives management oversight on underlying safety risks. In 2024, we recorded 72 safety observations in Finland, with a target to increase the figure to 1 per employee.

Employee sickness absence and healthy rates are important KPIs both in terms of employee satisfaction and financial performance. Our approach to employee health includes preventive and early intervention actions. For example, in Finland, all of our full-time employees go through health checks and are offered low-threshold mental health services, encouragement towards a healthy lifestyle

through bike benefits and sports allowance, as well as an early support model for alcohol and substance abuse. Comprehensive occupational healthcare services and substitute work models are designed to aid when treating or rehabilitating sicknesses or injuries.

Human rights and freedom of association

We guarantee human rights and working conditions compliant with the labour laws in the countries we operate in. This stance is further underlined by being a member of the UN Global Compact and committing to Universal Human Rights.

A key part of upholding fair working conditions is our cooperation with local unions and ensuring freedom of association. All of our employees in Finland and Sweden are covered by union collective bargaining agreements.

In 2024, the acquisition of Arkea Oy's businesses in Finland required especially close collaboration with unions. In good coordination, we have been preparing the transfer of almost 400 employees to Service Union United's (PAM) collective bargaining agreement, which took place in May 2025.

Employee highlight: Star of the cleaning services industry

Alltime's Finnish organisation had much to celebrate in October 2024, when **Jonna Rantanen**, Service Supervisor at Alltime Finland, was recognised as Professional of the year in the Puhtausalan Tähdet competition ("Stars of the cleaning industry"), organised by Finnish cleaning services industry organisation Puhtausalan ry. The award was an excellent example of Alltime's values in practice – displaying competence from continuous development, and as Rantanen underlines, backed by seamless teamwork.

"We are extremely proud of Jonna's achievement in this tight competition. This recognition speaks volumes about her expertise and dedication to her work. Jonna has always strived to learn new things and has been developing herself since joining the company. She radiates positivity and excels in customer service," says **Sari Silén**, Area Manager, Turku region.

Rantanen was thrilled about the award news, thanking her supportive customers and cohesive work community. "Our team has supported me for many years, and I am grateful for their appreciation. The award is a great honour, and it's wonderful to bring it to Turku. I enjoy my job a lot because it is so diverse, and I get to work both independently and with different people. The most important thing is having a great team around me at work. Thank you for the trust and recognition," she concludes.

The awards gala was held on October 31, 2024, in Helsinki, and gathered nearly 200 attendees to celebrate cleaning industry talents.



Employee satisfaction and diversity KPIs

Employee satisfaction

+31

Employee Net Promoter Score (sNPS), headcount-weighted average

11%*

Share of employee-initiated employment terminations

*data for Finland only

Gender equality

32.6%

Women in workforce

23.5%

Share of women in management roles (Group and country management positions)

Employee well-being, L&D and diversity

Employee satisfaction

Employee well-being is an important performance indicator for us at Alltime—the health and motivation of our personnel directly affects the quality of our services. The leading indicator we use to measure this is employee Net Promoter Score (eNPS), in which we reached a level of +31 in 2024. This already surpassed our goal of +30, and we have set a new target of +50 to be reached by 2030.

We enhance employee well-being through developing our supervisors' leadership skills, implementing our values and code of conduct, recognising good work and creating regular opportunities for open dialogue between management and employees. In practice, this happens through many different channels:

- Induction including code of conduct and good behaviour
- Supervisor training and HR support in resolving challenges
- Monthly and annual employee and supervisor recognition awards
- Town halls with opportunities for dialogue

Learning and development

As competence is one of our values at Alltime, we have policies and processes in place to develop our skills and encourage continuous learning. In 2024, our employees attended an average of 5.04 hours of formal training sessions.

To further develop training, we launched Alltime Academy, our own digital learning platform. It was rolled out during the end of 2024 in Finland, with an aim of expanding it to Sweden in the future. Today, Alltime Academy contains 16 different courses from a supervisor diploma to hands-on skills training modules, improving learning opportunities and making them more accessible to all employees.

