

# BUILDING SUSTAINABLE SUCCESS STORIES

Sustainability Report 2023



CASTRÉN & SNELLMAN



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## GREETINGS FROM OUR MANAGING PARTNER

Castrén & Snellman reached two important milestones in 2023 as we met, ahead of time, the climate targets we had set ourselves in 2020, when we first calculated our carbon footprint. This is thanks to a switch to renewable energy over the past few years. The next task for us is to find ways to reduce our indirect emissions in the value chain.

In a sense, where we stand in our journey reflects the overall situation of the sustainability transition in the Nordics. The shift towards fossil-free energy is well underway, after steady progress over many years. At the same time, the challenges in making our other inputs more sustainable are only beginning to be resolved. It will be a question of both finding substitutes and creating more value from less.

The attention is shifting towards the value chain also in ESG regulation. 2023 saw perhaps a record number of sustainability-linked laws being finalised or passed in the European Union as the mandate of the current Commission and Parliament drew to its close. The basic blocks of the Green Deal are now largely in place. New directives on corporate sustainability due diligence and reporting, as well as regulations prohibiting forced labour and combating deforestation mean that companies have to be aware of what is going on in their value chains. Human rights are increasingly in focus, against a backdrop of humanitarian crises in Europe and elsewhere.

The 'regulatory tsunami' also contained elements that help steer capital to sustainable projects, as well as market-based incentives that support sustainable innovation. These components have perhaps been overshadowed by the laxing of state aid rules. The European elections this year take place at a time of geopolitical instability and tightening competition, and it is expected that sustainability will give way to geopolitical competition on the agenda for the next mandate.

However, the objectives of competitiveness and sustainability can and should be combined. The Green Deal has set the scene. The next step is to think beyond 2030, the target year for current EU climate policies. Stopping the climate crisis and ensuring good living conditions for all requires profound changes in the way we create value. At a time of turmoil, regulation should create certainty for companies and other actors who make the transition happen through far-sighted investment.



**Sakari Lukinmaa**

Managing Partner

# CASTRÉN & SNELLMAN – WHO WE ARE



## Our mission is to build sustainable success stories

Castrén & Snellman Attorneys Ltd is a leading Finnish full-service business law firm that advises Finnish and international clients in transactions, dispute resolution and a wide range of other specialised facets of business law.

We help our clients build sustainable success stories and achieve their sustainability goals.

Founded in 1888, we are the oldest and one of the largest law firms in Finland. We are based in Helsinki, and in other parts of the world we work with an extensive international network of law firms.

- Over 300 employees
- 47% of lawyers are men and 53% are women
- 30 services in the field of business law
- Annual turnover MEUR 62 in 2023
- 1,000 partner firms in 90 countries
- UN Global Compact participant
- Scandinavian Firm of the Year in 2023, 2022 and 2021 (Women in Business Law Awards)
- Law Firm of the Year: Scandinavia and the Nordics in 2022 and 2021 (The Lawyer European Awards)
- Most desirable law firm employer in Finland for 15 years running (Universum student survey)

## OUR VALUES



## 2023 IN BRIEF: PLANS AND PERFORMANCE

OUR TARGET FOR 2023	WHAT WE ACHIEVED
Strengthening our human rights competence	We strengthened our expertise through recruitment and training. <i>See pages 11, 40</i>
Building firm-wide expertise on corporate sustainability regulation	Our experts attended several external and internal trainings.
Incorporating climate clauses in model agreements	Our REIT team developed a lease agreement model with clauses on renewable energy and energy efficiency investments.
Building interest in law studies among young people, offering support in applying to law schools	We offered school work experience to 14 teenagers and mentored prospective law students. <i>See page 21</i>
Increasing attention to diversity at our premises	We added information on accessibility on our website and event invites, appointed an accessibility contact person and rolled out gender-neutral signing in restrooms.
Supporting diversity through everyday practices	We have developed practices to meet the needs of employees in varying situations in life. We promote inclusive language at work. <i>See page 20</i>
Supporting employees approaching retirement	We introduced annual medical inspections for senior colleagues. <i>See page 21</i>
Continuing diversity training	Diversity is part of our induction training and incorporated in internal sustainability training. <i>See page 41</i>
Piloting anonymous recruiting	We developed an anonymous recruitment process that we will pilot upon a suitable job opening.
Beginning to keep track of parental leave days by gender	We collected and analysed data over the past four financial periods. <i>See pages 22, 24</i>
Continuing to develop internal metrics for work-life balance	We improved the understandability of our existing metrics and investigated complementary ones. <i>See page 26</i>
Reviewing our climate targets against net-zero standards	We met two climate targets in 2023. We postponed the renewal of our target-setting to integrate it with our preparations for the CSRD. <i>See page 32</i>
Launching an internal training series on sustainability	We introduced a series of short online training sessions.
Enhancing employee awareness of our code of conduct	We ran a two-part series on ethical business and our code of conduct.
Developing our human rights assessment procedure	We updated our risk and impact assessment. <i>See page 40</i>
Updating our risk management tools	The update was completed in January 2024.
Preparing an online training on insider information	The online training was prepared during 2023 and launched at the beginning of 2024.
Reviewing the work of the customer due diligence team	In 2023, our Compliance Officer and Sustainability Specialist joined the customer due diligence team.

## OUR SUSTAINABILITY TIMELINE



# ADVICE FOR CLIENTS



**We help our clients build sustainable success stories and achieve even their most ambitious sustainability goals. We participate in projects that develop society and give rise to innovative, impactful new ways of operating.**

In 2023, we continued to strengthen our services in ESG and corporate sustainability with the appointment of LL.D. Lia Heasman as ESG Counsel starting at the beginning of 2024. Lia has over ten years of experience in business-driven ESG work, human rights and responsible supply chains. As the new European ESG legislation began to enter into force, we supported our clients in preparing for the new requirements concerning sustainability.

Our **Energy** team continued their work to advance the energy transition, assisting Vattenfall in the development of offshore wind power and advising electricity company and solar power developer Oomi in electricity market matters. They also assisted DNA in a long-term power purchase agreement for clean energy. Our team have been important actors in Finland's wind power sector since the start of the commercial development some 15 years ago. In many cases, we have created new market practices with our clients. The first project-financed wind power project and the first commercial PPA in Finland were both conducted by our team.

Our **Banking & Finance** team is deeply involved in the market for green loans and bonds. Their assignments can be roughly divided into two groups. One type of assignment is financing that is green based on what it is used for, as when they advised Jefferies as the sole arranger and lead manager the issuance of a EUR 100 million green bond by Finnfund, a Finnish development financier and impact investor. Another type of assignment is performance-based financing, in which the borrower complies with external ESG principles in its own operations and is benchmarked against credible ESG targets. For example, our team assisted Crédit Agricole Corporate and Investment Bank Helsinki Branch in a sustainability-linked financing arrangement for Finnish recycling company Kuusakoski Oy and advised Armada Credit Partners in a sustainability-linked private debt investment in Smartvatten Oy, a company that provides solutions for real-time monitoring and reporting of water consumption in buildings. The team closely monitors the European Loan Market Association's ESG updates and integrates them into practice.

Our **Private Equity & Venture Capital** team assists clients in the establishment of sustainability and impact funds and advises these funds as they invest in sustainable companies. Their clients include the Finnish Climate Fund, a state-owned special-assignment company that invests in projects combating climate change and promoting climate-related digitalisation. Our team has advised the Finnish Climate Fund since its first investment. They have also worked with clients to define investment policies and mechanisms to incentivise emissions reductions.

Our **Mergers & Acquisitions** team advises clients in the identification and selection of acquisition targets with an eye to ESG matters. Together with our PE&VC team, they have drafted ESG due diligence review documentation for domestic and cross-border deals, as in Mérieux Equity Partners' acquisition of Labquality.

Our **Public Procurement** team works to advance sustainable procurement practices. In addition to client assignments, they frequently train procurement professionals on, for example, how to incorporate sustainability criteria into public tenders, and companies on the sustainability requirements used in public procurement.

Our **Competition** team assists companies in taking sustainability into account in competition law matters. In 2023, they assisted Finland's national alcohol retailing monopoly Alko in improving corporate sustainability in the supply chain while taking into account competition law issues.

Our **Corporate Governance** team keeps a close eye on corporate sustainability regulation. In 2023, they advised SATO, one of Finland's leading housing providers, in a comprehensive review of the company's compliance functions with a view to the requirements of the upcoming ESG regulation.

Our **Intellectual Property** team assists companies in navigating the tightening regulation on the use of sustainability claims in marketing.



# SUSTAINABLE SUCCESS STORIES

Here are a few examples of assignments in which we have been able to support our clients' sustainability goals.



We acted as the legal and ESG advisor to **Mérieux Equity Partners** on the acquisition of a majority stake in Labquality through a leveraged buyout by its buyout fund, Mérieux Participations 4. Existing shareholders of Labquality, including Cor Group and the management, will reinvest a portion of their proceeds into the company in connection with the transaction.



