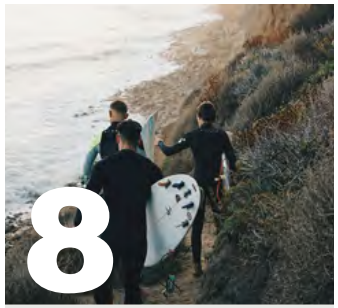
SUSTAINABILITY REPORT 2023

Ropo Capital

Contents



SUSTAINABILITY AT ROPO
At Ropo Capital, sustainability is about more than just compliance: it forms an integral part of the group's strategy and values.

OUR SUSTAINABILITY STRATEGY
Our sustainability strategy centers on people and an inspiring working environment, responsible service delivery and a climate-friendly invoice lifecycle.

Our Business
ROPO CAPITAL IN BRIEF
We are changing the market with our invoice lifecycle service, covering the whole value chain of receivables management, from invoice delivery to sales ledger and payment monitoring. We are the category leader in our field in the Nordic region. Our operating model is based on our Ropo 24 software platform, developed to automate and unify the invoicing and receivables management, minimize manual data processing, as well as improve transparency with real-time data access.
Read more on page 6.

HIGHLIGHTS 2023
In 2023, we continued to enforce our zero-tolerance policy, ensuring that all operations adhered to the highest standards of sustainability, compliance, and workplace integrity. We actively promoted sustainability awareness and inclusive design, and updated our management systems across the group.

GOALS FOR 2024
Our overarching goal is to establish sustainability as one of our key strengths. In 2024, we will focus on fostering the employee experience and an inclusive work environment, enhancing our climate-impact reporting and supplier screening, and promoting sustainability awareness, as well as inclusivity features across all our platforms. Our aim is to achieve certifications for our group-wide management systems covering quality, information security, and environment.

Table of contents

CEO letter 3

About Ropo Capital Group 4
Key figures 5
Ropo Capital in brief 6
Our corporate governance 7

The foundation for our sustainability strategy 8
Strategy & Vision 9
Sustainability risks 10
Materiality assessment 11

Sustainability 2023 12
Sustainability Highlights 13

Business ethics & responsible service delivery 14
Actively working to eliminate corruption 15
Maintaining data security and integrity 17
Ensuring a legal and responsible invoice lifecycle process 19
Promoting a responsible economy and payment culture 22
Developing availability, usability, and inclusive services 24

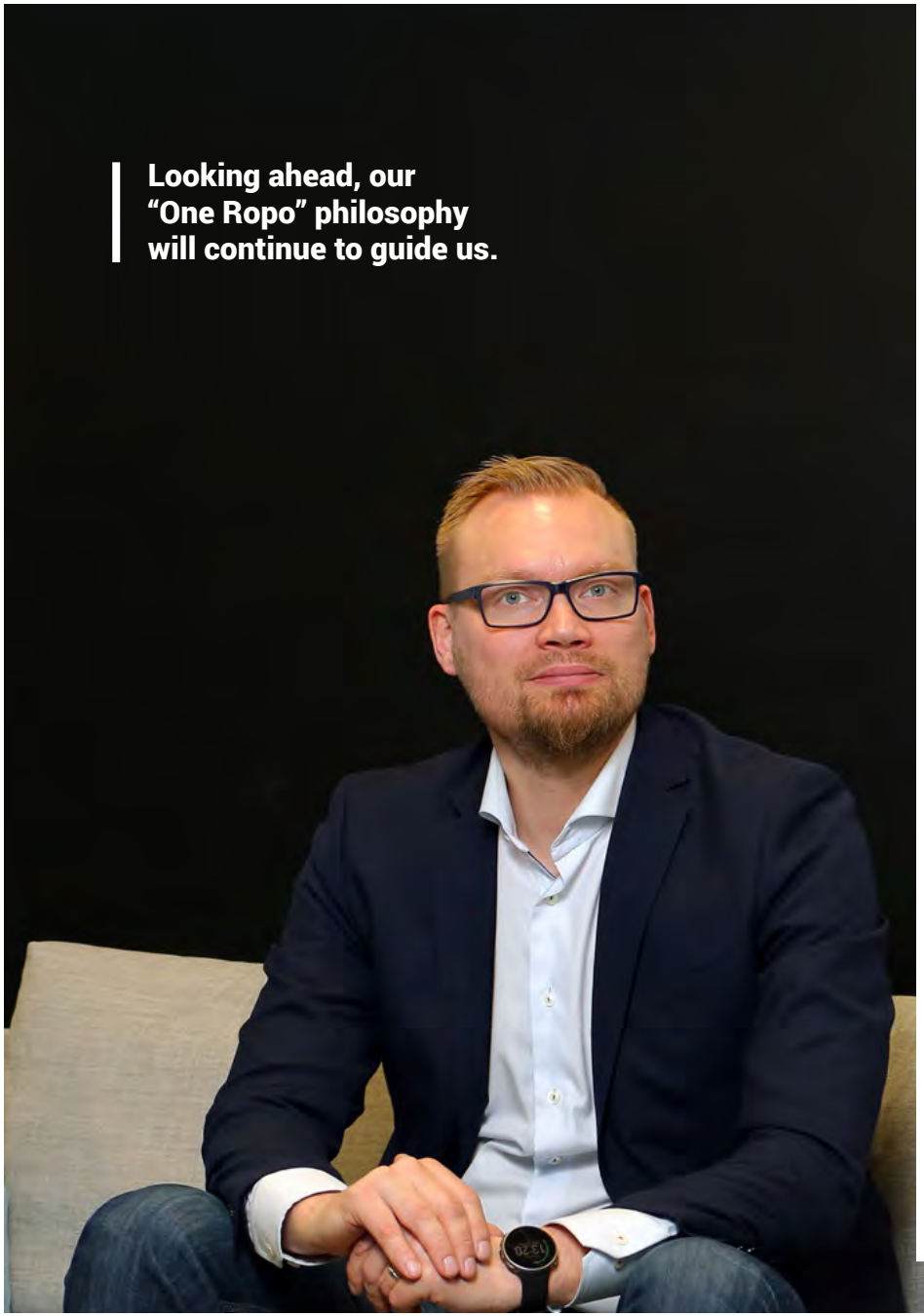
People & inspiring working environment 25
Ensuring employee engagement 26
Promoting diversity and inclusion 28
Ensuring a healthy and safe working environment 31

Climate friendly invoice lifecycle 34
To minimize negative impact on the environment 35
Measuring energy consumption, Greenhouse gas emissions and waste output 36

Moving forward 38

About this Report 41

GRI content index 42



Looking ahead, our "One Ropo" philosophy will continue to guide us.

CEO Letter

In 2023, we at Ropo have demonstrated the strength of working together and having a shared vision. Our updated mission, "One Ropo," has consistently guided us in removing silos, aligning our ways of working, and focusing on high-standard management systems that drive quality, information security, environmental care, and assurance engagement. We have championed collaboration and team spirit across the group, achieving significant improvements in the operational and service development of our invoice lifecycle business.

During the year, we achieved our target of becoming the category leader in invoice lifecycle services in the Nordic Region. We now serve over 10,000 clients around Finland, Sweden, and Norway, delivering approximately 180 million invoices and other documents annually. Our services have proven to be in high demand. Building market share and introducing new invoicing practices takes time and effort. Recognizing the need for stronger collaboration, we have fortified our group support structures throughout the year, uniting our strengths and working more closely together with clients, service development, and customer service. These strategic enhancements are crucial for fostering our culture of service excellence and pivotal in boosting employee engagement and lifecycle know-how, both vital to our business.

Despite our effective strategy and growing market share across all markets, 2023 presented many challenges to businesses and consumers alike. The economic landscape has been marked by high inflation, increasing interest rates, and declining consumer trust in the economy. The need for working capital management solutions in CFO's office is very topical, increasing the demand for digitalization, DSO improvement, and sales ledger efficiency.

We continue to work on providing our invoice lifecycle business to a rapidly growing number of clients in Finland, Sweden, and Norway. Our commitment to quality and sustainable invoice lifecycle processes is what motivates us to move ahead, ensuring a better-flowing economy for our clients, end-customers, employees, and other stakeholders.

Ilkka Sammelvuo
CEO

ABOUT ROPO CAPITAL GROUP

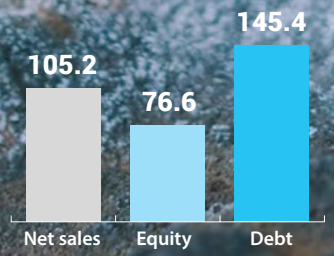
- Key figures
- Ropo Capital in brief
- Our corporate governance
- Our Code of Conduct
- Supply chain management

Ropo Capital

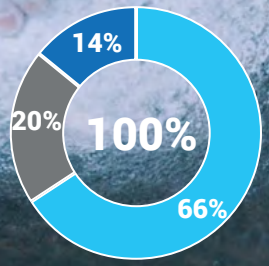
KEY FIGURES

Ropo Capital founded 2008

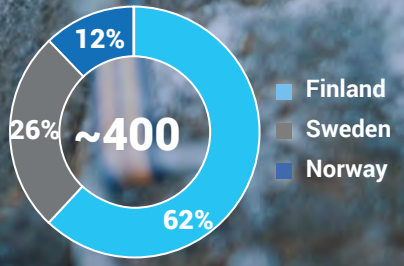
Financial summary (EUR million)



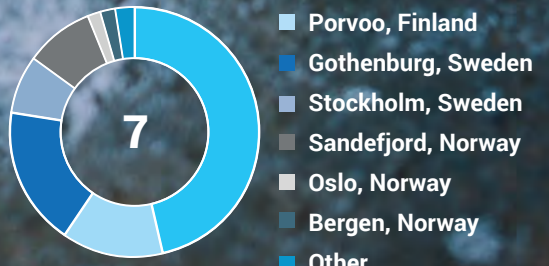
Ownership



Employees (Headcount)



Offices



Ropo Capital in Brief

Ropo Capital has evolved from a fast-growing market challenger to a category leader in the Nordic region, with a focus on Finland, Sweden, and Norway. We are renowned for our technological innovation and advanced automation. Our invoice lifecycle concept builds on streamlined processes and high-quality service, renewing traditional invoicing practices.

At the core of our services is our proprietary Ropo 24 software platform, developed in-house. Ropo 24 automates and unifies invoicing and receivables management, minimizes manual data processing, and improves transparency with real-time data access, reporting, and Business Intelligence (BI) tools. Through our single service provider model, our clients receive full visibility and control over their receivables.

Founded in Finland, we have successfully expanded our operations across the Nordics, now serving clients in three distinct markets. Our growth has been strategically supported by a series of acquisitions, including Colligent Inkasso in Sweden (2019), Posti Messaging Scandinavia in Sweden and Norway (2020), BAHS Kapital in Norway (2021), and Demand Norge in Norway (2023). These acquisitions allow us to leverage local expertise and enhance our market presence. As we continue to grow, we remain committed to delivering exceptional value and service to our clients throughout the Nordics.

Our service success is measured in relation to both our clients and their customers. Depending on the client's service package, our responsibilities cover invoice delivery, sales ledger management, reminders, debt collection, and customer service related to payments. As a group, we deliver approximately 180 million invoices and other documents a year, serve over 10,000 clients, reach more than 2 million households, and assist millions of end-customers in resolving their payment-related inquiries.

Our service success is measured in relation to both our clients and their customers.