Workforce diversity

Alltime has an increasingly diverse team of employees. We are proud to have employees with tens of different nationalities and mother tongues. We expect being able to attract and employ people from different language and cultural backgrounds to become only more significant as we continue to grow.

We want to ensure equal opportunity in career progression to attract and retain the best talent, and follow for example the share of women in management positions. In 2024, 32.6% of our workforce were women, while women held 23.5% of top management positions.

Seasonal workers further diversify the structure of our workforce, many being under 18 years of age. Offering opportunities and positive experiences to people at the early stages of their careers is a role we take with great responsibility, which is why we were glad to welcome 78 summer workers in Finland in 2024.

Highlight: Effective training and leadership development through Alltime Academy

One of Alltime's four values is competence. To provide a platform for accelerated learning and competence development, Alltime's HR team launched a new e-learning environment: Alltime Academy.

"Competence development is key in today's fast-evolving digital world, with increasing demand for quality and safety from customers. I believe that supporting continuous learning also improves employee satisfaction and commitment to us as an employer. This helps ensure we have a motivated workforce with the skills needed to excel in tomorrow's challenges," says **Jaana Mäntymaa**, Chief People Officer, Alltime Group.

In addition to improving induction and skill-specific learning, an important aspect of Alltime Academy is to support leadership development at Alltime. Each supervisor in Finland is obliged to complete a comprehensive supervisor diploma. The certificate ensures understanding of themes such as equal treatment, labour laws and workplace safety.

"Our supervisor diploma is one of the channels through which we aim to increase capabilities to successfully lead teams at Alltime. We have carefully selected the content of the programme and creating the learning modules was a huge effort from our team. Thank you again to everyone that has contributed to it, as well as our supervisors for actively making use of the opportunity," Mäntymaa continues

The goal is to ultimately improve and level leadership quality.

"It is safe to say that by investing in good leadership, we can expect outcomes like higher employee satisfaction, less sick leaves, lower churn and more cohesive cooperation within the work community," she concludes.