We assisted **DNA** with their 10-year power purchase agreement (PPA) with Statkraft. The PPA enables DNA to buy 85 gigawatt-hours of clean energy per year from the new Palokangas wind farm, owned by investment firm Exilion Tuuli.



We have advised the **Finnish Climate Fund** as it has invested in Finnish projects that support the green transition of various industries, leading towards a carbon-neutral society. The Finnish Climate Fund is a state-owned special-assignment company. It invests in large-scale projects in which the fund's investment is crucial to enable the project's realisation in the first place, on a larger scale or earlier than with funding from elsewhere.



We assisted **SATO Corporation** in a comprehensive review of the company's compliance functions by assessing whether SATO's internal policies, guidelines and commitments, such as the company's code of conduct, were up to date and complied with regulations. As a result of the review, we provided suggestions for developing the compliance-related guidelines in a way that would make organisation-wide implementation of compliance matters more efficient.



We acted as the Finnish legal counsel for the lenders in securing a milestone group level debt financing package of 500 million euros for Ilmatar. The transaction was led by **Copenhagen Infrastructure Partners (CIP)** through its Green Credit Fund 1 with participation from Kommunal Landspensjonskasse (KLP), P Capital Partners (PCP) and accounts managed by CIP. The financing will support Ilmatar's construction of renewable energy production in Finland and Sweden.



# OUR PEOPLE



**Our people are our greatest asset. We want to ensure that our employees and trainees are treated equally and have equal opportunities. We support our employees in every stage of life.**

We respect the principles of UN Global Compact in our operations and employee policies. Our code of conduct and employee policies are implemented through HR tools and processes and supervisor work.

- We are committed to promoting gender equality. We pay the same salary for the same work.
- We have zero-tolerance for discrimination and harassment, be it based on gender, age, nationality, religion, sexual orientation or any other similar factor.
- We treat everyone equally and ensure that all our employees have equal opportunities to advance in their careers and develop their expertise.

We believe that high-quality and uniform people management and supervisor work is a prerequisite for recruiting and attaining the best experts regardless of their background. Our supervisors receive leadership induction training and are offered supervisor coaching. We have articulated our shared expectations for supervisors by formulating leadership promises in collaboration between supervisors and other personnel. Supervisors and team members get active support from their HR Business Partner.

## Dialogue with employees

To facilitate ongoing dialogue between our personnel and management, we have appointed a Personnel Advisory Board (PAB). The members are elected by vote for two years and represent all personnel groups. The PAB convenes once a month. The meetings are chaired by our HR Director, and our Managing Partner attends the meetings.

The PAB gives a voice to equality concerns from personnel, monitors the equality situation and promotes the continued improvement of equality in our firm. The PAB also implements our statutory Gender Equality Plan, handles the results of our annual equality survey and contributes to our diversity work. PAB members meet regularly with their respective employee groups to hear what is on their colleagues' minds, and they bring these matters up in PAB meetings.

We run a regular personnel survey, most recently in 2023, and an annual equality survey. We carry out additional surveys to gather feedback on topics that concern the entire firm, such as hybrid work or project management. We also collect feedback through onboarding surveys and exit interviews.

## Learning and development

We promote continuous learning and the development of our professional skills beyond the requirements set by the professional standards of the Finnish Bar Association. All employees have annual professional development discussions with their supervisor in which they set their own learning objectives.

Each team has a training budget to develop their legal expertise. Our HR team is responsible for organising training aimed at the whole

personnel, such as language classes, and for certain targeted training, such as sales training for senior lawyers. We also have an internal training programme, Cassu College, in which the trainers are C&S colleagues. With topics ranging from legal drafting to ethical business practices, Cassu College is a channel for sharing knowledge and building uniform practices across the firm. New colleagues go through an extensive orientation programme.

We want to promote a culture of learning and encourage continuous feedback in day-to-day work both from colleagues and clients. One of our strategic projects in 2023 was strengthening our feedback culture, which shapes psychological safety. Based on an initial survey on feedback, we formulated firm-wide principles for giving and receiving feedback in a participatory process led by our HR team and our Personnel Advisory Board. We published the principles in two webinars that discussed giving and receiving feedback and using the mechanisms already in place. In 2024, we will revert to the feedback principles in a training series.

The career development of lawyers and assistants follows a structured career path with clearly defined requirements for each step. In 2023, our lawyer teams and HR team developed practice-specific career paths that include training recommendations and describe the expected level of competence at the end of each career step. These refined models serve as a tool for lawyers in developing their professional competence and support supervisors in fair and transparent target-setting. In 2024, our lawyer teams will further develop the models by determining training needs for each step of their practice-specific career paths.

New supervisors at C&S go through an induction training that we have designed based on our leadership promises. The leadership



promises are a set of collaboratively drafted principles that articulate the expectations to colleagues in supervisor positions. The supervisor induction training includes modules on supervisor tools, on communication and presence, and on performance management.

Our personnel can take study leave and pursue postgraduate studies. In addition, our lawyers can go on secondments and court training.

## Diversity, equality and inclusion

The objectives of our diversity work are

- to recruit, retain and respect a heterogeneous group of employees
- to create an atmosphere that values diversity and allows everyone to shine

- to leverage our employees' existing expertise and resources as extensively and efficiently as possible
- to develop the creativity, problem-solving abilities and agility of our organisation
- to improve minority experience at the workplace.

Our diversity programme consists of training, internal policies and outreach initiatives. We review the programme every year and set new targets based on our annual equality survey and employee feedback.

We measure our diversity performance with our annual equality survey. Our employees are asked to evaluate, among other things, if the atmosphere of our work community supports the expression of a minority identity.

Based on the responses, the atmosphere at our workplace has developed positively since 2021, the year we launched our diversity programme (see graph below). In 2023, 89% of the respondents agreed fully or to some extent that this was the case, and only 4.4% disagreed. This is a significant improvement compared to our first survey in 2021, in which 13.5% of the respondents disagreed fully or to some extent. In our view, the improved results suggest that placing diversity on the agenda has tangible effects in the workplace.

### Young people

It is a point of pride for us to take part in training tomorrow’s lawyers and other professionals. We employ over 100 students from law schools and other universities through our traineeship programmes every year. We cooperate with universities in organising courses, with our experts frequently appearing as visiting lecturers. We are honoured that law students have chosen us as the most desirable private-sector employer in the Universum survey consistently from 2008 to 2023. Other valuable achievements for us in 2023 were the award for the best employer of students granted by the Association of Finnish Lawyers and

the second position among large companies in the responsible summer job campaign by Finnish recruitment media Oikotie.

One of the focus areas of our diversity programme is building interest in law studies among young people with diverse backgrounds and offering support in applying to law schools. Our school work experience concept aims to introduce law studies and the legal profession to Finnish secondary school students (ages 13–15) from areas in which the risk of youth marginalisation is above average. They perform light work, learn about law studies and working as a lawyer, and receive work application tips. In 2023, 14 students from two partner schools visited our office for a week. Our lawyers also visited the partner schools to speak about their work.

rental leave full salary for the first four months of their leave, and we take parental leave into account in target-setting.

To support parents returning to work after leave, we run an internal mentoring programme. The mentors are colleagues who have themselves recently been on parental leave. The mentoring programme, which has been recognised by the Finnish Mothers in Business network and the Women in Business Law awards, offers peer support and sharing of best practices for balancing work and family.

We have principles and practices to help employees maintain work-life balance and ensure time for family responsibilities. More information on them can be found on page 27.

We have developed a flexible benefits programme in which employees can choose the benefits that best fit their situation. The options include services to support family life: tutoring for schoolchildren and a companion service for elderly family members.

### Senior colleagues

Senior employees at C&S have vast knowledge of their field and of our clients. To allow for a smooth transition from working life, we developed our support offering for employees approaching retirement in response to employee requests in 2023. We introduced annual medical inspections for employees who have turned 60; for younger employees, the interval is three years. We also supported retiring employees through coaching.

Career continuation planning is incorporated into the annual professional development discussions for employees who have turned 58. They can also request flexible working time arrangements.