Our mission is to make invoicing the foundation for success by providing our clients and their customers with the best possible service. We ensure that invoices reach end-customers through preferred channels, payments are handled correctly, credit risk is manageable, and there is high-quality customer service and payment advice available. Our clients and their customers are always at the center – we believe in full transparency, data-driven processes and seamless combination of tech and high-quality service. Delivering a good client and end-customer experience is our top priority.

Our Corporate Governance

At Ropo Capital sustainability is an integral part of our overall business strategy. The main governance and supervisory body of our sustainability efforts and strategy is the Board of Directors. The Group Management is responsible for the execution of the strategy and ensuring that it is implemented in all operating countries. It is the responsibility of our Group Management together with the Chief Brand & Communications Officer and local management teams to make sure that our sustainability strategy together with related policies and standards are followed and well-anchored across the Group.

Our Code of Conduct

Our main steering document for sustainability is our Code of Conduct, hereby referred to as the Code. It has been reviewed and approved by our Board of Directors. The Code describes what we expect from each other and from our business partners, to ensure that we consistently conduct responsible, ethical and sustainable business. The Code will guide our employees, contractors, representatives, board members and also our suppliers in all the countries we operate.

The Code is based on the 10 principles of the UN Global Compact and its underlying conventions and declaration. They include the Universal Declarations of Human Rights, the International Labour Organization's Declaration on Fundamental principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption. It highlights all areas of human and labor rights; environment; anti-corruption and ethics policies along with establishing a whistleblowing function, and outlines the minimum requirements for sustainable business conduct. It is up to every employee, manager, executive and member of the board to operationalize it into the daily work. The ultimate responsibility of enforcing the Code will rest with our CEO. The Code is available on our intranet and globally on our websites.

Supply Chain Management

At Ropo Capital environmental aspects of sustainability is reflected in a close relationship with our suppliers. We work with a wide range of suppliers from services such as data hosting, ICT, IT hardware and software and printing services. We strive to choose suppliers that we perceive sustainable, preferably with certifications such as ISO 9001, ISO 27001, and ISO 14001.

Supply chain management is governed by our Code of Conduct that includes our expectations for everyone within Ropo Capital Group as well as our partners and suppliers. The Code is based on frameworks and standards such as the United Nations Universal Declaration of Human Rights, along with legislations in the countries where they operate like described in the previous chapter. Moving ahead we are looking to integrate sustainability as a core element in our criteria for supplier selection. We believe that these steps are necessary to leverage a holistic approach to sustainability throughout our business areas.

Ropo Capital Group's certified management systems

	Quality management	Environmental management	Assurance Engagements
Ropo Capital Group	ISO 9001	ISO 14001	ISAE-3402 type 2
Finland	✔	✔	✔
Sweden	✔	✔	✔
Norway			✔

THE FOUNDATION FOR OUR SUSTAINABILITY STRATEGY

- Strategy & Vision
- Sustainability risks
- Materiality assessment

Strengthening and aligning sustainability across the group

At Ropo Capital, sustainability is about more than just compliance: it is about acting in accordance with our values and guaranteeing an ethical and environmentally friendly invoice lifecycle for our clients. During 2021, we decided to further strengthen our sustainability work by devising a group-wide sustainability strategy. The strategy is based on our overall business strategy as well as the materiality assessment conducted in 2021 that included stakeholder interviews, background surveys and risk assessment.

Sustainability Strategy & Vision

At Ropo Capital, sustainability forms an integral part of the group's strategy and values. Our sustainability work focuses on inspiring working environment, responsible service delivery and a climate-friendly invoice lifecycle service.

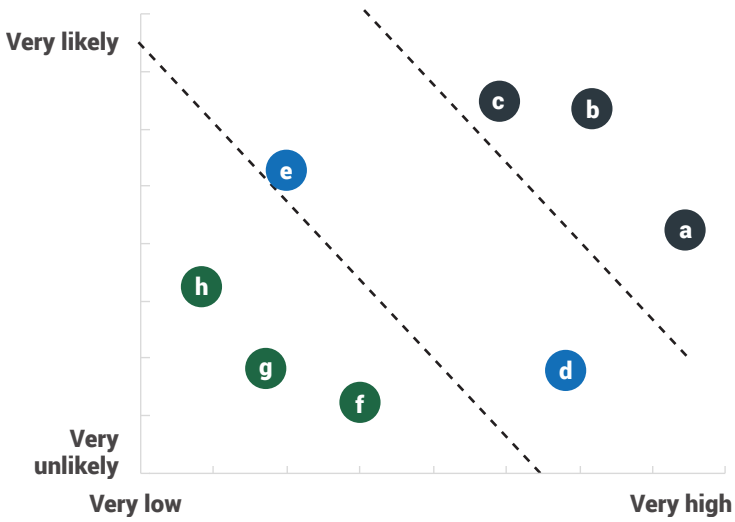
Vision	**Making invoice lifecycle more digital, ethical and data-driven with sustainable technology and service**				
Strategic Approach	Sustainability guides our actions and business development	We want our employees to be happy and feel well	We are resource conscious and focus on reducing environmental impacts of invoicing	We promote sustainable credit management and healthy payment culture	We are committed to standardized sustainability reporting and transparency throughout our value chain
Key focus areas	**Business ethics & responsible service delivery** • Ensuring a legal and responsible invoice lifecycle process • Maintaining data security and integrity • Actively working to eliminate corruption • Availability, usability and inclusive services • Promoting a responsible economy and payment culture		**People & inspiring working environment** • Ensuring employee engagement • Promoting diversity and inclusion • Ensuring a healthy and safe working environment		**Climate-friendly invoice lifecycle** • Ensuring ethical sourcing • Reducing energy consumption and minimize greenhouse gases • Reducing resource consumption and ensure adequate waste management

During 2021, we strengthened our strategy and refined the group's sustainability focus using a materiality assessment that included stakeholder interviews, background surveys and risk assessment. Based on this strategy work and our sustainability principles, our sustainability strategy was developed.

Our Sustainability Risks

There are multiple environmental, social and governance (ESG) risks facing our industry and the environment in which we operate. During 2021, we conducted a sustainability risk assessment, covering sustainability risks in our own operations and in our supply chain. Together with the external sustainability consultancy, we analyzed the most prominent risks throughout our value chain, as well as their legal, reputational, and financial consequences on our company. After reviewing numerous risks in the sectors and regions in which we operate, the assessment resulted in 17 critical, focal and monitor risks, that we combined into eight (8) groups described below. Three (3) of the risk groups were assessed as critical, two (2) focal and three (3) as monitoring.

Risk Assessment



Impact on Ropo Capital
(Environmental, social or strategic as well as financial, legal or reputational)

Group of critical risks
a) Automation and digitalization
b) Diversity, inclusion, equality, and fair treatment
c) Conflicts of interest and lack of accountability

Group of focal risks
d) Corruption
e) Technology and energy consumption

Group of monitoring risks
f) Lack of business ethics
g) Greenhouse gas (GHG) emissions
h) Human rights

As a tech company, many of the critical risks facing our company relate to automatization and digitalization, including integrity breaches and misuse of data; discrimination due to biases in the automating processes; and automation mistakes. Failing to mitigate these risks could lead to high fines, but more importantly, damaged trust and reputation which could have severe financial consequences and negative impact on our clients. Since our employees are key to the continued success and growth of our company, another critical area relates to their well-being. This includes risks such as poor health and safety standards; long working hours and insufficient time off; as well as gender discrimination and incidents of harassment. Besides the negative consequences this could have on the affected individuals, these risks could also result in difficulties in attracting skilled labor. A final critical area relates to compliance, specifically the inability to prevent conflicts of interest and a lacking accountability and responsibility.

The focal risks are dominated by risks related to corruption, as well as climate change and environmental degradation. We condemn all forms of corruption and have regulatory processes and practices in place, which are described in detail on page 23. Climate change is one of the most pressing challenges of today, however, considering the service-based nature of Ropo's operations we expect to avoid some of the most critical consequences. However, we have a responsibility to actively work to reduce our impact on climate change and to build a more environmentally friendly invoice lifecycle. This ranges from energy consumption in our offices to how we handle our IT equipment.

Materiality Assessment

Based on the sustainability risk assessment, an inventory of our existing sustainability work, as well as a benchmark of our peers, we identified 9 material sustainability aspects relevant to our business. To prioritize which of these aspects are most crucial for us, we conducted stakeholder dialogues and an impact assessment.

Stakeholder Engagement

The stakeholder dialogues were done in accordance with the AA1000SES framework, which seeks to ensure that different groups are included, that they have a say in what is material, and that the organization responds to the concerns raised in a transparent manner. The stakeholder groups included in the dialogues were Ropo Capital employees, the management group, owners, and clients. Our owners, clients and the management team engaged in interviews and an employee survey was sent across the organization. These stakeholders were chosen as they are both impacted by our business and have an impact on and interest in us as a company. Based on interviews, employee surveys and a management workshop, three additional aspects where added to the list, resulting in a total of 12 material aspects.

Stakeholder group	Prioritized aspects
Employees	• Ensure legal and responsible invoice lifecycle process • Healthy and safe working environment • Maintain data security and integrity
Management	• Ensure employee engagement • Maintain data security and integrity • Ensure legal and responsible invoice lifecycle process
Owners	• Ensure a legal and responsible invoice lifecycle process • Promote diversity and inclusion • Promote clear and transparent sustainability communication
Clients	• Ensure a legal and responsible invoice lifecycle • Maintain data security and integrity • Promote clear and transparent sustainability communications

Impact Assessment

The impact assessment was conducted in accordance with the dual materiality perspective, meaning that the material aspects were analyzed both in terms of how they impact Ropo Capital, and how they are impacted by Ropo Capital. Based on the stakeholder dialogues and the impact assessment, the material aspects were put in a materiality pyramid, which shows their importance and how they should be prioritized. The full list of aspects and their prioritization can be viewed below.

The impact assessment highlights our prioritized areas which is to ensure employee engagement, maintain data security and integrity, as well as that we facilitate a legal and responsible invoice lifecycle process. Working with these aspects is key for our credibility as a provider of digital financial services but is also a way that we can have a positive impact on society. Our prioritized areas are followed by our development areas and those we are working to maintain.

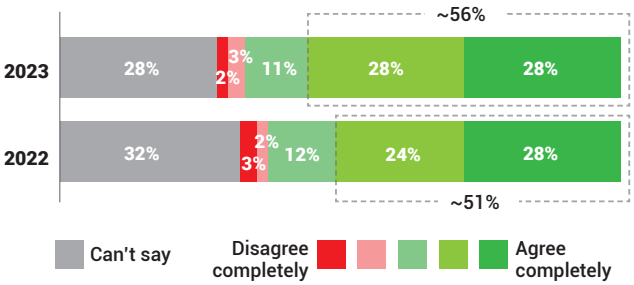
SUSTAINABILITY 2023

- Sustainability highlights
- Business ethics & responsible service delivery
- People & inspiring working environment
- Climate friendly invoice lifecycle

Ropo Capital's commitment to sustainability is exemplified by our focus on people and an inspiring working environment, responsible service delivery, and a climate-friendly invoice lifecycle. In 2023, we upheld our dedication to operational excellence, striving to exceed client expectations, continued standardizing our management systems across the group, and invested in enhancing group support functions. We believe that sustainable growth builds on client and employee satisfaction, responsible business practices, and transparency.