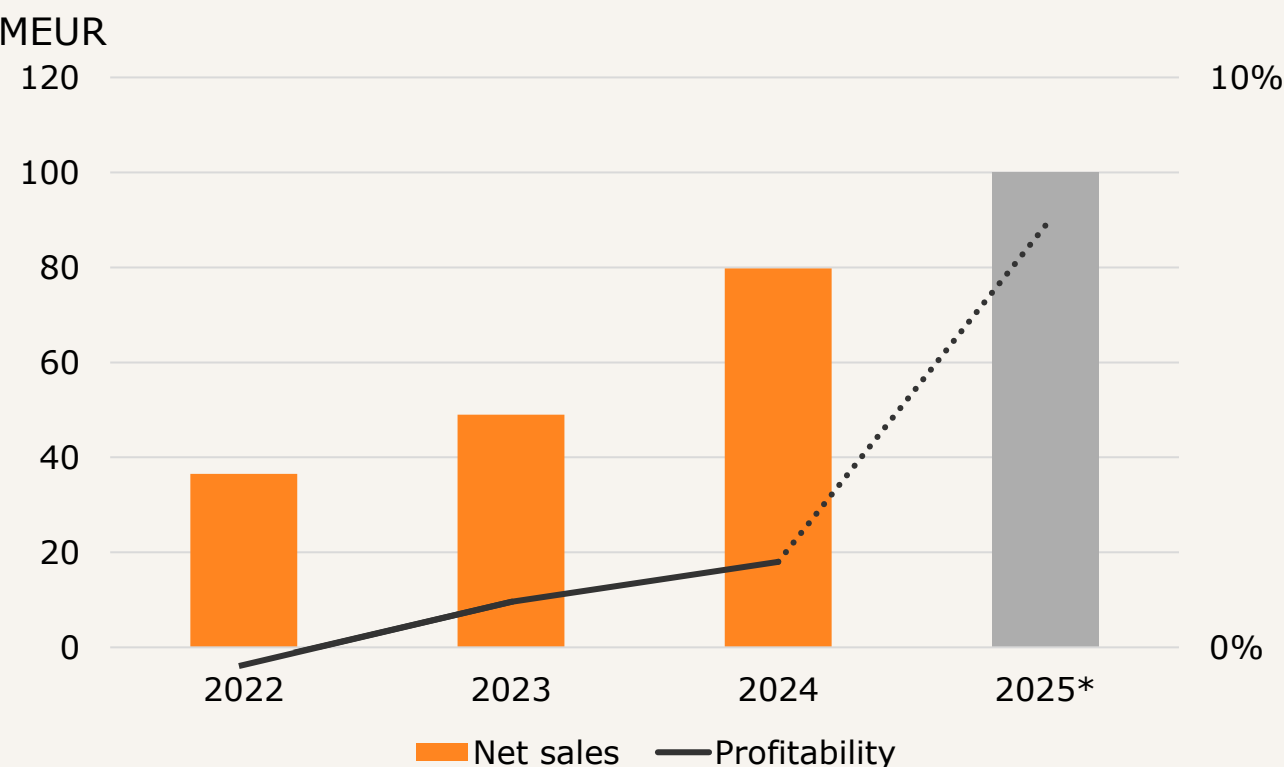


Governance and economic sustainability



Key business development and governance figures

Statutory net sales and profitability



+23 NPS (Customer Net Promoter Score), weighted average of country-level results in relation to net sales share

3 ISO standards certified and audited (9001, 14001, 45001)

0 reported UN Global Compact violations

*Estimated target level for 2025

Economic development and UN Global Compact

Growth strategy execution on track

We made good progress in reaching our key financial target of exceeding 100 million euros in net sales during the 2022-2025 strategy period. Reported net sales were about 80 million euros, while pro forma net sales were about 88 million euros.

Growth was driven especially by strong organic growth and new long-term infrastructure maintenance contracts in Finland. The overall market environment was more challenging in Sweden, with a customer portfolio more sensitive to the overall economic development. Despite these headwinds, we were able to protect market share and slightly surpass our growth target also in Sweden. This was aided particularly by our strong customer relationships and exceptionally high customer satisfaction.

During the second half of 2024, we invested heavily in scaling up our sales activities and capabilities to reach ambitious 2025 organic growth targets. This included more than doubling our sales and marketing personnel in Finland, establishing a new Commercial Director role in the country leadership team, renewing roles and processes, as well as investing in new tools.

Both countries executed planned organisational changes in 2024, which will contribute to profitability and support operational

excellence going forward. In Sweden, we started simplifying our legal and organisational structure, moving from a collection of legal entities closer to a single Alltime Sverige AB. In Finland, the same development was completed during the summer, with previous legal entities combined as Alltime Suomi Oy.

In parallel, Alltime Finland moved from a business line-based organisation model to a more area-based one, combining property, facility and cleaning services organisations as unified teams in each area. This positions us better to provide integrated facility services when customers opt for it, fully realise internal synergies and address local needs.

UN Global Compact commitment

Alltime joined the UN Global Compact (UNGC) in 2023, committing to advance the 10 UNGC universal objectives and support its Sustainable Development Goals (SDGs). In 2024, we published our first Communication on Progress report, which can be found on the UNGC website. Alltime especially contributes to the following SDGs:

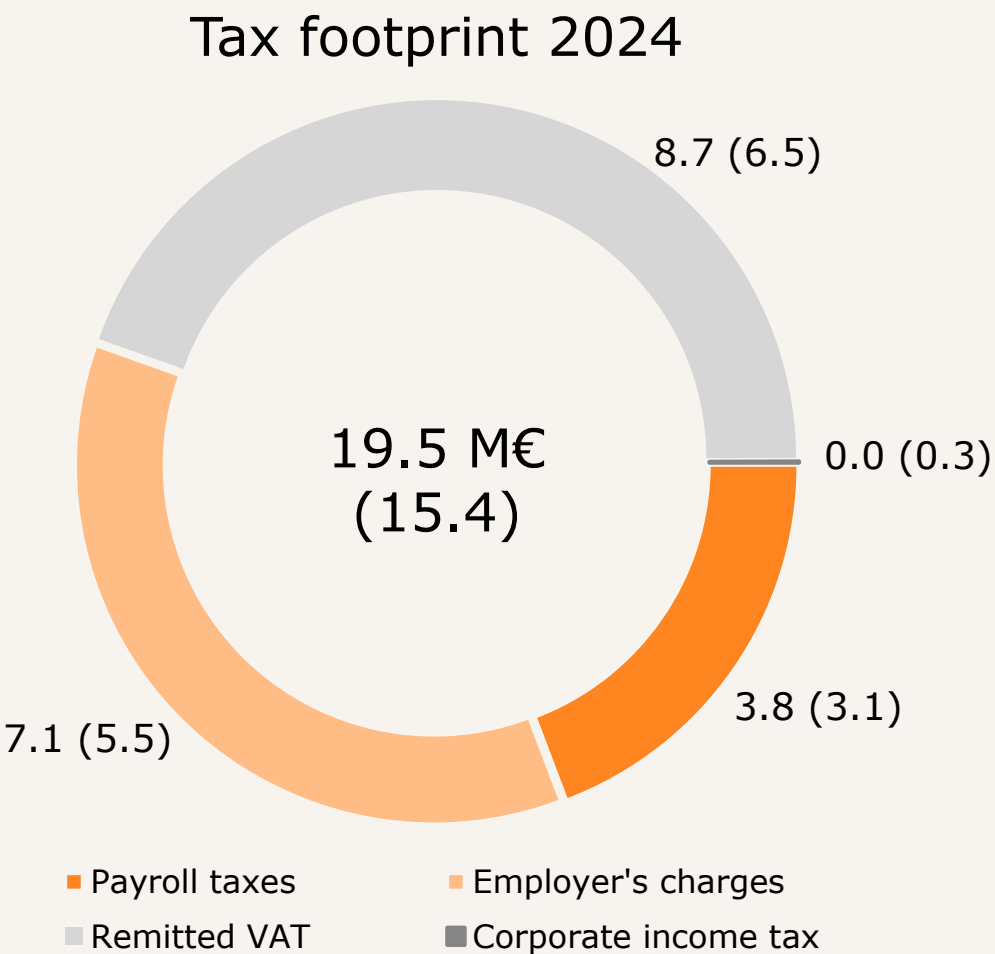
- 3. Good health and well-being
- 11. Sustainable cities and communities
- 13. Climate Action

Tax footprint

As Alltime’s business continues to grow rapidly, so does our economic societal impact. One aspect of this economic impact is our tax footprint, which demonstrates the different taxes accumulated by our company operations. This is the first year we report a tax footprint calculation at Alltime, with data for 2024 and 2023 as a comparison included.

In our model, payroll taxes include withholding taxes and employer social security. Employer’s charges refer to other mandatory costs an employer pays in addition to gross salaries. Remitted net value added tax (VAT) accounts VAT collected from invoicing our customers and VAT Alltime has paid for its own purchases.

EUR million	2024	2023
Payroll taxes	3.8	3.1
Employer's charges	7.1	5.5
Remitted VAT	8.7	6.5
Corporate income tax	0	0.3
Total tax contribution	19.5	15.4



Data security and risk management

Data security and management

As a company that handles customer and user data, we take our responsibility in data management and cyber security seriously. Given our continuous investments in digitalisation, this area has been especially on our radar during 2024.

To complement our ISO 9001, 14001 and 45001 certificates, we initiated a project to also obtain the ISO 27001 information security standard in late 2024. Initial gap analysis was completed, identifying the most significant development areas with regard to the standard. The project continued by partner selection and is expected to be carried forward during 2025.

One of the most notable changes for our employees was implementation of multifactor authentication (MFA) for all of our IT system users. The implementation of Intune and Microsoft Defender to all mobile devices, and remote monitoring software (RMM) to all workstations and laptops were initiated and continue in 2025. In addition, a secure printing pilot project was started in Turku, Finland, with the aim of rolling out secure printing practices to all of our locations.