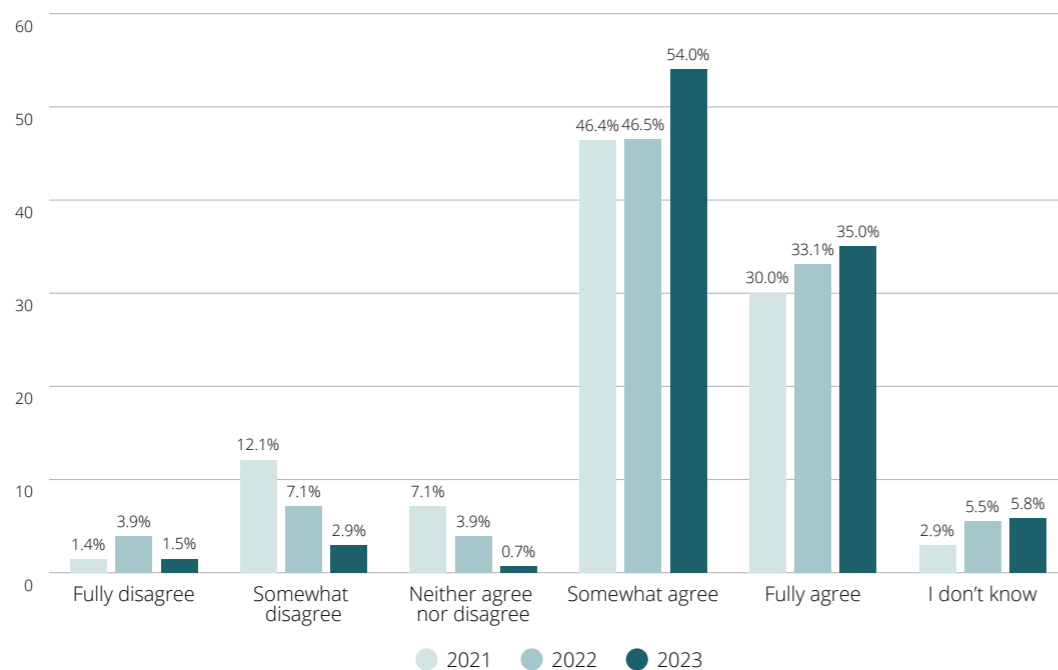
We have partnered with the Oikismentorointi programme, an initiative that connects lawyers and law students with young people from marginalised backgrounds who aspire to study law. The programme provides free mentoring and guidance to help them access law schools, which are highly competitive and often require expensive preparation courses. In 2023, five lawyers from our firm participated in the programme.

To mark our firm’s 135<sup>th</sup> anniversary in 2023, we wanted to continue supporting young people who build our future. We introduced the Scholarship for the Future initiative, in which we granted 40 scholarships to ninth-graders, secondary schoolers and higher education students. We will continue the initiative on a smaller scale in 2024. Read more in the article on page 23.

### Career and family

We support our employees in balancing career and family. We pay all employees going on pa-

## THE EXPRESSION OF MINORITY IDENTITIES IS SUPPORTED



Full statement: I feel that the atmosphere of our work community offers equal support to employees expressing different minority identities if they wish (e.g. sexual minorities, religious or nonreligious groups, language minorities or political parties).

## LGBTI

According to the 2020 LGBTI survey of the European Fundamental Rights Agency, 27% of LGBTI people in Finland hide their identity at work. Only 8% are fully open about their identity.

We believe that creating a more inclusive working environment for the LGBTI minorities is the responsibility of the majority. We have adopted gender-neutral language in our communications. In 2023, we published an LGBTI glossary and allyship tips on our intranet to build awareness of the diversity of gender and sexual identities. In connection with the renewal of our HR system, we introduced the possibility for employees to determine their gender with three options to choose from.

Minority identities and allyship are a recurring theme in our regular diversity trainings. They are also discussed in the diversity module included in our induction training for new employees.

## Gender

Women make up a majority of our employees, and most of our lawyers are also women at all levels of seniority, excluding partners. At the end of the 2023 financial period, 64% of our employees and 53% of our lawyers were women. Women's share of leadership positions was slightly lower: 49% of our supervisors are women. Three out of our six board members and four out of our nine management group members were women. Our board has been chaired by a woman since 2009, with Partner Carola Lindholm currently in the position.

The majority of our partners are men. The share of women has varied around 30% since 2016. Partners are always appointed based on multiple business criteria. The require-

ments for partnership are clearly formulated and available for all employees on our intranet. Partner appointments are prepared by a partnership committee, which consists of our board members.

We offer our counsel lawyers personal mentoring with an external coach to support their professional development. We organise regular sales training for lawyers to help a larger number of them meet the conditions to be considered for partnership.

We support equal responsibility for childcare, for example, with our practice of paying all employees going on parental leave full salary for the first four months. In 2023, we began to collect data on parental leave days by gender (see page 25). In interpreting such data, it should be borne in mind that the patterns of family making depend on societal and personal factors that employers cannot control.

Based on data starting from 2020, the number of men colleagues taking parental leave increased after August 2021 and has remained at a higher level compared to the previous months. This change is not explained by firm demographics, given that most of our employees were women throughout the period. From August 2022 onwards, part of the change is likely due to the reform of Finland's parental leave system, which incentivises men to take leave.

The gender pay ratio at our firm was assessed by Mandatum Life based on data collected in the summer of 2023. The average salary of women lawyers in proportion to that of men lawyers varied between 100% and 103% at all levels of seniority. The figures include the basic monthly salary and benefits but not bonuses. For our non-lawyer employees, comparing pay by gender is difficult as job descriptions vary widely and the overwhelming majority in this group are women.

## SCHOLARSHIP FOR THE FUTURE

A better and fairer future has always been close to our heart at Castrén & Snellman. In 2023, as we celebrated our 135 years of history, we came up with Scholarships for the Future: our encouragement to young people who show social initiative, prioritise community over self and move from dreams to action.

Out of 40 Scholarships for the Future, half were targeted at ninth-graders and secondary schoolers (ages 15 to 19). These scholarships were handed out directly to schools, which chose the recipients at their discretion. The rest were granted to students in higher education based on applications that were processed anonymously by a scholarship panel.

'The applications were very impressive,' says C&S Managing Partner Sakari Lukinmaa, who served in the panel with our HR Director Outi Ruohola, influencer Maria Karjalainen and Senior Advisor Jorma Jaalivaara from The Finnish Innovation Fund Sitra. 'A common characteristic of the applicants was giving their all for a better future.'

One of the recipients of a Scholarship for the Future was Sonja Kojo, who studies for a master's degree in international law at the University of Helsinki. Sonja is passionate about technology and design thinking as ways to ease the burden of work for lawyers. She combines industrial engineering and management studies with law and volunteers as a board member in the Legal Design Summit, the world's largest legal design event built largely by students.

'Being a lawyer is hard work. It involves a lot of administrative routines. Using technology for these tasks would improve the wellbeing of lawyers,' Sonja reckons. The burden of work



Law student **Sonja Kojo** was one of the recipients of a scholarship

is the most common reason for attorneys to change profession.

Technology could also help shorten the long processing times at Finnish courts: for example, using technology in solving minor matters could free up court capacity for the hearing of more complex cases.

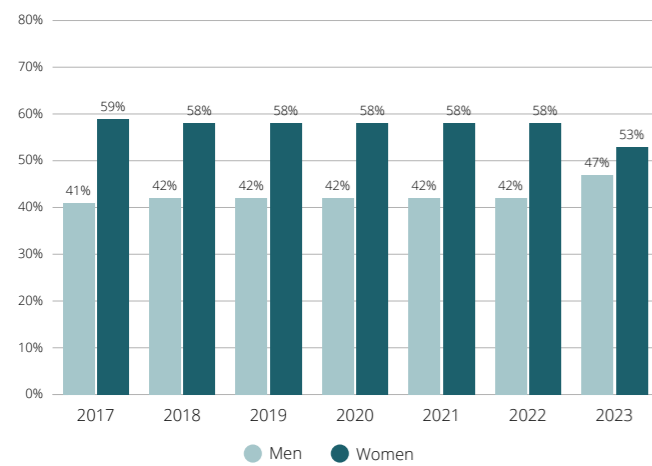
However, technology alone will get you nowhere. Usable solutions require collaboration between not just developers and lawyers, but also designers and linguists. Sonja has one wish for the legal profession: opening up.

'Lawyers should ask themselves what their role will be in the transformation brought by technology. A new mindset is needed that includes not being afraid to fail when learning novel skills.'

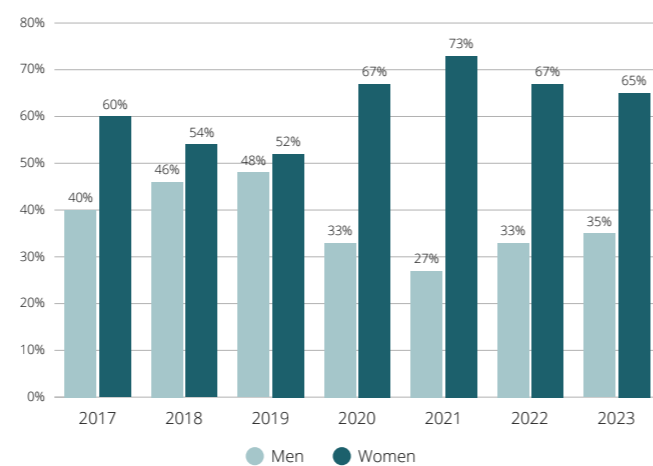
Sonja was also a Legal Tech trainee at C&S in 2023. She feels that the traineeship reinforced her professional identity: 'I'm very confident that tech literacy and information design will be part of the professional competence of lawyers of the future. Being part of that change is empowering.'