Sustainability Highlights

In 2023, we proudly continued to enforce our zero-tolerance policy, ensuring that all operations adhered to the highest standards of sustainability, compliance, and workplace integrity. This commitment led to operational excellence, elevated client satisfaction, and advanced standards in information security management.



Sustainability Score Up by 5 Points
In a positive development for our sustainability efforts, our annual sustainability score has increased by 5 percentage points from 2022 to 2023. Additionally, the 'can't say ' rate decreased by 4 points.

Operational Stability & Satisfied Clients
In 2023, our annual operational stability score increased from 71% to 77%, quality score from 71% to 76% and our Net Promoter Score among decision-makers from 53 to 56.

Ready for the ISO 27001 Audit
In 2023, we have updated our Information Security Management System (ISMS) to align with the ISO 27001 requirements, and prepared for the audit process taking place in Q1 2024. Our ISMS integrates design, development, testing, delivery, and support of the invoice lifecycle services into its framework.

Digital Invoice Rate Advances to 66%
Together with our clients we achieved a 3 percentage point increase in digital invoice rate in 2023, reflecting our strong commitment to climate-friendly invoicing. In Finland the rate grew from 60% to 67%, in Sweden from 62% to 64%, and in Norway from 71% to 82%.

Our Zero-Tolerance Policy

We are always committed to:

0 warnings or other sanctions from authorities
For further details, see page 20

0 major information security incidents
For further details, see page 17

0 cases of discrimination within the group
For further details, see page 26

0 cases of corruption within the group
For further details, see page 15

BUSINESS ETHICS & RESPONSIBLE SERVICE DELIVERY

At Ropo Capital, acting as a trusted and secure strategic partner is the foundation for our business. We serve our clients by ensuring that vital processes along the value chain of the invoice lifecycle and financial transactions are covered. Guaranteeing a legal and responsible invoice lifecycle process, ensuring a high standard of data security, and promoting a responsible payment culture are our top priorities.

- Actively working to eliminate corruption
- Maintaining data security and integrity
- Ensuring a legal and responsible invoice lifecycle process
- Promoting a responsible economy and payment culture
- Developing availability, usability, and inclusive services

Actively Work to Eliminate Corruption

At Ropo Capital, we maintain a zero-tolerance policy towards all forms of unethical business conduct and corruption, whether carried out by our employees, contractors within the organization, or third parties acting on our behalf.

We comply with anti-corruption laws and regulations and follow established anti-corruption and sanctions lists such as those of the Office of Foreign Assets Control (OFAC), the National Bureau of Investigation (NBI), the European Union (EU) and the United Nations (UN). In addition, our work is governed through our certified management systems, including ISO 9001 and the International Standard on Assurance Engagements ISAE-3402. For 2024, we are targeting group-wide certifications for our environmental management system (ISO 14001) and information security management system (ISO 27001).

In 2023, we continued our anti-corruption and Combating Terrorist Financing Principles awareness efforts. We appointed a Group Risk and Compliance Officer responsible for overseeing group-level compliance, anti-corruption, and anti-money laundering strategies, working closely with local legal and compliance teams. The local compliance teams manage day-to-day operations, including Know Your Customer (KYC) and Anti-Money Laundering (AML) practices.

Furthermore, we implemented a group-wide anti-money laundering policy, incorporating combating terrorist financing principles, and established mandatory annual training for all employees within the Ropo Capital Group

In 2023, we identified two cases involving possible corruption. The first case involved suspicions of money laundering, triggered by unusual activities in payment transactions regarding a client. The second case arose from inbound sales and included connections to the Russian government, leading to the rejection of the prospect and necessitating a report to the financial supervisory authority in Finland.

Anti-Money Laundering

In accordance with anti-money laundering legislation, we are obliged to identify and monitor our clients and their customers' activities through risk assessment processes. Prior to engaging with new clients, we conduct thorough risk assessments and maintain regular follow-ups with established business partners. Should there be any suspicion of serious criminal activities, we initiate a due diligence investigation into the client and, if necessary, report our findings to the relevant authorities. Additionally, we check the credit history of all new employees as a part of our risk assessment procedures.

In 2023, we implemented a group-wide anti-money laundering policy, which includes Combating Terrorist Financing Principles, across the entire group. This policy, along with the principles, has been integrated into our annual employee training package, which is mandatory for all new employees to complete during their onboarding period. Furthermore, all employees are required to renew their training annually.

Corruption	2023	2022	2021
Number of investigated transactions *	2	0	3
Number of transactions reported to financial supervisory authority	1	0	0
Number of cases of corruption within Ropo Capital Group	0	0	0

* Total number of suspected and identified cases

By increasing awareness and understanding of anti-money laundering through our comprehensive policy and mandatory training, we ensure that these practices are deeply embedded in Ropo Capital's daily operations. This emphasizes the significance of enhancing the tracking, investigation, and recovery of the proceeds of crime across the Ropo Capital Group.

Whistleblowing

At Ropo Capital, we are committed to upholding a transparent business environment and the highest standards of business ethics. We prioritize the safety and respect of all individuals impacted by our operations. For reporting incidents or concerns related to violations or unethical business practices, we provide a whistleblowing service.

This service is designed to alert us to serious risks or misconduct that could affect individuals, our organization, society, or the environment. To guarantee anonymity, the whistleblowing service is managed by our external partner, WhistleB, the Whistleblowing Centre. The communication channel is secure, encrypted, and password-protected, ensuring that all reports are handled with the utmost confidentiality.

The whistleblowing function is accessible to all employees through our intranet and to external parties via our Code of Conduct, which is published on our website. In line with our Code of Conduct, we encourage all employees and business partners to report any misconduct or suspected violations within the Ropo Capital Group. Reports can be made anonymously, ensuring that individuals feel secure when coming forward.

Maintaining Data Security and Integrity

At Ropo Capital, acting as a trusted and secure business partner is key to our success, and it requires a high standard of data security and privacy protection. Our business model necessitates handling a large amount of sensitive information both digitally and through physical documents. This position comes with significant responsibility in terms of trustworthiness. We must ensure we uphold our data security and protect our clients' and their customers' data.

As a tech company handling vast amounts of personal and financial information, many of the critical risks facing the Ropo Capital Group relate to cybersecurity and data privacy, including integrity breaches and misuse of data.

To ensure data integrity for our clients, their customers, and our business partners, we work closely with an external security operations center with a well-established system to protect data against unauthorized access. In close collaboration with our internal information office at Ropo, we monitor potential offensive maneuvers and cyberattacks. To increase awareness of data security and cybersecurity risks, our employees are required to take annual training related to the subject. This training is part of our new employee onboarding process and forms part of our group-wide employee training program.

Continuous development and testing of our systems and platforms are essential parts of this work. In 2023, we applied for ISO 27001 certification for our information security management system, including IT security, cybersecurity, and privacy protection. All of the requirements have been implemented during the year, and we aim to get certified in Q1 2024.

Information Security Incidents	2023	2022	2021
Major information security incidents	0	0	0

Policies and Tools

We work to uphold data security using various tools and processes, which we also provide to our clients as a service. As part of the process for mitigating sources of potential threats, we have policies in place that regulate different aspects of data protection. In accordance with the General Data Protection Regulation (GDPR), we have adopted an internal Privacy Policy for all employees, clients, vendors, and end-customers, as well as a Data Processing Agreement covering all employees handling personal information for the company. Additionally, we follow a comprehensive group-wide information security policy.

Ropo Capital is committed to maintaining high-quality standards and compliance, working in accordance with various certifications. In 2023, we prepared to certify our information security management system with ISO 27001 and updated our employee training program to cover IT security, cybersecurity, and privacy protection. As part of our quality assurance work, we hold our suppliers to the same standards we set for ourselves. Therefore, suppliers are required to provide an ISO 27001 certificate or submit a third-party audit report to ensure compliance with all aspects of information security. More information about our certified management systems can be found on page 7.

0 major information security incidents in 2023.

Complaints/Breaches of Customer Privacy

Identified leaks, thefts, or losses of customer data are handled according to our established group-wide incident response protocol. In the event of an incident, the Data Protection Authority must be notified for further investigation in line with the requirements of the GDPR, unless the personal data breach is unlikely to result in a risk to the rights and freedoms of natural persons. In cases where our legal team assesses that there is no risk, Ropo Capital documents all personal data incidents, including the circumstances surrounding the incident, its effects, and the corrective measures taken.

In 2023, we continued our efforts in improving transparency and further developed our data protection measures. During the reporting year, we identified 181 cases of suspected and identified leaks, thefts, or losses of customer data, 178 of which were not considered to be a risk to the rights and freedoms of natural persons. The other three cases included a sensitive information leak; in two cases as a result of human error, and in one incident was caused by a client's customer register error, resulting in an e-invoice being sent to the wrong recipient. Ropo Capital has conducted necessary mitigative actions in each of the 181 cases, discussed corrective action with the involved employees, and complied with the authorities' requests regarding necessary actions related to a complaint. While we assess the number of complaints and breaches as being relatively low compared to the total number of contacts, we are dedicated to reducing these incidents further, demonstrating our commitment to continuously improving our operations and processes.

Complaints/Breaches	2023	2022
Total number of substantiated complaints received concerning breaches of customer privacy.	3	4
Where of complaints received from outside parties and substantiated by the organization.	2	2
Where of complaints from regulatory bodies.	1	1
Total number of identified leaks, thefts, or losses of customer data.*	181	149
Whereof confirmed cases.	3	4

* Total number of suspected and identified cases.

Sustainability actions 2023-2024

During the reporting year of 2023, we achieved ISAE-3402 type 2 International Standard on Assurance Engagements in all operating countries and applied for group-wide ISO 27001 certification for our information management system. For ISO 27001, audit process in scheduled for Q1 2024.

Target for 2024

Data security and integration key metrics include a zero-tolerance policy with the target of zero major information security incidents. To support this target, we will continue to work with our high-standard management systems and aim to achieve group-wide certifications for ISO 27001 in Q1 2024.

Ensuring a Legal and Responsible Invoice Lifecycle Process

The core of our invoice lifecycle service is built around our proprietary Ropo 24 software platform, developed in-house to automate and unify multiple invoicing- and payment-related processes crucial for our clients' businesses. Our business is based on trust and transparency, as well as laws, regulations, and ethical standards.

High quality is our top priority; we have certified management systems covering all integral parts of our service processes, with quality assurance embedded within our operations, ensuring that compliance activities and service delivery consistently align with regulations, ethical standards, and our internal policies.

We measure quality and operating stability annually with all clients and system users across the group. In 2023, our quality score increased from 71% to 76%, reflecting clients being very satisfied or satisfied with our quality. With operating stability we advanced by 6-percentage points from 71% to 77% reflecting clients being very satisfied or satisfied with our operating stability.

In 2023, we integrated quality, information security, and environmental management systems in all our operating countries and our target is to obtain ISO 9001, ISO 27001, ISO 14001, and ISAE-3402 certificates across the group during the first half of 2024. We have also standardized our reclamation management procedures to improve transparency and enable better monitoring through our CRM system.

To uphold our compliance and service quality, we conduct regular training on the invoice lifecycle for both new and current employees. We also provide external training together with authorities such as the Regional State Administrative Agency on good debt collection practices, the Central Criminal Police on anti-money laundering, and the Execution Office on IT systems and law-based procedures.

