KEYTO

SUSTAINABILITY REPORT 2024

INDEX

CEO STATEMENT

MAGNUS AGERVALD, CEO KEYTO GROUP:

"We unlock people's quality of life"

2024 marked a pivotal year in KEYTO Group's sustainability journey. As a newly formed group, we focused on building a strong foundation for long-term value creation by embedding responsible business practices across our operations. Throughout the year, we completed our first group-wide double materiality assessment, formalized our sustainability governance framework, and proudly joined the UN Global Compact.

These milestones are essential in aligning with the upcoming Corporate Sustainability Reporting Directive (CSRD) and meeting the evolving expectations of our stakeholders.

At the heart of our strategy is our vision: to unlock people's quality of life through the power of our one-stop destination. Our mission—to provide ease of mind by delivering easy access to outstanding home services— guides everything we do. Sustainability is a natural extension of this promise, ensuring that the services we offer not only meet today's needs but also contribute to a better tomorrow.

In 2024, we completed our first comprehensive carbon accounting across the group, covering Scope 1, 2, and 3 emissions in accordance with the Greenhouse Gas Protocol. This has deepened our understanding of our environmental footprint, where over 85% of emissions are linked to Scope 3—primarily through procurement, transportation, and franchise operations. These insights are now guiding targeted efforts to reduce our climate impact and strengthen collaboration with our suppliers.

With more than 4,000 employees across Sweden, we remain strongly committed to promoting fair and safe working conditions, employee health and well-being, and an inclusive corporate culture. During the year, we reviewed and improved our grievance and whistleblowing mechanisms, ensuring employees have access to secure, trustworthy channels to raise concerns. We also introduced targeted initiatives to reduce sick leave and continued efforts to ensure fair and competitive compensation.

Safeguarding data and privacy is equally critical to maintaining trust. In 2024, we enhanced our cybersecurity practices and took significant steps toward establishing a group-wide GDPR framework—reinforcing the protection of our systems, employees, and customers.

As we move forward, we will continue to strengthen internal processes, enhance transparency, and improve data quality. By integrating environmental, social, and governance (ESG) considerations into everyday decision-making, we aim to operate responsibly, build long-term resilience, and create sustainable value for all our stakeholders—while delivering on our mission to bring ease of mind through outstanding home services.

KEYTO IN BRIEF.

KEYTO unlocks people's quality of life by offering easy access to outstanding services through a tech-enabled eco-system. Offering comprising a wide range of primarily subscription-based, home-related services.

Strong organic growth coupled by an ambitious M&A agenda to accelerate offering, presence and scale.

Drives digitalization and consolidation in the industry, improving convenience both for customers and employees.

CLEANING

hemfrid
PART OF KEYTO GROUP

Qleano
PART OF KEYTO GROUP

meritum
PART OF KEYTO GROUP

Fissa & Feja
PART OF KEYTO GROUP

Sinnesfrid Städservice AB
PART OF KEYTO GROUP

Skura
PART OF KEYTO GROUP

Vardagsfrid
PART OF KEYTO GROUP

FLEX WORK

veterankraft
PART OF KEYTO GROUP

APPLIANCES

servly
PART OF KEYTO GROUP

≈30
Home services offered

+ 20K
Cleaning subscription customers

+ 500K
Annual cleaning visits

+ 450K
Annual home appliances site visits

INTRODUCTION.

KEYTO at a Glance

KEYTO is building the leading, technology-driven, one stop destination for household services in Sweden. We combine digital tools, operational excellence, and a broad service portfolio to enhance quality of life for our customers, by making home services accessible, reliable, and easy to use.

OUR PURPOSE

Our mission is to unlock people's quality of life through the strength of our full-service platform. By leveraging technology and integrated services, we want to transform the service industry.

OUR PROMISE

We promise ease of mind by providing easy access to outstanding home services. We strive for simplicity in everything we do. We act professionally in every interaction, and we take responsibility for every home and business we help.

OUR GOAL

Don't want to, don't have time, can't – the reasons why our customers use our services can vary, but the end goal is the same. Our goal is to create ease of mind. We are the key to getting things done.

KEYTO's Strategy and Business Model

- Our strategy is focused on delivering high-quality, customer-focused services while driving long-term value creation through operational efficiency, digital innovation, and sustainability. Our offering spans a wide range of services:

  CLEANING
  Services include various types of cleaning and moving assistance, provided as subscriptions or one-time services to residential households, as well as smaller offices and condominium associations.

  APPLIANCES
  Services include installation and service of appliances and operates as Sweden's only national independent provider to household residents, OEMs, real estate owners or co-ops.