## GENDER RATIO OF LAWYERS

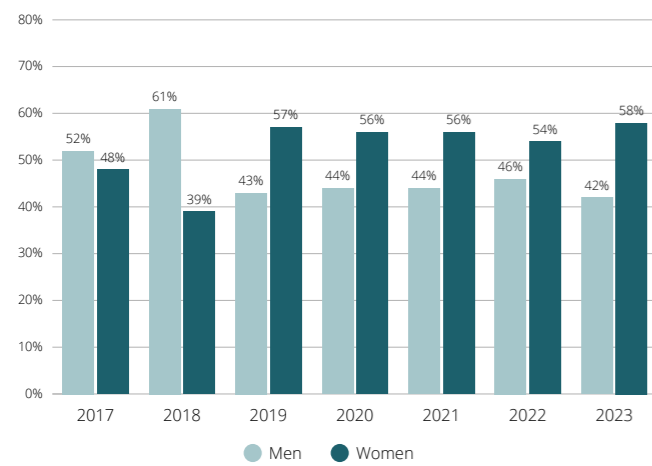
### ASSOCIATES



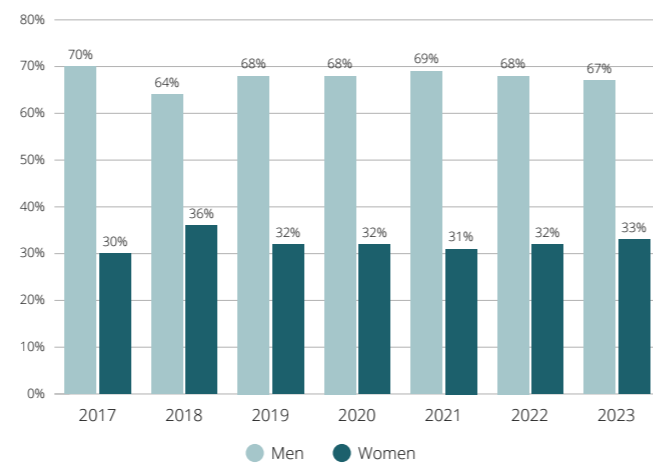
### SENIOR ASSOCIATES



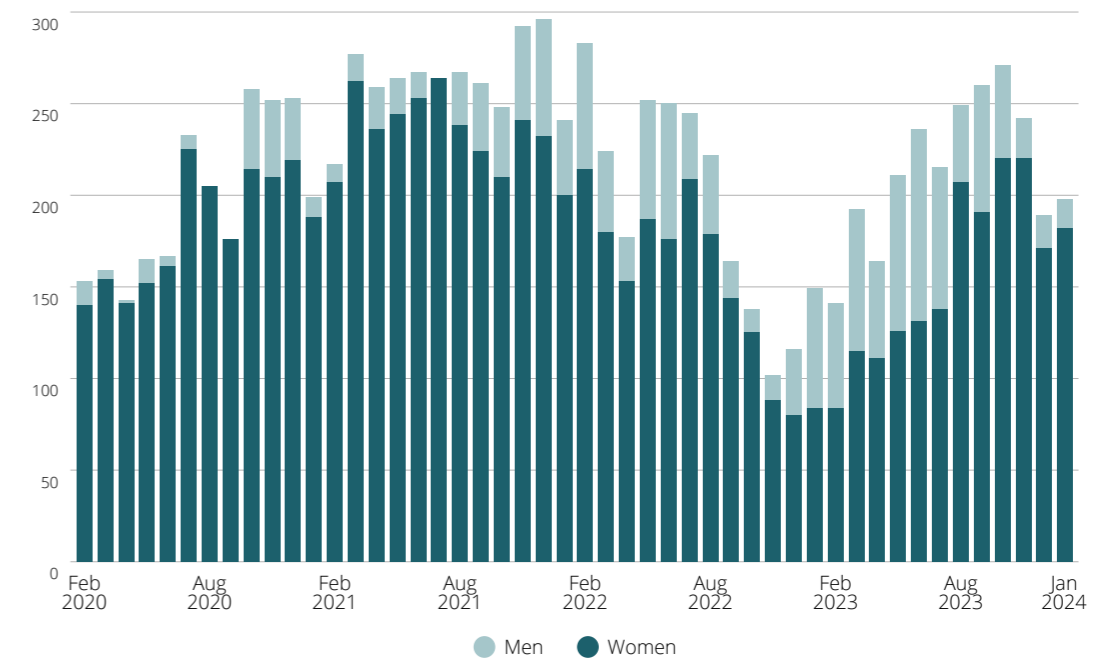
### COUNSEL



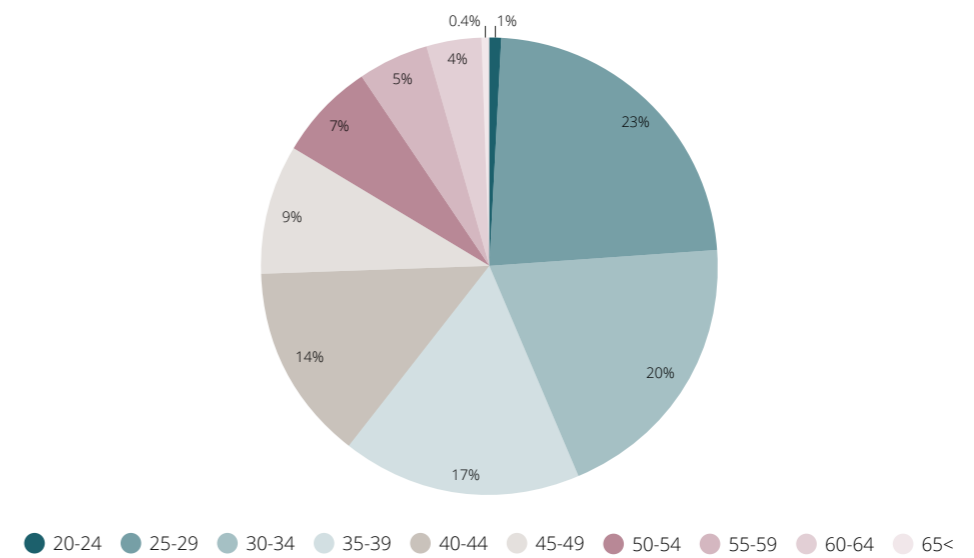
### PARTNERS



## PARENTAL LEAVE BY GENDER (WORKING DAYS PER MONTH)



## ALL EMPLOYEES BY AGE



We do not collect data on the minority statuses of our employees because Finnish law only allows employers to do so under strict conditions



## Work-life balance

Work at a law firm is project work by nature. It entails a risk of occasionally high workloads, which in turn creates a risk of stress and a risk to work-life balance. Recognising these risks, we have a set of measures in place to keep track of workloads and improve work-life balance.

### Distribution of work

We measure the workload of lawyers using the C&S capacity utilisation rate, which we calculate as actual billable hours divided by target billable hours per day and per lawyer. We monitor the C&S capacity utilisation rate in bi-weekly meetings between experts from our finance and HR departments, who raise observations that require action with supervisors. Our management group reviews capacity util-

isation rates at its meetings once a month. In addition, our management group and partners receive a weekly report on team-level capacity utilisation rates. We also monitor non-billable hours.

In 2023, the measured workload overall remained moderate compared to the preceding financial years, which were particularly busy. This reflects the general slowdown in economy. We continued to develop our workload metrics based on requests from lawyer teams, making them more intuitive for employees.

The experienced workload depends on multiple factors that are not always related to work and may not be captured by utilisation rates. We are developing a 'pulse survey' that would allow employees to communicate their level of satisfaction easily and regularly, including

their experienced workload. This would give us a more complete and up-to-date picture of employee wellbeing. We are piloting a version of the pulse survey in two teams and aim to find a solution for the entire firm in 2024.

### Project management and firm culture

Our transaction teams have a dedicated Legal Project Manager who supports team leaders in staffing projects and works with our Finance and HR teams to develop tools for monitoring our lawyers' workload and its distribution. Thanks to the positive experience, we introduced the model in our dispute resolution team by appointing a project coordinator in 2023.

For the lifetime of projects, we have established ten principles for project management to bring predictability and help draw a line between work and free time. We collect feedback for senior lawyers on their project management performance regularly.

We have also formulated a set of principles and practices to make it easier for employees to achieve balance in the daily life. They are based on the recognition that our people want to dedicate time and energy for their lives outside of work. The key practices include:

- recommendation to schedule internal meetings between 9:30 and 16:00;
- flexible possibilities for remote work and flexible working hours;
- possibility to request childcare for sick children, including when working remotely;
- opportunity for shorter working hours, e.g. a four-day working week;
- discounted home cleaning services.