Compliance

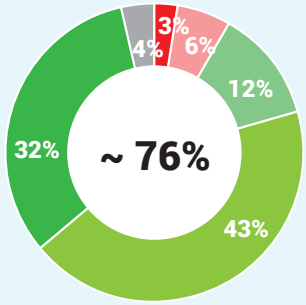
We follow all applicable legislation in the countries where we operate, and our internal policies and guidelines are developed in accordance with regulations and recommendations from regulatory bodies. To uphold the highest international standards, our management systems for quality, information security, environment, and assurance engagement are well-established, tested, and regularly monitored from process establishment and environmental impact evaluation to client and end-customer communications protocols.

Our invoice lifecycle service covers receivables management, including payment monitoring, debt collection, and customer service related to payments. Debt collection is regulated and closely audited by authorities, and potential positive or negative outcomes are made public. We conduct our operations in line with the Debt Collection Act and other relevant legislation, adhering to the Finnish Consumer Ombudsman's guidelines for good debt collection practice in Finland, the Swedish Authority for Privacy Protection's general guidelines and accepted practices in Sweden, and the Financial Supervisory Authority of Norway's guidelines in Norway. Additionally, Ropo is an organized enterprise committed to the Finnish Union of Debt Collecting Agencies' principles of responsible debt collection.

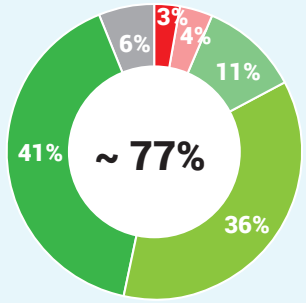
In 2023, we aligned our compliance efforts across the group and appointed a Group Risk and Compliance Officer to drive regulatory compliance, risk management, and internal controls. The Group Risk and Compliance Officer,

Quality & Operating stability

Quality



Operating stability



Very satisfied

Very dissatisfied

Can't say

Source: Annual client satisfaction survey, 2023

in collaboration with local compliance officers, ensures that Ropo's policies and guidelines, as well as external requirements and risk assessment methods, are well-anchored across each operating country. Legal compliance and the day-to-day operations are carried out by local operations and compliance teams governed by local management with the Head of Legal in Finland, Sweden, and Norway.

Compliance with our certified management systems is overseen by Group Functions leaders; the Group Risk and Compliance Officer responsible for quality and environmental management systems, and the Chief Information Officer for the information security management system. These leaders, along with local management teams and quality managers, ensure that group standards, policies, and guidelines are thoroughly integrated in all operating countries.

We maintain robust internal controls, but also prioritize transparency. Our whistleblowing service allows employees, clients, and other stakeholders to anonymously report any suspected misconduct or unethical behavior, reinforcing our dedication to integrity and accountability.

In 2023, we did not identify any non-compliance with laws or regulations on any of our operating markets. In Finland, the Regional State Administrative Agency provided guidance in four areas: ensuring adequate communication regarding payment liability, consolidating debt into a single notice, secure handling of personal data, and ensuring sufficient payment and response times for consumer debtors.

During the reporting year, we received seven reclamations concerning our invoice lifecycle service. Although this number is unusually high, it remains relatively low in proportion to the overall volume of over 50 million invoices processed in the service.

Compliance / Reclamations	2023	2022	2021
Number of non-compliance cases with laws and regulations	0	0	0
Number of client reclamations for paper document distribution outside of invoice lifecycle service	0	0	0
Number of client reclamations related to invoice lifecycle service	7	0	1

Zero non-compliance with laws and regulations on 2023.

Selecting Clients

We adhere to a well-defined process for selecting our clients, ensuring alignment with our internal policy documents that uphold our ethical principles and values. Our group-wide policy encompasses an exclusion list, covering sectors we do not engage with for new client acquisition. This list includes, but is not limited to, providers of instant loans, gambling services, and entities associated with increased risks of over-indebtedness or deceptive practices in the purchasing process. Our exclusion criteria reflect our commitment to our values and service mission, which aims to mitigate payment difficulties and over-indebtedness.

In addition to our exclusion policy, we conduct thorough Know Your Customer (KYC) activities as a fundamental aspect of our anti-money laundering (AML) efforts, detailed on page 15. These activities encompass regular reassessments and due diligence, integral to our client selection and retention processes.

Our compliance team, in collaboration with local compliance officers, diligently monitors these procedures daily and coordinates with local management teams on a monthly basis. The Group Risk and Compliance Officer provides support to local entities, assisting with risk management and the enhancement of KYC protocols.

Sustainability actions 2023-2024

During 2023, we have aligned risk reporting across the group and will implement this new way of working in 2024. At the same time, we have clarified the governance model and actions needed in case of imminent threats to ensure compliance at all levels of operations.

Target for 2024

Compliance key metrics include a zero-tolerance policy with the target of zero non-compliance with laws and regulations. To support this target, we will implement our new risk management model, launch the Ropo Code of Ethics training for our employees, and introduce the updated Ethics Code on our refreshed websites in 2024.

Promoting a Responsible Economy and Payment Culture

At Ropo Capital we talk about a two-sided platform, meaning that we serve both our clients and their customers, to ensure a balanced and fair payment ecosystem. Through our services, we promote a responsible economy and payment culture which emphasizes the importance of timely invoice payments. We ensure that invoices reach customers through their preferred channels, payments are processed accurately, and high-quality payment advice is available to support customer relations, reduce financial difficulties and prevent over-indebtedness.

For our clients, we are a strategic partner offering a comprehensive platform for invoice and receivables management. We provide complete access to invoicing and payment data, along with other tools to ensure sustainable credit management and enhanced customer understanding. Our impact extends beyond our clients and their customers, contributing to a society that values a healthy payment culture where companies can sell on credit and flexible payment arrangements are available when needed, fostering economic resilience.

Our service and success are measured in relation to both our clients and their customers. Our key performance indicators (KPIs) related to promoting responsible economy and payment culture include client and end-customer satisfaction, measured with systematic NPS surveys, number of payment arrangements provided, rate of invoices paid on time, and the average payment period. Clients and end-customers are regularly asked to evaluate the customer experience, and this information is used to drive continuous improvement.

Sustainability actions 2023-2024

In 2023, we transitioned to a group-wide survey structure, which includes aligned surveys for clients and end-customers to drive a unified service experience. Our key metrics for end-customer experience now include a post-contact NPS survey, which will help us gauge satisfaction more effectively.

Target for 2024

In 2024, we will introduce an updated end-customer platform that includes new features for payment handling and an improved outlook for invoices. Our primary goal is to enhance end-customer satisfaction and customer service accessibility.

Below is a representation of our KPIs which shows our indirect impact on the economy through payments paid on time, average days sales outstanding and debt cases avoided. It also provides an understanding of the number of payment plans that we set up to help our end-customers clear their debts and avoid a bad credit record.

Measure	Finland		Sweden		Norway	
	2023	2022	2023	2022	2023	2022
NPS, End-customers	58	39	-8	-19	29	-38
Number of payment plans made	82 131	77 690	5 350	3 993	3 936	2 551
Number of due date transfers made	1 036 263	689 020	18 528	17 350	14 405	9 360
Voluntary debt collection success rate *	95.5%	93.6%	91.6%	77.0%	92.2%	77.0%

* Voluntary debt collection success rates presented are not entirely comparable due to differences in service models: in Finland volume is mainly from invoice lifecycle services whereas in Sweden and Norway from debt collection service.

	Finland		Sweden		Norway	
	2023	2022	2023	2022	2023	2022
NPS, Decision-makers	67	64	41	-13	39	59
NPS, Projects *	79	80	100	-	-25	-
Percentage of invoices paid on time lifecycle service	94.2%	94.0%	91.8%	87.5%	93.5%	87.2%
Percentage of invoices paid from lifecycle invoice's capital	99.7%	97.7%	99.4%	99.1%	99.3%	98.8%
Days Sales Outstanding (DSO)	18.2	18.1	30.4	25.9	22.0	22.5

* We have aligned our client surveys in 2022 to collect comparable project NPS 2023 onwards.

Developing Availability, Usability, and Inclusive Services

In our pursuit of sustainability, we prioritize accessible and user-friendly services to foster equity and social inclusion. We design our services to be intuitive and inclusive, overcoming barriers related to disabilities, language, or technical knowledge. We strive for social sustainability by making our services accessible to everyone, on their own terms, ensuring confidence, inclusiveness, and participation.

While we promote digitalization, we recognize that not everyone is equipped to engage with digital services, due to factors such as age, technical knowledge, internet access, and accessibility to electronic devices.

Our digital platforms are continuously evolving to meet and exceed the Web Content Accessibility Guidelines (WCAG) level A, ensuring enhanced accessibility across languages and disabilities. Our systems support English and all official languages of our operating countries, verified by translators familiar with our company's vocabulary.

The responsibility for availability, visual design, and language options lies with our Chief Technology Officer, supported by the Chief Brand & Communications Officer.

Ropo 24 and Our Client Services

We offer all our end-customers the possibility of using our proprietary service platform, Ropo 24, is the foundation of our business, streamlining all invoice-related processes. As a service provider, we are committed to ensuring that our services meet our clients' expectations in compliance, environmental responsibility, and high quality. This commitment is reflected in our multi-channel invoice delivery, with a dedication to promoting digital invoicing, simultaneously making invoicing and payments as accessible and climate-friendly as possible.

We are equally dedicated to the measurement of quality, client satisfaction, and sustainability factors—our Key Performance Indicators (KPIs) include user experience and inclusiveness scores, as well as system uptime. To gauge feedback and ensure continuous improvement, we conduct an annual client satisfaction survey that encompasses all clients and system users across the group.

In 2023, our user experience score increased by 3 percentage points, from 65% to 68%, with clients being very satisfied or satisfied with the user experience of Ropo 24 and our services. Our inclusiveness score is still behind the 2025 target of 50%, currently at 34%. According to feedback, users are unaware of what inclusiveness entails within the scope of our services, rather than being dissatisfied with it. In 2024, we aim to continue our work on sustainability awareness and inclusive features such as design with sufficient color contrast and subtitles.

In 2023, the Ropo 24 uptime increased from 99.966% to 100%, meaning that we had no unplanned service breaks affecting Ropo 24's availability during the reporting period.

Uptime guarantee (%) 99.9

Uptime 2023
Ropo Online: 99.995%
Ropo 24: 100%

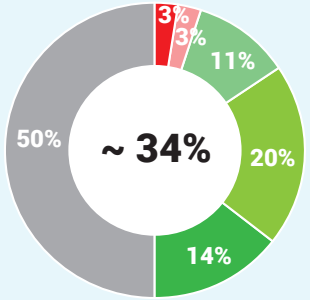
Ropo Online – Digital Availability for Handling Payments

Ropo Online enables end-customers to access their invoices and handle their payments at any time. The service facilitates self-service features but also provides easy access to personal contact within customer service hours through a chat function. In Ropo Online, we are constantly improving the user experience based on feedback received through a popup survey upon logging out. Our aim is to make the service interface even more intuitive, easier to navigate, and comprehensive enough to meet the diverse needs of our users.

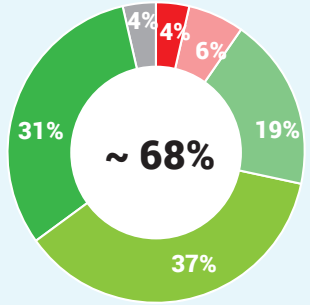
We promise 24/7 availability, and therefore, our most important KPI for Ropo Online is service uptime. In 2023, the Ropo Online uptime increased from 99.986% to 99.995%, meaning that we were able to maintain our uptime guarantee and high-quality standards for availability.