  FLEX WORK
  Services include gardening, cleaning, office admin, facility management and more. Specialized on hiring pensioners/seniors for providing services to B2C and B2B customers.

- We place strong emphasis on fair working conditions, employee well-being, and ethical business conduct, ensuring accountability and consistency across every stage of our operations.

- In addition, we pursue a focused M&A agenda to support our growth strategy. We work actively to integrate acquired companies into our model, ensuring they align with KEYTO's values and commitment to quality, responsibility, and customer satisfaction.

VALUE CHAIN.

KEYTO's Value Chain

- Understanding and managing our value chain is an important step to delivering high-quality and sustainable home services. Our value chain covers the full lifecycle of our services, from procurement and operations, to service delivery and after-service support.

- Each stage plays a role in our environmental and social impact. By examining the full value chain, we can identify key impacts from our activities and relationships. Analyzing the value chain also enable us to identify potential opportunities to improve resource efficiency, reduce emissions, uphold responsible practices, and create long-term value for all stakeholders.

Our Value Chain Consists of Four Key Stages:

PROCUREMENT AND PURCHASING

- We source appliances, spare parts, cleaning materials, and services through trusted suppliers, most of whom are based in Sweden. However, we are aware that their respective supply chains often extend to other parts of the world, which means the impact goes beyond what we see directly. This part of our value chain also accounts for the largest share of our Scope 3 emissions, making it a key area for improvement as we work to reduce our overall climate footprint.

OPERATIONS

- Our operations include logistics, planning, and digital coordination across our business areas Cleaning, Appliances, and Flex Work. We rely on digital tools, smart scheduling, and efficient workflows while prioritizing safe working conditions, job satisfaction, and inclusive employment.

SERVICE DELIVERY

- This is the core of our customer experience, where our employees deliver home services directly to households across Sweden. Professionalism, reliability, safety, and service quality are essential for building trust and meeting customer expectations.

AFTER-SERVICE & END-OF-LIFE

- Our responsibility to customers continues beyond the point of service. We provide ongoing support to ensure satisfaction and maintain long-term relationships, including resolving any issues that may arise, such as accidental damage to customers' homes or interiors. We are committed to addressing such matters promptly and professionally, reinforcing our focus on service quality and accountability.

- While we have control only to a certain extent over how products or materials are used or disposed of after service, we recognize that the end-of-life phase can have environmental impacts. Where possible, we aim to promote responsible handling, reuse, and recycling through customer guidance and internal awareness initiatives.

VALUE CHAIN ANALYSIS.

VALUE CHAIN STEP	IMPACT	RISKS AND OPPORTUNITIES	ABILITY TO INFLUENCE
Procurement and purchasing	Emissions, energy use, and resource consumption linked to purchased goods and services are key contributors to our climate impact across the value chain. By working with responsible suppliers, we help promote fair labor practices, safe working conditions, and environmental stewardship throughout our supply chain.	Risks include limited supplier visibility and high emissions intensity of purchased products, such as appliances and spare parts. Opportunities include strengthening supplier partnerships, setting clear ESG expectations, and collecting supplier-specific emissions data to support more accurate climate reporting and purchasing decisions.	**Medium** – We set sustainability requirements and standards for first-tier suppliers but have limited control over how they implement these in practice.
Operations	Office energy use, equipment, digital infrastructure, and support services such as marketing all contribute to our environmental footprint, primarily through Scope 2 and 3 emissions. At the same time, our daily operations have a direct impact on employee well-being, job satisfaction, and professional growth. By promoting efficient, inclusive, and supportive ways of working, we strengthen both our environmental performance and overall organizational resilience.	Risks include cybersecurity threats, evolving regulations, and challenges related to talent retention. Opportunities lie in optimizing digital systems, enhancing operational efficiency, and fostering an inclusive and ethical corporate culture that supports long-term employee engagement and organizational resilience.	**High** – We directly control digital tools, energy use, and operational practices. We influence employee experience, workplace conditions, and organizational culture.
Service delivery	Transport-related emissions from service delivery are a significant contributor to our carbon footprint, primarily through Scope 1 (company vehicles) and Scope 3 (use of private vehicles). At the same time, reliable service plays an important role in helping customers maintain healthy and functional homes, reducing everyday stress and supporting well-being and social inclusion.	Risks include fossil fuel dependency, exposure to rising fuel costs, and operational inefficiencies. Opportunities include fleet electrification, route optimization, and the use of digital tools to improve service delivery. Inclusive hiring practices and tech-enabled service models also support broader social impact goals. In addition, maintaining high service quality and adopting responsible practices strengthen customer trust and enhance our brand reputation over time.	**High** – We influence transport methods, investment in cleaner vehicles and route designs, We also shape social impacts through inclusive hiring.
After Service and End-of-Life	This stage affects resource use and environmental impact depending on how customers maintain, reuse, or dispose of appliances and materials. Quality service helps extend product lifespan and reduce unnecessary waste.	Risks include lack of control over customer behavior post-service. Opportunities include offering guidance on sustainable use, safe disposal, and product maintenance, supporting circularity and helping customers meet environmental preferences.	**Limited** – While we cannot control end-user behavior, we can educate and guide customers toward responsible, sustainable use and disposal practices.