To lower the threshold for raising issues with work-life balance, we launched an employee

resource group on mental wellbeing in 2023. First we organised a webinar with our occupational health psychologist, who talked about managing one's resources, self-knowledge and setting boundaries. We then organised a live meeting open to all employees, in which colleagues shared their experiences and discussed personal and firm factors that affect work-life balance. This was followed by another meeting at the end of the year.

Through the employee resource group, we hope to more openly address problems in work-life balance and to identify features in our firm culture that can support or compromise work-life balance.

### Support and remedies

Our primary objective is to ensure an even distribution of work with proactive measures. However, sometimes balancing action may be required. These include project leave for employees who have had high workloads for a lengthy period and 'balancing leave' for associate lawyers if their working hours exceed a specified limit. Employees who return to work after a long sick leave can opt for shortened working hours.

Our employees have access to preventive, low-threshold mental health support through the Auntie online service. In addition, our occupational health services cover ten sessions of short-term therapy and psychotherapy.

To reduce negative health impacts from office work, we pay attention to ergonomics. During the COVID-19 pandemic, we introduced an employee benefit that allows employees to choose equipment and furniture for their home offices for a fixed value. We support physical wellbeing with sports and leisure benefits, and we have a workplace gym. We also offer comprehensive occupational health services.

# IMPACT ON SOCIETY



**Participating in the development of society by promoting the rule of law, sharing expertise and engaging in pro bono work has always been a central part of the legal profession.**

- Promoting the rule of law. As attorneys, we have an important role to play in the realisation and development of the rule of law. We participate in the preparation of new legislation through the Finnish Bar Association's expert groups, putting our practical experience of business life to use.
- Training future generations. We cooperate with universities to help train future generations of attorneys. We also work closely with universities that train assistants.
- National and international associations. Our work in national and international legal and sustainability associations promotes the rule of law and allows the exchange of best practices in the legal world.
- Social debate. We promote dialogue between the public and private sectors by bringing parties together in our events and by participating in public debate.

We are active members of the Finnish Corporate Responsibility Law Association and organise events with the association. Our Head of Sustainability, Partner Anna Kuusniemi-Laine, is a board member and vice chair of the association.

Our Partner Merja Kivelä continued to serve in the board of the Climate Leadership Coalition (CLC), the largest non-profit climate business network in Europe. The CLC consists of companies and organisations that strive to be among the leaders of their fields in their ambition to mitigate climate change. Read more on the facing page.

We are a member of the Net Zero Lawyers Alliance (NZLA), an alliance that seeks to mobilise commercial lawyers, law firms and the law to accelerate the transition to net zero by 2050 or sooner. As NZLA members, we are committed to support our clients with the legal services they need in their net zero transition and to building the climate capacity of lawyers. Our Partner Anna Kuusniemi-Laine is a member of the NZLA's antitrust law accelerator group.

We regularly organise training on ESG law for our clients and stakeholders. In 2023, we held two client seminars on ESG law and one on the new rules on greenwashing. In addition, our lawyers gave presentations in several ESG-themed seminars organised by leading training providers in Finland.

In June, we hosted the second Green Summit Finland associated with The Legal 500. The event brought together leading in-house counsel and green finance experts to discuss the legal sector's contribution to the green transition and corporate sustainability. Guest speakers stressed that the legal department's role is crucial in achieving company goals, and sustainability is now an integral part of that role.

We continued to support Ukraine and the Ukrainians against Russia's invasion with our Christmas donation.

## Pro bono work

Our pro bono work promotes human rights and supports an equal and participatory society. This includes work for NGOs that support immigrants, at-risk children, youths, women, LGBTI people and other minorities that may face discrimination.

Our pro bono partners are the Finnish Refugee Advice Centre, the Finnish Olympic Committee, the Uusimaa District of the Mannerheim League for Child Welfare and the Red Cross Youth Shelters. Pro bono work for our partners is counted towards lawyers' billable targets.

We also take on individual pro bono assignments selected by the management group. For example, we have provided pro bono support to B Lab Nordics.

In addition, our employees can dedicate one paid workday to pro bono work of their choice each year.

## CLIMATE LEADERSHIP COALITION WORKS TO INCENTIVISE CLIMATE ACTION

Climate Leadership Coalition (CLC) is the largest non-profit climate business network in Europe. It was established in 2014 by seven Finnish firms and public sector organisations. In ten years, CLC has grown to a network of 99 organisational members that aim to be climate leaders in their fields and to make a positive impact with their business solutions.

CLC was founded upon a belief that a sustainable world can be achieved through economic opportunities, innovation and finance. From the beginning, one of the network's key ways of working has been to engage with decision-makers at the Nordic, EU and global levels to advocate for ambitious and market-driven climate policies.

In 2023, as parliamentary elections were held in Finland, CLC and the Boston Consulting Group interviewed more than 60 business professionals, researchers and policymakers to produce a report on Finland's 'moonshots': five domains of the green transition in which the country can generate economic growth. In the run-up to the election, CLC ran a media campaign on the moonshots to help keep the transition on the agenda of future MPs.

'With the moonshots, we wanted to bring up the opportunity in taking climate action,' says Tuuli Kaskinen, CEO of CLC. 'Finland has advantages to tap into green growth, but strong policies are needed to boost investment, R&D and demand. Some of our recommendations found their way to the current government's programme.'

CLC was also one of the partners in Finland's pavilion in COP28 in Dubai last year. The pavilion – Finland's first-ever in a COP meeting – highlighted collaboration between companies, policymakers and academia in solving the climate crisis.

'We were pleased with the COP's decision that the world must transition away from fossil fuels. It gives a clear signal to investors,' Tuuli Kaskinen says.

Castrén & Snellman has been a CLC member since 2016. Our experts participate in CLC's theme groups, which share best practices and prepare policy recommendations. In addition, our Partner Merja Kivelä has served in the network's board for many years.

'Board membership has been a learning experience in how listed companies can develop sustainability into a solid business,' Merja says. 'I'm impressed by how the leaders of CLC members, up to the top level, are devoting their time to developing sustainability at their firms.'

'CLC's board provides great support', says CEO Tuuli Kaskinen. 'They help ensure that we aim high enough in promoting a systemic solution to the climate crisis.'







**We contribute to a cleaner future by seeking to minimise our effect on the environment. We calculate our carbon footprint in accordance with the GHG Protocol, covering all relevant emission categories across scopes 1, 2 and 3. We are committed to the Science Based Targets initiative and are members of the Race to Zero campaign. As a member of Net Zero Lawyers Alliance, we are committed to supporting our clients with legal advice on their transition towards net zero emissions.**

We have an environmental management system and an annually updated environmental programme that meet the WWF's Green Office criteria. We have held the Green Office certificate since 2009.

### Climate targets met ahead of time in 2023

2023 marked two achievements in our climate work. We fulfilled our pledge to reduce our scope 1 and scope 2 emissions by 50% compared to 2019, a target we had committed to in

# ENVIRONMENT

the Science Based Targets initiative. Our scope 1 and scope 2 emissions in 2023 totalled 0.88 tonnes of CO<sub>2</sub>e, a reduction of 99.6% compared to 245.90 tonnes in 2019. Most of the reduction resulted from a switch to renewable district heating at our premises, which we had agreed upon with our landlord in 2022. Other factors behind the reduction were the switch to emissions-free cooling by the district cooling company and the disposal of a petrol-fuelled company car in 2020. The electricity used in our premises has been renewable from the base year.

The switch to renewable energy helped us meet our second climate target, a reduction of 25% in scope 1, scope 2 and scope 3 emissions excluding most purchases and capital goods. At 468 tonnes, these emissions were down by 37% compared to 744 tonnes in 2019. However, the scope 3 emissions within this target can

vary significantly from year to year as activity levels change or as more accurate emissions data becomes available.

In some categories, emissions increased from previous years after the last impacts of the COVID-19 pandemic ceased. Emissions from business travel increased by 24% to 359 tonnes. Emissions from capital goods were roughly five times larger than in 2022 (181 tonnes compared to 36 tonnes) due to a renovation at our premises.

Our total carbon footprint in 2023 was 1,882 tonnes, compared to 2,164 tonnes in 2019. This means a reduction of 283 tonnes or 13% over five years.

The bulk of our emissions are indirect emissions from purchases and capital goods, which together account for about 75–85% of our car-

bon footprint depending on the year. They contain critical inputs, such as office equipment, information systems and insurance products. In many cases, we can influence these indirect emission categories only by cooperating with our suppliers. Most of these emissions are estimated based on spending, which involves a great deal of uncertainty, and they are not covered by our current climate targets with the exception of office equipment. For more information about the data used, see Appendix 2 on page 45.