User experience & inclusiveness

Inclusiveness



User experience



Source: Annual client satisfaction survey, 2023

PEOPLE & INSPIRING WORKING ENVIRONMENT

- Ensuring employee engagement
- Promoting diversity and inclusion
- Ensuring healthy and safe working environment

At Ropo Capital we recognize that our employees are the key to our success as a company, and we therefore work hard to ensure that they are healthy and satisfied. We want to attract and keep the right talent and build an open organizational culture where all employees feel welcomed and appreciated. Our sustainability work focuses on three employee-centric aspects: improving employee engagement, ensuring a healthy and safe working environment, and promoting diversity and inclusion.

Ensuring Employee Engagement

At Ropo, we understand that our employees are the cornerstone of our success. The employee experience is a critical focus area, as it shapes our interactions within the team and extends to our clients. Our goal is to nurture a workplace environment that not only delivers superior business outcomes but also promotes an excellent employee experience.

HR practices are governed by our local HR teams in partnership with each country manager. Despite the local governance, we are dedicated to fostering closer collaboration across the group. Our overarching goal is to establish a global benchmark for our employee experience by harmonizing HR practices and policies, enhancing talent management, and fostering our winning culture.

Our key metric for employee engagement is the employee net promoter score (eNPS. In 2023, we achieved a three-point increase in our global eNPS from 14 to 17, reflecting a 3.5 percentage point rise in promotors from 39.6% to 43.1%. Our aim is to elevate eNPS to over 30 by the end of 2025.

During the reporting year, we recognized the need for a more tailored approach to employee surveys. In response, we sought a new partner and a survey tool that enhances employee engagement reporting. This tool offers actionable insights and personalized tips for both employees and managers, aiming to improve individual outcomes and empower managers with advanced analytics. Additionally, the tool enables to facilitate anonymous conversations with employees who report concerning feedback, supporting our zero-tolerance policy against workplace harassment and bullying. If such incidents are reported through the survey, both the manager and HR are alerted immediately. With these enhancements, we aim to provide employees with more ways to raise issues. The selected tool will be implemented in employee surveys starting in Q1 2024.

Employee experience and engagement is also an important subject in regular growth meetings with our employees. Ropo Growth Discussions are designed for straight talk, sharing ideas and feelings, and strengthening the manager-employee relationship.

Target 2025

+30

eNPS 2023 (2022)
Finland: 26 (32)
Sweden: -8 (-30)
Norway: 12 (22)

Discrimination	2023	2022	2021
Cases of discrimination within Ropo Capital Group	0	0	0

Employee Training Program

In 2023, we introduced Ropo Academy, our comprehensive global learning platform. It ensures high knowledge transfer and retention with gamified microlearning and streamlines our onboarding process and enhances the efficiency of training hours reporting. All Ropo employees are required to take annual globally common trainings on GDPR, Anti-Corruption, our Code of Conduct, Work Environment Policy, and Diversity & Inclusion policy.

In Finland, we have transitioned new employee orientation to the platform ensuring a consistent training experience for all new hires from the outset of their employment. Additionally, the two-week training package for new customer advisors is now primarily conducted through the platform, enhancing efficiency and freeing up trainers' time to provide support in other critical areas.

In 2023, we launched a global learning stream for our managers including coaching to develop leadership skills, enhance conversational abilities, and resolve conflicts. Our 2022 employee survey indicated that managers would benefit from additional support, leading to the launch of this initiative. To uphold the Ropo culture across all levels of management, we also introduced an annual Leadership Summit designed to foster closer collaboration, networking, and the exchange of ideas, as well as to communicate our strategy and goals. We believe that enhancing leadership skills positively impacts the employee experience and increases employee satisfaction.

Our objective for 2024-2025 is to create a group-wide onboarding process including also the country-specific learning paths for Finland, Sweden and Norway. Additionally, we will further develop manager's learning program and provide task-specific training modules across the group. We are committed to continuously enhancing our training programs to meet the evolving needs of our employees and the organization.

With the help of our group-wide learning platform, training hours are monitored and reported in all operating countries from 2023 onwards. The table on the right shows our group-wide learning hours for 2023. In 2022, the numbers only include learning hours in Finland.

Total number of training hours per year (per employee category)

Employment category	Total		Women		Men	
	2023	2022	2023	2022	2023	2022
Group Management	1.8	0.0	0.0	0.0	1.5	0.0
Local Management	547.5	29.0	218.3	6.0	329.3	23.0
Managers	1 569.5	127.0	1 480.5	63.0	89.0	64.0
Employees	10 492.2	406.3	4 928.3	243.8	5 563.9	162.5
Total	**12 611.0**	**562.3**	**6 627.1**	**312.8**	**5 983.7**	**249.5**

Data for 2023 includes all operating countries: Finland, Sweden and Norway.
In 2022, Sweden and Norway are not presented due to the absence of a common learning platform.

Promoting Diversity and Inclusion

At Ropo Capital, we hold the equal value of all individuals as a core principle. We are committed to promoting diversity and providing an equal-opportunity workplace. Discrimination and harassment of any kind are strictly prohibited, whether verbal, physical, or visual, and regardless of gender, gender identity, race, age, sexual orientation, pregnancy status, religion, ethnicity, mental or physical disability, or medical condition. We train all employees in our Work Environment Policy and Diversity & Inclusion Policy, and we provide specialized training for managers in recruitment and remuneration practices to ensure a healthy and functioning working environment for us all.

During the reporting year of 2023, we didn't encounter any incidents of discrimination at Ropo Capital, as presented in the table on page 26. However, one case of misconduct was reported through our whistleblowing channel. This incident, involving harassment in Norway, was promptly addressed, resulting in the termination of the employment of the person in question.

Looking ahead to 2024, we aim to enhance the self-identification process and promote for the use of a broader range of gender designations and personal pronouns. This initiative will enable employees to select their preferred gender designation in the company records and platforms, fostering a more inclusive environment that recognizes and respects individual identity.

The tables below represent the demographics of our employees as at the end of 2023.

Employees, broken down by employment contract and region

Region	Total		Permanent employees		Temporary employees	
	2023	2022	2023	2022	2023	2022
Finland	252	243	232	204	20	39
Sweden	103	93	93	91	10	2
Norway	52	34	48	34	3	0
Total *	**407**	**370**	**373**	**329**	**33**	**41**

*All employees are disclosed in headcount. Data may vary slightly due to different reporting systems and methods used across countries.

Employees broken down by employment contract, employment type, and gender

	Total		Women		Men	
Employment contract	2023	2022	2023	2022	2023	2022
Permanent contract	373	329	198	178	175	166
Temporary contract	33	41	23	24	10	17
Employment type						
Full-time	377	358	204	194	173	178
Part-time	27	12	17	7	10	5
Total *	**404**	**370**	**221**	**201**	**183**	**183**
Consultants, interns and volunteers **	7	29	7	17	0	13

* All employees are disclosed in headcount. Data may vary slightly due to different reporting systems and methods used across countries.

** Consultants, interns and volunteers are not included in the total.

Diversity, by gender and age

Employment category	Women	Men	< 30 years	30-50 years	> 50 years
Board of Directors	1 (17%)	5 (83%)	0 (0%)	3 (50%)	3 (50%)
Group Management	1 (20%)	4 (80%)	0 (0%)	4 (80%)	1 (20%)
Local Management	5 (29%)	12 (71%)	0 (0%)	12 (67%)	6 (33%)
Managers	19 (59%)	13 (41%)	3 (10%)	21 (70%)	7 (20%)
Employees *	215 (53%)	189 (47%)	111 (30%)	229 (54%)	62 (16%)

The figures presented reflect the situation at the end of the reporting year 2023.

* Employee figures include management and all other managerial positions.

Parental leave	Total		Women		Men	
	2023	2022	2023	2022	2023	2022
Employees entitled to parental leave	400	383	217	201	183	182
Employees that took parental leave	48	21	34	11	14	10
Employees that returned to work from parental leave in the reporting period after their parental leave ended	17	10	5	1	12	9
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	15	11	7	5	8	6
Return to work rate (%) *	-	-	-	-	-	-
Retention rate (%) *	-	-	-	-	-	-

* Return to work rate and retention rate data is missing for Finland, Sweden and Norway.

In 2023, our Group Management composition changed from 7 members to 5. Due to this change, the percentage of women increased from 14% to 20%. Among the Board Members, the women-to-men ratio remained at 17%, while it decreased among local management from 37% to 29%. However, it increased among managers from 52% to 59%. Within all employees, the gender balance continued to be around 50/50, with 53% women, showing a slight increase from the 2022 figure of 52%.

New employee hires & employee turnover

	New employee hires		New employee hires (%)		Employee turnover *		Employee turnover (%)	
	2023	2022	2023	2022	2023	2022	2023	2022
Total	**96**	**110**	**24%**	**30%**	**46**	**59**	**11%**	**16%**
Divided by gender								
Women	60	63	17%	17%	30	38	7%	10%
Men	36	47	9%	13%	15	30	4%	8%
Divided by age								
Age < 30	38	55	9%	15%	24	17	6%	5%
Age 30-50	52	51	13%	14%	20	34	5%	9%
Age > 50	6	4	1%	1%	1	8	0%	2%
Divided by region								
Finland	53	78	13%	21%	26	36	6%	10%
Sweden	34	28	8%	8%	18	19	4%	5%
Norway	9	4	2%	1%	2	4	0%	1%

*The employee turnover includes employees who leave the organization voluntarily.

Ensuring a Healthy and Safe Working Environment

We believe that employee satisfaction, good working conditions, work-life balance, and equal opportunities are key elements in creating an inspiring working environment. We want our employees to be happy working at Ropo Capital and to feel well. This is our way of engaging and attracting top talent, which is why we work hard to improve the employee experience at Ropo. To ensure that our employees are satisfied, we continuously seek input from them, whether through our annual employee engagement surveys, our performance interviews or our exit interviews.

Our health and safety procedures vary slightly in the different countries in which we operate, since they are subject to different local requirements. In Finland we have an Occupational Health and Safety Steering Committee, in Sweden we have a Safety Committee, and in Norway we set annual action plans in cooperation with our Work Environment Employee Representatives.

We follow a group-wide work environment policy to ensure that all employees have a good work environment regardless of the local variations in procedures and practices. The policy covers both the physical and the psycho-social work environment, and is included in the annual employee training program.

Occupational Health and Management System

Occupational health and safety management applies to the entire group, all our employees, both equipment and premises, and the way we lead and organize work. We have implemented such systems in Finland, Sweden, and Norway in order to meet legal requirements in the respective countries.

In 2023, we started to align our extensive occupational health service across the group to guarantee medical care and support in case of work-related sickness regardless of the country in which you are working. The work will continue in 2024.

Risk Assessment

In Finland the Occupational Health and Safety Steering Committee, together with local HR, is responsible for conducting a risk assessment of work-related risks and hazards. The committee conducts a workplace inspection every two years in Finland. In Sweden, the Safety Committee identifies internal work-related hazards and assesses risks in cooperation with HR. Workplace inspections are carried out by the committee. In Norway, any work environment-related matters are raised by our Work Environment Employee Representatives at management level.

We ensure the quality of these processes through regular working environment training for managers and other representatives. The results are regularly evaluated among the management team, the Occupational Health and Safety Steering Committee in Finland, the Safety Committee in Sweden and at management level in Norway.