Information management harmonisation kicked off by choosing Sharepoint as a new information management system. One of the

first stages of the project was a pilot done with Alltime Finland's cleaning services. This included information classification and security practices. Based on the pilot projects experiences, this too will be rolled out to other units during 2025.

In 2024, we also continued to develop our General Data Protection Regulation (GDPR) related practices. We deployed a GDPR management system, developed documentation and implemented new process updates to give data subjects better control of how their personal data is obtained, used, and shared.

Risk management

Following the ISO 9001, 14001 and 45001 management systems, Alltime has a systematic risk assessment and management process. Risks are evaluated in country and group leadership teams annually, including mitigation plans. In addition, several risk-related KPIs are followed monthly—related to for example safety, financial, reputational and ESG risks.

Besides our standard yearly risk assessment processes, risks and impact were thoroughly analysed from a sustainability point of view in our double materiality assessment. This means both the impact of Alltime's actions and business risks towards Alltime were assessed in 2 workshops with about 30 participants.

Highlight: Sweden setting the benchmark in customer satisfaction



Valbo shopping centre in Gävle, one of Alltime's Swedish key customers

Alltime Sweden conducted their first Net Promoter Score (NPS) customer satisfaction survey in 2024 as part of Alltime. Knowing that the Swedish operation's business has been based on long customer relationships and close partnerships, a high level was expected already beforehand. So how did the results turn out?

In one word: excellent, as the NPS for Sweden was a total of +49. The result is even more impressive when drilled down by business: +67 in cleaning services, and +40 in facility and property maintenance, the latter being an industry with typically considerably lower benchmarks. Alltime's overall target level has been +30, with a goal to increase NPS to +50 by 2030.

What was the secret behind such a high result?

"I think the results reflect close working relations with our customers, where we, through constant dialogue truly work as strategic partners. We value frequent communications and rather have one meeting too many than too few. Another aspect is that we encourage our technicians and other field employees to have direct contact with our customers, since they usually have the best and fastest answers," explains **Gustav Halling**, Head of Marketing at Alltime Sweden.

Gustav's team consists of specialists dedicated to helping customers and developing their partnerships together. "We act as key account managers in our larger partnerships. This means overseeing that what we provide aligns with customer expectations. We operate close to the customer and our own operations, ensuring that both have the right conditions to succeed in their work and that the dialogue between them is on the right level."

Although Alltime Sweden already has a high NPS, and is close to the company's overall target levels, the bar has been raised for 2025. Halling is particularly excited about the potential of new digital tools in the pipeline on this front.

"We have planned a digital solution for real-time monitoring of our maintenance and monitoring services. This will replace the physical operational information currently displayed at the properties we service," Halling explains.

"With the new system, we will be able to plan and track our work in the properties digitally, directly via mobile phone, making our technicians' daily routines simpler and more efficient. It will also enable supervisors, account managers, and customers to monitor everything happening in the property in real time."

The end goal is to create customer value: "I believe this will lead to even greater transparency for our customers, thereby building increased trust and fostering a closer working relationship."



Smurfit Kappa's production facility, where Alltime Sweden provides industrial cleaning services.

ESG management model

MB Funds

Main owner, tracks ESG development in portfolio companies.

ESG reporting once a year.

Board of Directors

Sets strategy targets and strategic direction.

ESG updates 1-2 times per year.

Group Leadership Team

Includes Group CEO, CFO, CPO, CMO and CIO, who own strategy execution and steer overall Group development.

ESG updates every month.

CMO

Overall ESG owner; leads ESG activities and development.

CPO

Owns and leads development of own workforce-related ESG topics.

Sustainability network

Implements ESG policies and runs operative activities.

Continuous engagement in ESG activities, work coordinated by CMO/CPO.

Group HSEQ

Fleet management

Country HR

Country ESG Champions

Business, finance and administration employees working fractionally on ESG projects.

ALLTIME