In certain scope 3 emission categories, we adjusted previously published emissions data as more accurate emission factors or renewed calculation methods became available. The impact of these adjustments on the baseline of our climate targets is zero or negligible. More information about the adjustments and the data used can be found on page 36 and in Appendix 2 on page 45.

In 2024, we will start preparing new emission reduction targets. The renewal of our targets was initially planned for 2023 but was postponed and combined with our preparations for the Corporate Sustainability Reporting Directive, which requires companies to report on their climate impact and targets.

### Support for climate projects

The urgency of the climate crisis means that reducing emissions from the current level is not enough to limit global warming in accordance with the Paris Agreement. For this reason, we support emission reduction, emission avoidance and carbon removal projects beyond our value chain.

In 2023, we purchased a combination of climate units from two sources. The total amount of climate units corresponded to our emissions in 2022, which were estimated at 2,046 tonnes

based on the then available emission factors and calculation methods.

- We acquired 1,342 VCS units from the Rimba Raya biodiversity reserve in Indonesia, the first project certified to address all 17 UN Sustainable Development Goals (record of purchase in the Verra registry). Rimba Raya protects vast amounts of carbon stored in peatland rainforest. We supported the project in 2021 as well.
- We purchased 704 climate units from Compensate’s portfolio, which contains a mix of emission reduction projects, carbon removal projects and carbon capture technologies. Compensate’s climate project business was discontinued in 2023, and their registry is no longer available.

At the time of writing this report, we are in the process of purchasing climate units from the Rimba Raya project and from a biochar project up to an amount equalling our emissions in 2023.

### Sustainable office

As part of our commitment to the WWF’s Green Office programme, we keep track of and set targets for our electricity and paper consumption and business travel. In 2023, our electricity and paper consumption were at the targeted level (see table on the left). They have not returned to their pre-2020 levels, which reflects an increase in remote working. Conversely, our flight emissions exceeded the targeted level as business travel rebounded.

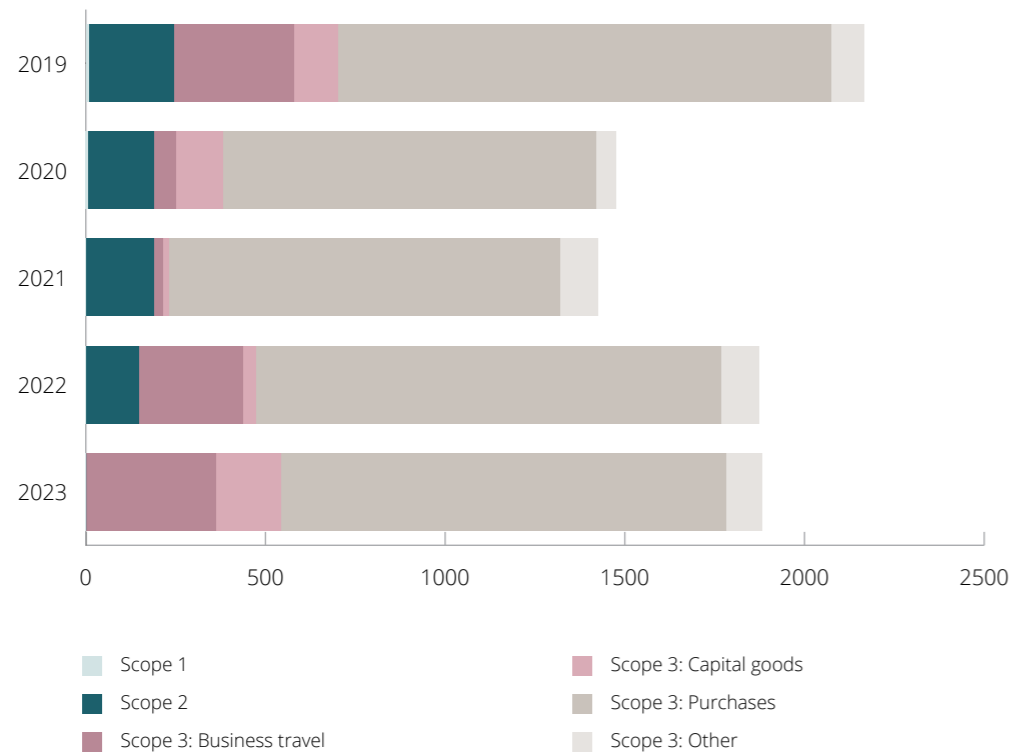
## HOW WE MANAGED OUR ENVIRONMENTAL IMPACT IN 2023

AREA	TARGET	STATUS
Climate (Science Based Targets initiative)	2030: Reduce our scope 1 and 2 emissions by 50% from 2019 <sup>1</sup>	2019–2023: -99.6% 2022–2023: -99.4%
Climate	2025: Reduce our scope 1, scope 2 and scope 3 emissions excluding purchases and capital goods by 25% from 2019	2019–2023: -37% 2022–2023: -31%
Paper consumption (Green Office)	Reduce paper consumption based on an annually set target	2023: 1,363 sheets/person (target: less than 2,000)
Electricity consumption (Green Office)	Reduce electricity consumption based on an annually set target	2023: 974 kWh/person (target: less than 1,000)
Business travel (Green Office)	Limit air travel and use of taxis in favour of rail travel	Target missed in 2023 as air travel increased to the pre-2020 level.

<sup>1</sup>The standard wording of the target has 2018 as the base year. Our application to the SBTi was approved with a 2019 base year, the year of our first carbon footprint calculation.



## CARBON FOOTPRINT IN 2019–2023 (TONNES OF CO<sub>2</sub>e)



The scope 3 emissions reported for 2019—2021 differ from those reported previously due to adjustments made retrospectively as more up-to-date data has become available. The spend-based emission factors for purchases (category 1) and capital goods (category 2) were updated for the years 2019—2022. The emissions of office equipment (category 1) have been estimated from supplier- and model-specific emissions data for the years 2021—2023. The calculation method for emissions from fuel and energy related activities (category 3) was changed and the emission factors updated for the years 2019—2023. In addition, the electricity consumption data used for category 3 was changed for the years 2021—2023. Climate units purchased by actors in the value chain were not deducted from the 2023 emissions data.

The impact of the adjustments on 2022 emissions is -13% for purchases, -18% for capital goods and 49% for fuel and energy related activities. The adjustments have no or very little impact on the baseline data of our climate targets from 2019: 0% in the case of our scope 1 and 2 target and 1.1% in the case of our target covering scopes 1, 2 and 3 excluding purchases and capital goods.

Most emissions are calculated in CO<sub>2</sub>e. For certain emission sources, only CO<sub>2</sub> factors are available.

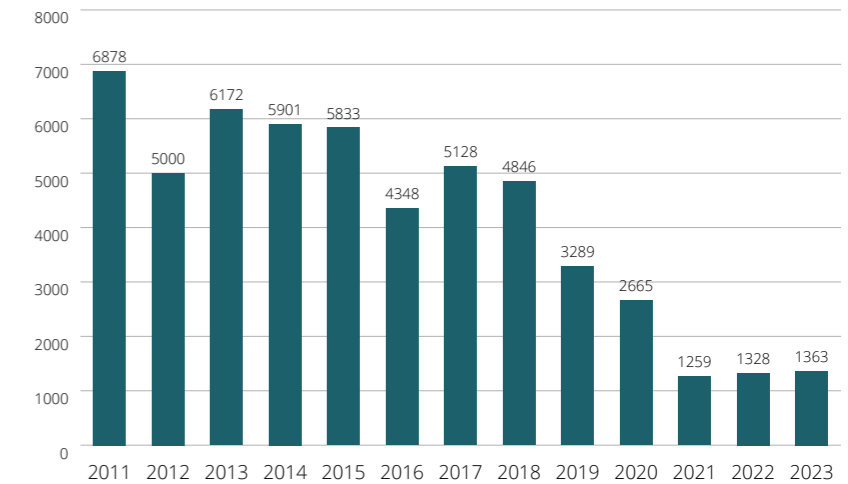
Our carbon footprint has been validated by Gaia Consulting.

\* Electricity meter readings were unavailable for one meter out of 13 between May and August. Averages from the three previous years were used instead.