Through our customer service we are exposed to external risks in interactions with end-customers, wherein inappropriate customer service situations can arise. To make sure that we reduce these cases we have implemented a policy guideline for dealing with inappropriate customer service situations and their post-treatment. Guidelines are in use already

in Finland, and will be extended to reach across the group. In the event of such a situation, the employee reports it to their supervisor, who then coordinates it among the relevant parties. To track these cases, we always record calls for safety reasons. Together all parties agree on follow-up measures to resolve the situation and to prevent similar situations in the future.

Workplace accidents are also reported to the insurance company according to its own process. In Sweden this work is guided by several policies, such as our work environmental policy, our policy on threats and violence at work, our policy on equality and diversity and our policy on victimization. As part of our global integration, Finland and Norway follow our global policies for work environment, diversity & inclusion and other policies connected to the matter.

Occupational Health and Safety Services

The Occupational Health and Safety Steering Committee contributes to the identification and elimination of hazards and to the mitigation of risks in Finland, and the Occupational Health Center holds that responsibility in Sweden. Similar processes will be introduced in Norway during 2024.

Occupational health care practices are introduced to all new employees as part of our onboarding process. Information about the services is also available on our intranet. In Finland it is the responsibility of the steering committee to ensure the quality of our occupational health and safety processes. In Sweden this evaluation is undertaken at management level and by our Safety Committee and in Norway it is placed under the protection of our management team.

In 2023, a new occupational health service was launched in Finland, which particularly supports mental health. The easy contact channel, accessible through an app, offers confidential support via video consultation with psychiatric nurses and mental health professionals.

Employee and Worker Participation

In Finland, we have processes in place for workers and employees to participate in and consult on the development, implementation, and evaluation of the management system. This is done through formal participation, participation through engagement with formally recognized workers' representatives, the use of committees, and participation in the management system (e.g. identifying hazards and assessing risks). The Occupational Health and Safety Steering Committee is responsible for the preparation and maintenance of action plans, the development of activities, the detection of risks, data collection and reporting. The committee meets quarterly, and the Labor Protection Commission meets 1-2 times a year or as needed.

In accordance with Swedish regulations, we have a Safety Committee formed by HR representing Ropo Capital Management, and a Work Environment Employee Committee with representatives elected by employees. The committees hold meetings quarterly. The Safety Committees' focus is on all kinds of matters related to the work environment that are raised by employees, or based on the outcome of any incidents, safety rounds, etc. Actions are taken by the Work Environment Committee and final decisions are made by the management team.

In accordance with Norwegian regulations, we have designated employee representatives who take

Occupational health and safety	Employees
Employees and workers covered by an occupational health and safety system	407 (100%)
Employees and workers covered by such a system that has been internally audited	407 (100%)
Employees and workers covered by such a system that has been audited or certified by an externally auditor	407 (100%)

No workers are included in the occuptional health and safety system

care of all health and safety management issues. Their focus is on preventing and raising any work environment issues which may occur with management in order to put in place the proper actions plans.

Employee and Worker Training on Occupational Health and Safety

We ensure full compliance with all occupational health and safety legislation, including adherence to employee training regulations. In Finland, we regularly organize first aid training sessions for a small percentage of our employees to ensure sufficient first aid preparedness at the workplace, as regulated by Finnish law.

Promotion of Employee and Worker Health

Ropo Capital facilitates health care insurance for all our employees in Finland. In addition, we provide wellbeing and cultural benefits as well as comprehensive leisure-time accident insurance for our employees. Our occupational healthcare in Finland includes the services of an occupational health psychologist and support for mental health including a new video consultation service with mental health professional. In Sweden we also provide our employees with complimentary massage therapy to support their health and wellbeing. In Norway, Ropo Capital facilitates health care insurance including psychology and chiropractor services. The insurance also covers leisure-time accidents and support for work-related and other mental health matters.

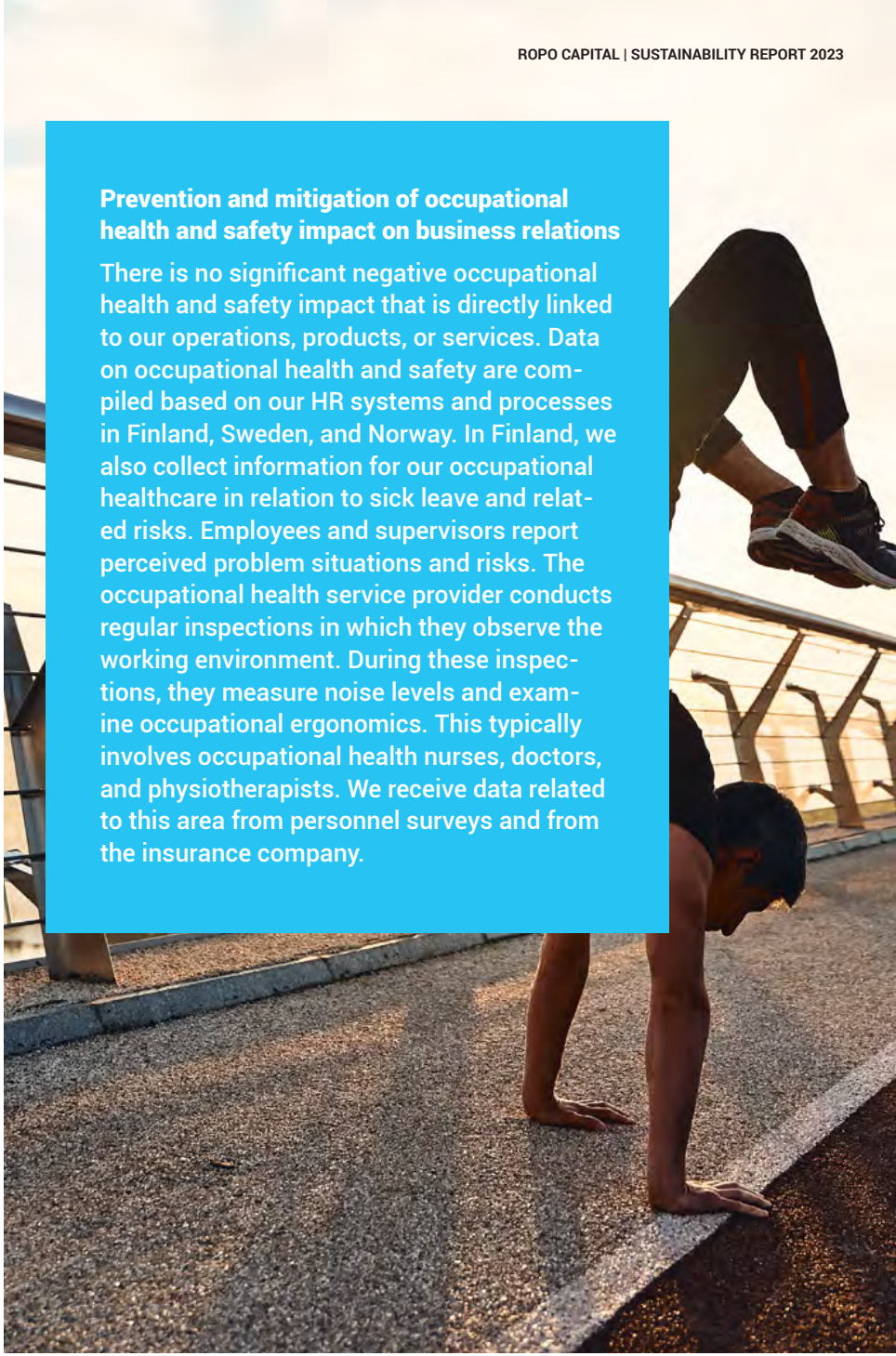
Sickness-related absences

	Finland		Sweden		Norway	
	2023	2022	2023	2022	2023	2022
Sickness-related absence rate (%)	4.5	5.0	3.8	4.5	9.5	9.0
Where of long-term sickness absence (%)	0.4	0.0	0.5	1.6	1.3	1.0
Where of mental health related sickness absence (%)	49.0*	38.0	0.5	1.6	0.7	1.0

* In Finland, mental health-related sickness absences, as reported in 2023 and 2022, represent a percentage of all sickness absences documented by occupational health care. This figure does not represent the total percentage of all sick leaves, as it excludes absences that do not require a doctor's certificate.

Prevention and mitigation of occupational health and safety impact on business relations

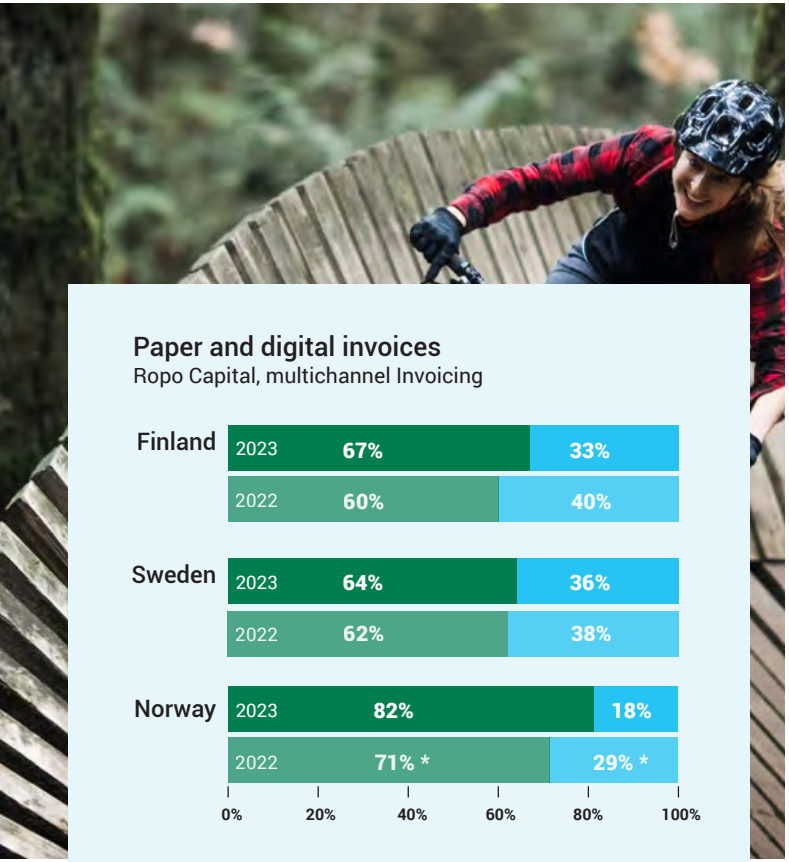
There is no significant negative occupational health and safety impact that is directly linked to our operations, products, or services. Data on occupational health and safety are compiled based on our HR systems and processes in Finland, Sweden, and Norway. In Finland, we also collect information for our occupational healthcare in relation to sick leave and related risks. Employees and supervisors report perceived problem situations and risks. The occupational health service provider conducts regular inspections in which they observe the working environment. During these inspections, they measure noise levels and examine occupational ergonomics. This typically involves occupational health nurses, doctors, and physiotherapists. We receive data related to this area from personnel surveys and from the insurance company.



CLIMATE-FRIENDLY INVOICE LIFECYCLE

- To minimize negative impact on the environment
- Measuring energy consumption, Greenhouse gas emissions (GHG-emissions) and waste output

At Ropo Capital we recognize that climate change and environmental degradation are some of the most crucial challenges facing our society today. We therefore want to ensure that we do what we can to manage our carbon footprint and reduce the environmental impacts of invoicing. Our work with environmental sustainability is guided by three climate-centric focus areas: ensuring ethical sourcing; reducing energy consumption and minimizing greenhouse gases; reducing resource consumption and ensuring adequate waste management.