KEYTO AND SUSTAINABILITY

SUSTAINABILITY GOVERNANCE.

SUSTAINABILITY GOVERNANCE

▪ At KEYTO, we are in the process of establishing a clear and structured approach to sustainability governance. Our goal is to ensure that environmental, social, and ethical considerations are gradually embedded into how we operate, make decisions, and create long-term value.

▪ In 2024, we focused on laying the groundwork for a group-wide sustainability governance framework. This included defining preliminary roles and responsibilities, initiating alignment with emerging expectations, and identifying key areas where internal structures and processes need to be strengthened.

▪ While elements of sustainability are already integrated into daily operations, strategic planning, and risk management, we recognize that our governance model is still evolving. In 2025, we will continue this work by formalizing procedures, improving internal controls, and building capacity across the organization to ensure our governance approach supports effective implementation, transparency, and ongoing stakeholder engagement.

SUSTAINABILITY GOVERNANCE STRUCTURE

▪ KEYTO's sustainability governance involves coordinated efforts across several levels of the organization, from the Board of Directors to operational teams. Each part of the organization plays a distinct role in embedding sustainability into our business:

   ▪ **Board of Directors** – Sets the long-term strategic direction for sustainability, oversees risk management, and ensures accountability in meeting sustainability commitments.

   ▪ **Audit Committee** – Supports financial integrity and risk oversight by reviewing sustainability reporting, compliance, and related risks.

   ▪ **KEYTO Group Management** – Responsible for implementing the group-wide sustainability strategy, policies, and governance practices.

   ▪ **Business Area Executive Management** – Manages sustainability initiatives within their respective areas, ensuring alignment with group-level goals and policies.

   ▪ **Sustainability Function** – Develops sustainability-related policies, monitors performance, and ensures compliance with regulatory frameworks and stakeholder expectations.

   ▪ **Legal Function**– Supports risk management by ensuring compliance with applicable laws, regulations, and ethical business standards.

▪ By strengthening our governance structure and continuing to evolve internal processes, we aim to ensure that sustainability is fully integrated across all levels of the organization—supporting long-term value creation, resilience, and regulatory alignment.

GOVERNANCE IN 2024

- In 2024, the Board held nine meetings, with sustainability established as a standing agenda item. Regular monthly updates were shared with the Board, and quarterly reports provided visibility into key ESG indicators, including emerging risks and opportunities.

- The Audit Committee oversaw progress on sustainability reporting and preparations for future regulatory requirements. To further strengthen oversight, certain members of the Board participated in dedicated training on the Corporate Sustainability Reporting Directive (CSRD). This training enhanced their understanding of reporting expectations, the scope of the directive, and the Board's role in overseeing sustain-ability-related risks and disclosures.

- Throughout the year, our senior leaders were actively involved in key sustainability initiatives, working to align strategic priorities with materiality assessment outcomes, project implementation, and reporting processes. We also initiated efforts to improve ESG data quality, an important step toward setting more clearly defined environ-mental targets and improving our ability to track progress across the business.

POLICIES

- We have adopted a set of policies to guide our sustainability commitments and promote responsible business conduct:

  - **Sustainability Policy**
    Framework for group-wide sustainability governance

  - **Code of Conduct**
    Defines ethical behavior across the company

  - **Anti-Corrucption Policy**
    Outlines zero tolerance for unethical practises.

  - **Environment Policy**
    Supports climate and environmental responsibility.

  - **Supplier Code of Conduct**
    Ensures suppliers uphold standards for sustainability, human rights, and responsible conduct.

  - **Whistleblower Policy**
    Provides a confidential mechanism for concerns.

- These policies are regularly reviewed and updated to remain aligned with evolving expectations, legal requirements, and best practices.

SUSTAINABILITY DUE DILIGENCE

- We are committed to identifying, assessing, and addressing potential adverse impacts on people and the environment through our operations and business relationships. Sustainability due diligence (SDD) enables us to manage risks proactively and embed responsible practices throughout our value chain.