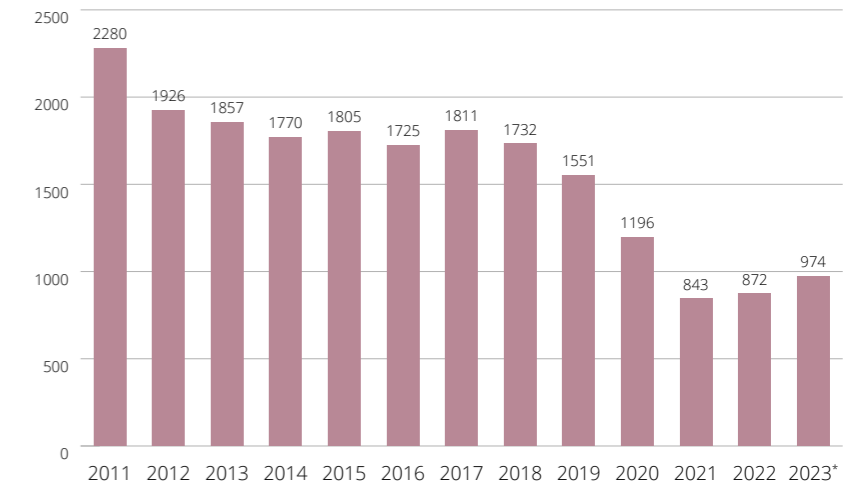
\*\* Emissions up to 2018 are not directly comparable with emissions from 2019 onwards due to a switch to more accurate emission factors that include all greenhouse gases (CO<sub>2</sub>e).

## GREEN OFFICE IN 2011–2023

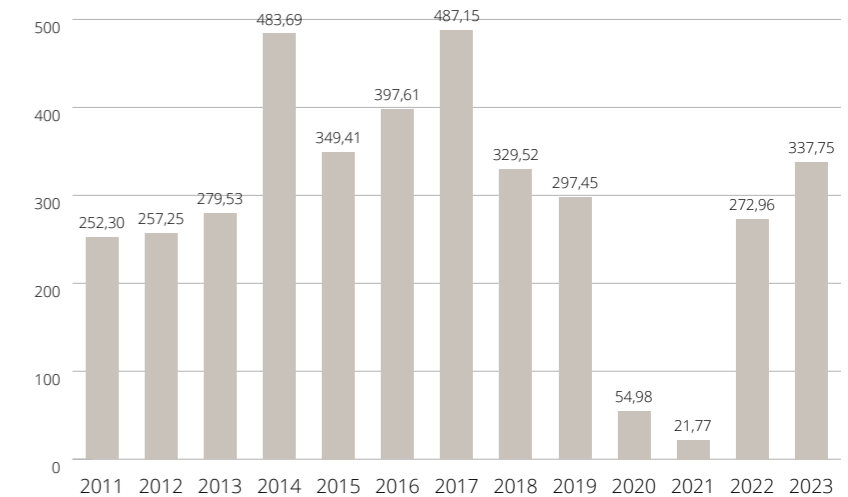
### ANNUAL PAPER CONSUMPTION (SHEETS/PERSON)



### ANNUAL ELECTRICITY CONSUMPTION (KWH/PERSON)



### FLIGHT EMISSIONS (TONNES OF CO<sub>2</sub>)\*\*



# GOVERNANCE



## Sustainability within our organisation

Sustainability is a strategic focus for our firm and is incorporated into our strategy and action plan. Sustainability work is led by Partner, Head of Sustainability Anna Kuusniemi-Laine, who has overall responsibility for developing our ESG service offering and the sustainability of our operations. In service development, she is supported by an ESG steering group consisting of partners from key practices, which plans and oversees competence development.

In our operations, matters concerning our employees are the responsibility of our HR Director, compliance is the responsibility of our Compliance Officer, and our internal anti-corruption guidelines are owned by our Chief Financial Officer. In addition, our Chief Information Officer is responsible for data protection and data security. Other sustainability matters are the responsibility of Head of Sustainability, who is supported by a Sustainability Specialist.

Our Personnel Advisory Board (see page 18) monitors equality at our firm and channels the views of personnel to our management group. Our Green Office team plans and implements activities to reduce our environmental impact.

Our management group is responsible for implementing our strategy. They sign off on our annual diversity targets and have approved our climate targets. To strengthen the integration of sustainability in our governance structure, we decided to appoint Head of Sustainability to

the management group starting from the 2024 financial period. Our HR Director and CFO are also members of the management group.

Our sustainability work covers three areas:

- Advice for clients (see pages 10–12)
- Impact on society (see pages 28–31)
- Responsible business (see pages 16–25 and 32–43)

We are a UN Global Compact participant and committed to its ten principles since 2020. Our sustainability work focuses on three UN Sustainable Development Goals: gender equality (goal number 5), climate action (goal number 13) and peace, justice and strong institutions (goal number 16). An overview of how our sustainability work links to the ten principles can be found on page 44.

Our code of conduct, which is based on our values and the ten Global Compact principles, lays down our key principles regarding the respect of human rights, the treatment of people, professional conduct, caring for the environment, participating in society and representing our firm. The code of conduct is a mandatory part of induction training for new employees. Its key principles are included in our supplier code of conduct, which we apply with our key suppliers.

## Human rights assessment

We assess our human rights risks and impacts in accordance with the Human Rights Commitment of the Finland Chamber of Commerce, which we joined in 2021. The commitment, which is built on the UN Guiding Principles, covers our operations and our purchases. In addition to the annual assessment, it includes setting targets, communicating on our impacts and developing corrective measures. We

report to the Sustainability Committee of the Finland Chamber of Commerce annually and receive feedback.

The feedback in 2023 pointed out two human rights themes that characterise the legal industry as a whole: monitoring and mitigating the burden of work and ensuring equal opportunities for career development for women and minorities. We address these themes through our longstanding efforts to improve work-life balance (see page 26) and through our diversity work (see page 19).

In our purchases, risks of negative human rights impacts are associated with cleaning services. A 2023 study by ETLA Economic Research shows that a significant proportion of workers in cleaning services are immigrants, who may be in a vulnerable position. Cleaning services are also one of the industries where labour exploitation is known to occur in Finland. We use a responsible cleaning service provider and have received their commitment to our supplier code of conduct.

Our policy statement concerning human rights can be found in our code of conduct: We respect internationally proclaimed human rights in everything we do. We expect our suppliers and business partners to do the same. We refuse assignments where our advice would assist human rights violations.

## Competence development

We organise internal trainings on sustainability themes led by colleagues or guest speakers and encourage our employees to participate in training offered by our sustainability networks. In 2023, we organised three client seminars on corporate sustainability regulation that were also open to our employees. We also had an internal knowledge-sharing session on recent client cases.

Outside the firm, two of our colleagues participated in the Business and Human Rights Accelerator developed by UN Global Compact Finland and Shift and implemented by UN Global Compact Finland. We also participated in the Climate Ambition Accelerator training organised by the Nordic Global Compact networks and in the Global Compact Nordic Meeting in Copenhagen. Our lawyers attended several sustainability-themed trainings organised by Finnish and international networks.

Our internal training in 2023 included a two-part training on ethical business and a series of brief online training sessions on sustainability at our firm. Our pro bono partner, the Red Cross Youth Shelters, gave our personnel online training on societal trends from the perspective of young people, which discussed diversity themes.

Sustainability is incorporated in our induction programme for new employees. It contains a general introduction to sustainability and online modules on diversity and our Green Office practices.

## Anti-corruption

Our business is based on trust and integrity. Our daily conduct is governed by the professional and ethical standards of the legal world that regulate matters such as client relationships, loyalty to the client, independence, conflicts of interest and confidentiality. We are bound by the Finnish Advocates Act as well as the Professional Code of Conduct of the Finnish Bar Association, and we also comply with other national and international laws.

Before accepting a new client or assignment, we conduct a conflict check and ‘know your customer’ procedures. This is our statutory duty as a law firm. We do not accept assign-

ments that include a risk of money laundering or the financing of terrorism. In addition, we regularly monitor all applicable sanctions lists, including the UN Security Council sanctions, and run sanctions checks on new clients and assignments.

In addition, our customer due diligence team reviews, at its own initiative or upon request, proposed assignments that may involve country risks, ethical risks and other concerns. The CDD team creates an additional layer of scrutiny on top of our KYC procedures, conflict checks and sanction checks.

We are governed by the laws and regulations on insider information, and we have internal guidelines for handling such information. Our employees must request permission before trading in securities.

We do not accept corruption or bribery in any form. This principle is enshrined in our code of conduct and internal anti-corruption guidelines. We apply maximum limits for gifts and hospitality that can only be exceeded with advance permission from our Managing Partner. Our zero-tolerance policy with respect to corruption and bribery is also stated in our supplier code of conduct.

We have a whistleblowing channel through which employees and other stakeholders can report misconduct and unethical behaviour anonymously. The whistleblowing channel can be accessed via our intranet and our website.

## Our approach to risk management

We manage risks through a combination of dedicated resources, standard procedures, management oversight and personnel training. We have assigned day-to-day risk man-



agement work to a team led by our compliance officer. The risk management team carries out statutory KYC and sanctions checks, runs our insider regulation process, grants securities trading permissions and provides training for our personnel.

We have made a risk assessment concerning money laundering and financing of terrorism as required by Finnish law and the Finnish Bar Association guidelines. We update the risk assessment regularly and whenever significant changes occur. The risk assessment forms the basis for our internal risk management instructions. Both of these documents are approved by our board of directors.