* Data from Norway for 2022 has been adjusted to be comparable with the 2023 data.

To Minimize Negative Impact on the Environment

Ropo Capital is committed to actively reducing our environmental footprint and contributing to a sustainable future. Our aim is to provide our clients with an invoice lifecycle service that has a minimal negative impact on the planet. As our business relies on our proprietary technology and we serve our clients through our Ropo 24 platform, the most significant environmental impacts within our value chain are linked to data hosting, ICT, and IT hardware, as well as software services. Additionally, a substantial portion of our emissions is related to multi-channel invoice delivery service, which includes paper invoice printing and logistics processes handled by our partners.

It is our responsibility to ensure that our invoice lifecycle service, along with all our business operations, is as climate-friendly as possible. Therefore, we have implemented a group-wide environmental management system to guide our operations across the group. In Q1 2024, we aim to expand our ISO 14001 certification to include all our operating countries, including Norway. Our environmental certifications are managed by the Group Risk and Compliance Officer, who, together with local management teams and quality managers, ensures that environmental targets and company policies are well-anchored in all operating countries.

A standardized environmental management system, preferably ISO 14001 certified, is also a requirement for our suppliers. All our largest suppliers and partners are ISO 14001 certified or have otherwise demonstrated an equal commitment to energy efficiency, renewable energy, and reducing greenhouse gas emissions.

Minimum requirements for environmental action, including promoting renewable energy, recycling, waste management, and emission-critical business travel, are presented in our Code of Conduct, detailed further on page 7. Our Code of Conduct binds us and all our suppliers. In 2024, we will continue our work to ensure environmental sustainability and compliance with our Code of Conduct among our suppliers.

A key initiative in ensuring climate-friendly operations and services is the digitalization of invoicing processes, which significantly reduces paper and logistics-based emissions. In 2023, we, together with our clients, achieved a 3 percentage point increase in the digital invoice rate, reflecting our strong commitment to climate-friendly invoicing. As a result, 66% of all invoices and other documents processed through our services were delivered through digital channels.

GHG emissions, energy consumption, and waste generation are presented in detail on page 37.

Measuring Energy Consumption, Greenhouse Gas Emissions and Waste Output

In 2023, we continued our efforts to minimize the negative impact of our business operations on the environment, enhanced our data collection capabilities, and introduced a new platform for environmental data reporting.We were able to report to more accurate Scope 1 emissions data, thanks to improved vehicle reports from our leasing partners. We have also continued to optimize our physical office space, which has decreased our Scope 2 emissions. Additionally, we collected more comprehensive data on Scope 3 emissions, including those from business travel and purchased goods and services across all operating countries.

In 2023, our carbon offset program made progress towards aligning all IT equipment, including employee laptops, desktop computers, phones, tablets, and peripheral devices such as headsets, keyboards, and mice, under a group-wide device management contract. This contract encompasses both carbon offsetting and recycling measures. By the end of the reporting year, our contract covered Finland and Sweden, encompassing approximately 88% of employees. In 2024, we aim to expand the contract to include Norway.

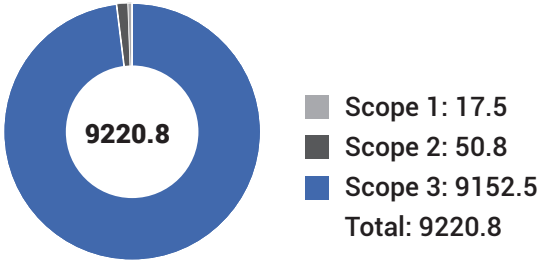
We always aim for environmentally friendly choices across all our operations. We recycle office supplies such as paper, plastics, metal, and kitchen waste and sort hazardous waste separately. Our digital waste is handled by our leasing partners, and we commit to doing our part in the process to ensure accurate handling of electronic waste. We also aim to influence our landlords to carefully select waste management providers that prioritize quality and provide comprehensive waste reporting.

When traveling for business purposes, we strive to minimize the environmental footprint by choosing environmentally friendly means of transport, as far as possible, and cars with low CO2 emissions when driving.

To ensure more accurate data collection, especially concerning Scope 3 emissions related to business travel, commuting, and purchased goods and services, we will merge our financial systems into a group-wide setup in 2024. This common system setup across all operating countries will enhance data accuracy and help us meet the changing reporting requirements mandated by the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standard (ESRS).

Total Emissions Overview

Tonnes CO2e



Sustainability actions 2023-2024

In 2023, we continued to improve our data collection related to environmental impact, increased the digital invoice ratio together with our clients, enhanced our vehicle reports with the help of our leasing partners, and We have also continued to optimize our physical office space, which has decreased our Scope 2 emissions.

Target for 2024

In 2024, we are merging our financial systems into a group-wide setup for more accurate data collection, aim to achieve ISO 14001 certification group-wide, and plan to create a more detailed climate strategy, including a group-wide decarbonization plan.

Greenhouse Gas Emissions (Tonnes CO2e)

	Group			Finland			Sweden			Norway		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Scope 1	17.5	16.4	37.6	16.7	14.7	4.8	0.9	1.7	32.8	0.0	0.0	0.0
Scope 2	50.8	72.5	680.8	47.1	28.2	42.1	0.1	7.4	564.2	3.7	37.0	74.5
Scope 3	9 152.5	4 814.0	4 842.8	4 851.7	3 361.8	2 987.7	3 096.0	1 043.9	1 441.5	1 205.3	408.4	413.6

For more information about the emission calculations, please see the "About this report" on page 41.

Consumption of energy (MWh)

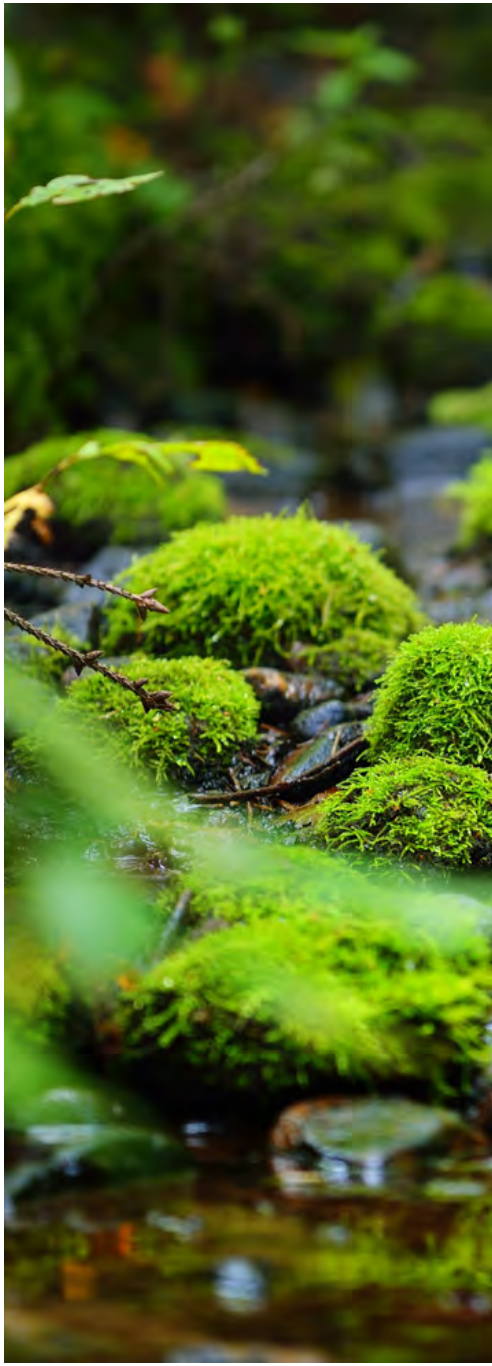
	Group			Finland			Sweden			Norway		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Electricity	286.5	297.5	198.5	162.6	124.6	137.0	41.7	62.9	61.0	82.2	110.0	-
Heating	204.0	104.9	-	186.9	92.8	-	-	12.1	21.5	17.0	-	-
Cooling	-	-	-	8.88	-	-	-	5.1	4.3	-	-	-

We were not able to collect the energy consumption related to heating and cooling from all our landlords. Read more on page 41.

Waste, in metric tons

	Group			Finland			Sweden			Norway		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Total waste	10.96	15.15	-	3.50	6.73	-	5.81	7.26	4.08	1.65	1.16	-
Hazardous *	-	0.22	-	-	0.16	-	0.05	0.06	0.07	-	-	-
Non-hazardous *	10.86	14.93	-	3.50	6.57	-	5.76	7.20	4.01	1.60	1.16	-

* Non-hazardous from office locations (confidential papers, kitchen waste etc.)
** We were not able to collect hazardous waste, including electrical equipment, printer toners, and lamps, from all our offices. For more details, please refer to page 41.



MOVING FORWARD

In the coming years, Ropo Capital will continue to embed sustainability as a core element of our operations. In 2024, we will prepare for regulated sustainability reporting, aligning our practices with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). Our focus will be on refining our sustainability strategy, ensuring accurate data collection to comply with reporting requirements, and enhancing sustainability awareness across all levels of the group.

Key Ingredients for Success:

- Implementation of a new financial system setup aligned with our sustainability vision, facilitating better data collection and management.
- Certified management systems covering quality, information security, environmental care, and assurance engagement, meeting our group-wide compliance standards at the highest level.
- A comprehensive group-wide employee onboarding program, inclusive of sustainability training to embed our values and practices at all organizational levels.
- Refined supplier screening processes to ensure alignment with our sustainability, quality and information security principles as outlined in our Code of Conduct.
- Advanced carbon footprint reporting to effectively monitor and mitigate the negative environmental impact related to invoicing.

Sustainability Plans for 2024

In 2024, we are committed to aligning our sustainability initiatives with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standard (ESRS). We will update our materiality analysis and perform a gap analysis in accordance with the ESRS. The findings from the materiality analysis will guide us in refining our sustainability strategy.

To fulfill our sustainability requirements and help with data collection, we will introduce a new financial system setup across the group in 2024. The new setup is designed to enhance transparency in reporting, and provide better tools for our financial teams for accurate data tracking and analysis. This enhanced data accuracy will enable us to better evaluate our environmental impact and devise effective carbon offset strategies.

Climate-Friendly Invoice Lifecycle

For 2024, our goal is to gather more precise data on scope 3 emissions, with a particular focus on business travel, commuting, and the procurement of goods and services. This will help us gain a clearer understanding of the climate impact associated with the entire invoice lifecycle. We also plan to integrate carbon footprint calculations per invoice channel into our business intelligence services, enhancing client awareness of the environmental impact of their invoicing practices. Additionally, we aim to establish a group-wide climate strategy and a decarbonization plan.

People & an Inspiring Working Environment

In line with our commitment to diversity and inclusion, we are actively working to support all employees, especially in their preferred identity expressions. This involves considering the adoption of new personal pronouns and enabling individuals to select their gender designation in all company records and platforms. Furthermore, we plan to implement a new group-wide employee survey tool to facilitate comprehensive insight gathering and provide enhanced tools for result analysis. We also intend to introduce group-wide employee onboarding materials to promote a unified culture, reinforce our shared values, and cultivate team spirit internationally.

Business Ethics & Responsible Service Delivery

We plan to update our platform design to enhance user experience, keeping inclusiveness at the forefront, and to continue our efforts in raising sustainability awareness among our stakeholders. We aim to obtain certifications including ISO 9001, ISO 27001, ISO 14001, and ISAE-3402 type 2 across all our operating countries.

Goals 2024

In 2024, we will focus on improving the employee experience, enhancing environmental transparency, promoting sustainability awareness, and strengthening supplier screening. We are committed to upholding our group-wide management systems, enforcing the Zero-Tolerance Policy, and maintaining our uptime guarantee.

Audited and Certified Management Systems

In 2024, our goal is to achieve group-wide certifications for ISO 9001, ISO 27001, ISO 14001, and ISAE-3402 type 2.

99.9% Uptime Guarantee

We are committed to maintaining the reliability and performance of our services and promise an uptime guarantee for Ropo 24 and Ropo Online.

Lowering the Carbon Footprint Related to Invoicing

Our long-term goal is to reduce carbon emissions related to invoicing. To support this, we plan to update our reports to include invoice carbon footprint data.

Our Zero-Tolerance Policy | We are always committed to:

- 0 warnings or other sanctions from authorities
- 0 major information security incidents
- 0 cases of discrimination within the group
- 0 cases of corruption within the group

Targets for 2025

Customer satisfaction (NPS)
+50 | Decision-makers
+50 | Projects
+30 | End-customers

Employee experience
+ 30 | Employees (eNPS)

Sustainability awareness
+50 | Sustainability score
+50 | Inclusiveness score

Code of Conduct
100% | Employees trained
100% | Largest suppliers screened

About this report

This is Ropo Capital Group's annual sustainability report with the aim of summarizing the work we have done within sustainability during 2023 (1st of January 2023 – 31st of December 2023) in a clear and transparent way. The report has been prepared with reference to the GRI Standards 2021. The report content is adapted to sustainability areas that we developed in our materiality assessment conducted in 2021 that included stakeholder interviews and risk assessment.

The environmental figures presented here are based on data provided by invoices, utility providers, and other suppliers, and are calculated according to the Greenhouse Gas Protocol. The figures include emissions from Scope 1 (mobile combustion), Scope 2 (electricity heating & cooling), and Scope 3 which include categories such as Purchase Goods & Services, Capital Goods, Fuel and Energy related activities, Business Travel and Upstream Transportation & Distribution.

GHG emissions have been calculated with an activity-based methodology for Scope 1 and Scope 2, and with a spend-based methodology for Scope 3. GHG emissions have been computed using Reporting 21, which uses emission factors from DEFRA, AIB and Ademe.

At Ropo Capital, growth has been strategically supported by a series of acquisitions, which are elaborated on page 6. These acquisitions have affected our operations with multiple systems, tools, and legacy platforms. To ensure accurate data and enable efficient data collection, we adhere to a clear integration plan guided by the One Ropo principle described on the CEO Letter on page 3.

During the reporting year, our platform for environmental data reporting underwent a change, and we started to use emission factors provided by Reporting 21. Due to the change, our emission calculations are not entirely comparable with the previous years. To address this, we plan to adjust our historical data to align with the new emission factors. This will enable us to provide a consistent and comparable set of data across different reporting periods, ensuring transparency and continuity in our sustainability reporting.

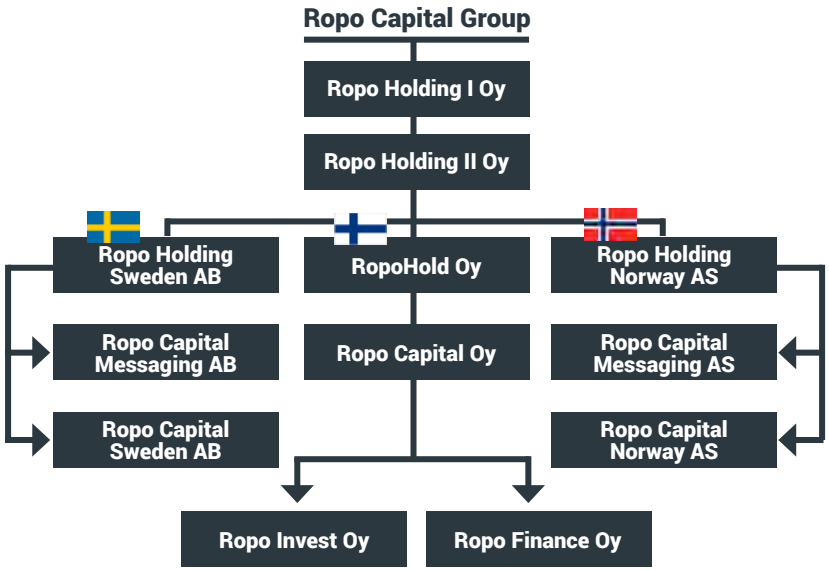
In 2023, we were unable to specify the energy consumption related to heating and cooling from our landlords in Sweden for the offices in Gothenburg and Stockholm, as well as cooling in Finland from the Porvoo office, and cooling in Norway from the offices in Sandefjord, Oslo, and Bergen. If data on heating or cooling is missing, it is reported as included in the overall energy consumption.

Regarding waste management, the amount of hazardous waste generated in Finland and Norway has not been specified. However, the level of hazardous waste is estimated to be relatively low in both countries.

All employee data is disclosed from our HR systems and is presented in headcount.

The reported data covers the Ropo Capital Group, including the parent company Ropo Holding I Oy and all its subsidiaries. The group structure is presented in the figure below.

Group Structure



Questions about the report can be addressed to our Chief Brand & Communications Officer Jenni Jantunen, sustainability@ropocapital.com.

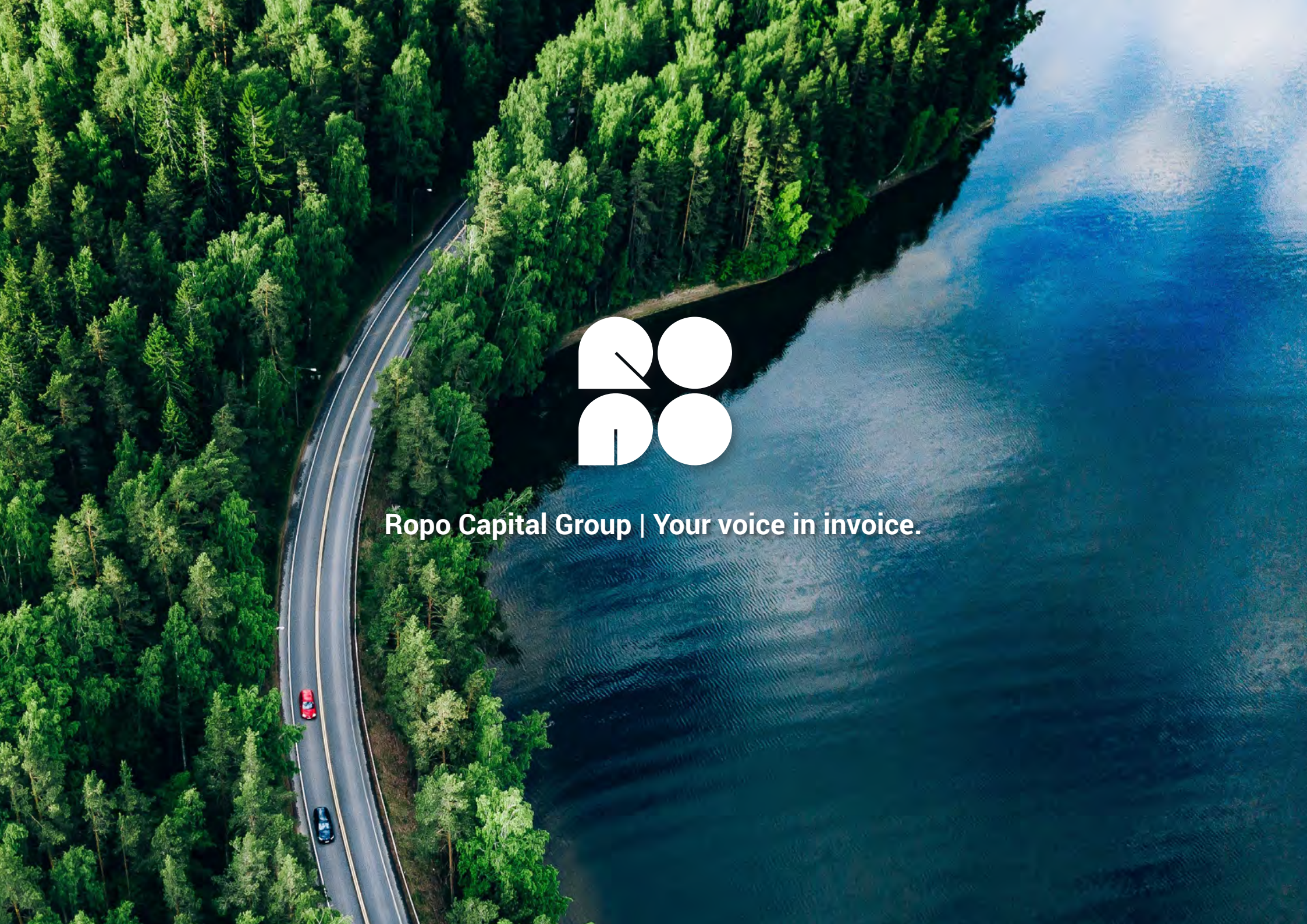
GRI Content Index

Statement of use	Ropo Capital has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	5-6, 41
	2-2 Entities included in the organization's sustainability reporting	41
	2-3 Reporting period, frequency and contact point	41
	2-4 Restatements of information	No significant changes. Changes reported in connection with topic-specific information on pages 27 and 35.
	2-5 External assurance	This sustainability report has not been externally assured.
	2-6 Activities, value chain and other business relationships	5-7, 23-24
	2-7 Employees	28-30
	2-8 Workers who are not employees	28
	2-9 Governance structure and composition	7, 29
	2-22 Statement on sustainable development strategy	3
	2-23 Policy commitments	7
	2-25 Processes to remediate negative impacts	7, 16

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	7, 16
	2-27 Compliance with laws and regulations	19-21
	2-28 Membership associations	19-20
	2-29 Approach to stakeholder engagement	19, 22-24, 26
	2-30 Collective bargaining agreements	100% of our employees are covered by collective bargaining agreement
GRI 3: Material Topics 2021	3-1 Process to determine material topics	8-11
	3-2 List of material topics	8, 11
	3-3 Management of material topics	10-11
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	22-23
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	15-16
GRI 302: Energy 2016	302-1 Energy consumption within the organization	35-37
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	37
	305-2 Energy indirect (Scope 2) GHG emissions	37
	305-3 Other indirect (Scope 3) GHG emissions	37
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	35-37
	306-2 Management of significant waste-related impacts	35-37
	306-3 Waste generated	37

GRI STANDARD	DISCLOSURE	LOCATION
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	30
	401-3 Parental leave	29
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	31
	403-2 Hazard identification, risk assessment, and incident investigation	31-32
	403-3 Occupational health services	32
	403-4 Worker participation, consultation, and communication on occupational health and safety	32
	403-5 Worker training on occupational health and safety	33
	403-6 Promotion of worker health	33
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	33
	403-8 Workers covered by an occupational health and safety management system	32
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	27
	404-3 Percentage of employees receiving regular performance and career development reviews	26
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28-29
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	28
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	18


Ropo Capital Group | Your voice in invoice.