In addition, we prepare a general risk assessment that covers strategic risks, business risks and operational risks based on a survey to our

partners and management group. This document is also approved by our board. In 2023, we included a question about ESG risks in the survey.

All new employees must complete training on the prevention of money laundering and the financing of terrorism and familiarise themselves with our risk management instructions during orientation.

## Information security and data protection

Information security is crucial when dealing with highly sensitive client information in today's world. In the legal services business, information security protects the confidentiality of information between attorney and client.

We have a comprehensive Information Security Management System (ISMS) that is based on the ISO/IEC 27001 standard. The operation of the ISMS is overseen by our information security steering group. The management group will review the suitability, adequacy and effectiveness of information security management on a regular basis and issue actions to ensure continuous improvement.

The ISMS includes a comprehensive risk assessment process which we update regularly in a risk review process. We will also update the assessment when significant internal or external changes occur or are planned and when we evaluate suppliers.

In 2023, we decided to proceed for the ISO/IEC 27001 certification of our ISMS. We passed the certification audit at the beginning of 2024 and received certificate covering provision of expert legal services in all areas of business law for Finnish and international clients.

## How we process customer information

We comply with data protection laws and the recommendations of the Finnish Bar Association.

We use the technical and organisational measures to protect personal data and confidential customer information:

- We instruct our personnel and restrict access to personal data and confidential customer information.
- We use secure solutions when transmitting personal data or confidential customer information.

- We avoid printing documents and storing data on unencrypted or insecure devices.
- We categorise data and select the most appropriate data protection and information security measures for each category.

## Handling data breaches

We have processes in place for investigating data breaches or other information security incidents and reporting them to the Finnish Data Ombudsman if needed. In 2023, we did not report any data breaches involving personal data or confidential customer information. We did not receive complaints concerning our processing of data.

## Our policies

- Code of Conduct
- Professional Code of Conduct of the Finnish Bar Association
- Supplier Code of Conduct
- Risk Management Instructions for Client Relationships and Assignments
- Risk Assessment for Preventing Money Laundering and Financing of Terrorism
- Insider Guidelines
- Guideline against Bribery and Corruption
- ICT Security Instructions
- Gender Equality Plan

## APPENDIX 1: The Ten Principles of the UN Global Compact

THE TEN PRINCIPLES	OUR WORK
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	We have committed to respecting human rights in our <a href="#">code of conduct</a> and expect the same from our suppliers and business partners. Our pro bono work promotes human rights (page 30).
Principle 2: make sure that they are not complicit in human rights abuses.	In accordance with our code of conduct, we refuse assignments where our advice would assist human rights violations. Our customer due diligence team reviews proposed assignments for, e.g. corruption risks. We assess the human rights risks and impacts of our operations and purchases annually (page 40).
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	We have assessed the risk of violations of the freedom of association and the right to collective bargaining as very minor in our human rights assessment. We do not operate in or have direct suppliers in high-risk areas.
Principle 4: the elimination of all forms of forced and compulsory labour;	We have assessed the risk of forced and compulsory labour as very minor in our human rights assessment. We do not operate in or have direct suppliers in high-risk areas, but the risk exists in cleaning services (page 40).
Principle 5: the effective abolition of child labour; and	We have assessed the risk of child labour as very minor in our human rights assessment. We do not operate in or have direct suppliers in high-risk areas.
Principle 6: the elimination of discrimination in respect of employment and occupation.	Discrimination is addressed by our statutory equality plan and gender equality plan, the implementation of which is entrusted to our Personnel Advisory Board. We promote a non-discriminatory workplace through our diversity work and monitor our performance in an annual equality survey (pages 19–20).
Principle 7: Businesses should support a precautionary approach to environmental challenges;	In accordance with our code of conduct, we contribute to a cleaner future by seeking to minimise our effect on the environment.
Principle 8: undertake initiatives to promote greater environmental responsibility; and	We are committed to the Science Based Targets initiative since 2020 and participate in the Green Office programme since 2009 (pages 33–35). We are a member of the Net Zero Lawyers Alliance and we are engaged in pro bono work promoting environmental initiatives (page 30).
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	We get to participate in developing, diffusing and arranging financing for environmentally friendly technologies in our client work (pages 10–15). We strive to influence legislation and the interpretation of law to promote cooperation between companies to develop such technologies.
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Our code of conduct and supplier code of conduct establish zero tolerance for corruption. We address corruption risk through our own and industry guidelines and through internal procedures (page 41).

## APPENDIX 2: Data used in calculating our carbon footprint

EMISSIONS CATEGORY	ACTIVITY DATA	EMISSION FACTOR	EMISSIONS IN 2023 (tCO <sub>2</sub> e)
Company vehicles (scope 1)	Fuel consumption of leased vehicles	<a href="#">Defra's greenhouse gas conversion factors 2023</a> : Liquid fuels, Petrol (average biofuel blend)	0.88
Purchased electricity (scope 2)	Electricity consumption reported by landlord and allocated based on leased area	Landlord disclosure (renewable electricity)	0.00
Purchased heating (scope 2)	Heating consumption reported by landlord and allocated based on leased area	Energy company disclosure (Ekolämpö Bio renewable district heating)	0.00
Purchased cooling (scope 2)	Cooling consumption reported by landlord and allocated based on leased area	Energy company disclosure ( <a href="#">specific emissions of cooling</a> )	0.00
Purchased goods and services, office equipment (scope 3)	Number of new equipment reported by the supplier	Supplier disclosure (model-specific emission factors including manufacturing and transport, based on product carbon footprint records)	7.46
Purchased goods and services, food and related services (scope 3)	Emissions in 2023 estimated from emissions in 2019 and 2022, which are based on the following activity data: Amount of food based on vouchers Price of purchase based on vouchers (if amount not indicated)	Emissions in 2023 estimated from emissions in 2019 and 2022, which are based on the following emission factors: Average emission factors estimated in Hartikainen and Pulkkinen, <a href="#">Summary of the chosen methodologies and practices to produce GHGE-estimates for an average European diet</a> , Natural Resources Institute Finland (2016). Supplemented with emission factors from the <a href="#">Cool Food Calculator</a> published by the World Resources Institute. Price-based emissions estimated using the Exiobase emission factors (see below).	146.37
Purchased goods and services, other (scope 3)	Spending as shown in statement of profit and loss	Spend-based emission factors from the Exiobase database (base year 2019, inflation-adjusted)	1,085.95
Capital goods (scope 3)	Spending as shown in balance sheet (capital expenditure)	Spend-based emission factors from the Exiobase database (base year 2019, inflation-adjusted)	181.37
Fuel and energy related activities (scope 3)	Electricity, heating and cooling consumption	Upstream emission factors and transmission losses for district heat from Defra's greenhouse gas conversion factors. Upstream emissions and transmission losses for electricity from <a href="#">IEA life cycle upstream emission factors</a> . Emission factor for residual mix from the Finnish Energy Authority.	85.82
Transportation (scope 3)	<i>Transport company A</i> : Emission report <i>Transport company B</i> : Number of deliveries by country	<i>Transport company A</i> : Emission report (well-to-wheel) <i>Transport company B</i> : Emissions estimated based on company A's report	0.30
Waste (scope 3)	Waste management company's emission report, allocation based on leased area	Waste management company's emission report, allocation based on leased area	4.89
Business travel, flights (scope 3)	Number of flights as reported by travel agency	Emission factors by flight type obtained from GHG footprinting advisor (radiative forcing included)	337.75
Business travel, passenger cars (scope 3)	Taxi costs and kilometre allowance costs from statement of profit and loss	<i>Taxis</i> : Defra's greenhouse gas conversion factors 2023: Business travel – land, Taxis / Regular taxi (well-to-tank added) <i>Employee cars</i> : Average emissions of employee cars based on internal commuting survey	11.13
Business travel, trains (scope 3)	Kilometres travelled from railroad company's client system	<a href="#">Railroad company disclosure</a>	0.03
Business travel, hotels (scope 3)	Number of overnight stays estimated based on per diem allowances and company card transactions	Emission factors from Greenview's <a href="#">Hotel Footprinting Tool</a>	10.44
Employee commuting (scope 3)	Average distance to workplace and distribution of transport modes from internal commuting survey (2020)	Defra's greenhouse gas conversion factors 2023: Business travel – land, Cars, Bus Railroad company, public transport company disclosures (well-to-tank included)	8.81
Remote working (scope 3)	Remote working hours based on estimated office utilisation rate Laptop energy consumption	Fingrid's <a href="#">estimate of CO<sub>2</sub> emissions</a> from electricity consumption in Finland	0.66
Leased assets (scope 3)	Electricity consumption	Lessor disclosure (emission-free electricity)	0.00

Downstream scope 3 emission categories are not deemed material in our business. Our carbon footprint is calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and it has been validated by Gaia Consulting.