- In 2025, we will formalize and expand our due diligence processes and documentation. This will support deeper risk identification, prioritization, and action across environmental and human rights topics.

SUSTAINABILITY RISK MANAGEMENT

- Sustainability-related risks are integrated into our broader risk management processes. Key components of our risk management include:

  - **Materiality-Based Risk Assessment**
    We assess risks from both societal and financial perspectives to prioritize what matters most.

  - **Legal and Regulatory Compliance**
    Ensures our practices align with applicable laws and frameworks.

  - **Stakeholder Expectations**
    Ongoing engagement helps us understand risks and expectations early, so we can act effectively.

TRANSPARENCY AND REPORTING

- We are committed to transparency in how we measure, manage, and communicate our sustainability performance. Starting in 2025, we plan to publish an annual sustainability report aligned with upcoming regulatory requirements. This report will be integrated with our financial reporting to provide a holistic view of our impact, strategy, and performance.

- We also joined the UN Global Compact in 2024 and began reporting our Communication on Progress. This reflects our commitment to sustainable operations and global collaboration.

STAKEHOLDERS

- Our stakeholders play a key role in shaping our sustainability efforts. We maintain ongoing dialogue with those most impacted by or connected to our business. These interactions are led by functional teams and help ensure that we gather diverse insights to guide decisions.

Our key stakeholders include:
- Owners
- Bondholders
- Employees
- Customers
- Trade unions and industry associations
- Suppliers and subcontractors

PREPARING FOR THE CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD).

Preparing for CSRD Compliance

We are preparing to report for the 2025 reporting year, with our first sustainability report planned for publication in 2026. Our goal is to enhance transparency, improve performance, and meet growing expectations from stakeholders and customers.

IN 2024, WE:

- Completed a double materiality assessment (DMA), which was reviewed internally and assured externally
- Performed a gap analysis
- Obtained independent assurance of our DMA
- Developed a roadmap to improve ESG data quality, monitoring, and internal governance

IN 2025, WE WILL FOCUS ON:

- Strengthening ESG reporting processes and controls
- Enhancing engagement with key stakeholders
- Supporting our teams with training and tools to ensure readiness

Double Materiality Assessment 2024: Identifying Impacts, Risks & Opportunities

- 2024, we conducted our first group-wide Double Materiality Assessment (DMA) as a newly formed organization. This structured and collaborative process engaged representatives from all Business Areas and followed a methodology aligned with evolving sustainability reporting requirements. The process was independently assured to ensure quality and credibility.
- We assessed sustainability matters from two perspectives:
  - **Impact materiality:** how our operations affect people, society, and the environment.
  - **Financial materiality:** how sustainability topics may influence our business performance, including exposure to risks and opportunities.

- Through this lens, we identified the most relevant sustainability topics for our business and stakeholders. Each material topic was assigned clear executive responsibility, helping us align governance and accountability for sustainability across the organization.
- The DMA serves as a foundation for continuous improvement, helping us ensure our efforts meet stakeholder expectations, support business resilience, and deliver long-term value.

Sustainability topic	Sub topics	Executive responsibility
Climate change	Climate change adaptation, mitigation, and energy.	Magnus Agervald, Group CEO
Employees	Working conditions and DEI.	Moa Vallgård, Group CHRO
Customers and end-users	Data Protection & Privacy, Product & Service Safety, Accessibility and Inclusion.	Fredrik Lindblad, Group CMO Martin Doktàr Wilén, Group CTO
Business conduct	Corporate culture, data security.	David Zytomierski, Group CFO Martin Doktàr Wilén, Group CTO

DOUBLE MATERIALITY:
OUR PROCESS AND EVALUATION CRITERIA.

Our Double Materiality Process

To align our sustainability efforts with strategic priorities, stakeholder expectations, and regulatory developments, we apply a structured double materiality process. This helps us identify and prioritize the sustainability topics that are most relevant to our business and broader impact.

Step	Description
1. Business Context Mapping	Mapped our business model, value chain, and regulatory environment to form a gross list of potential material sustainability matters as a foundation for further assessment.
2. Evidence Review and Stakeholder Dialogue	Combined internal research with input from key stakeholders to understand relevant sustainability matters.
3. Prioritization and Assessment Workshops	Conducted cross-functional sessions to assess impacts, risks, and opportunities, and align on material topics.
4. Validation & Continuous Review	Findings were reviewed internally and externally, with senior leadership oversight. We will revisit the assessment regularly to stay aligned with evolving expectations.

Materiality Evaluation Criteria

- **Impact materiality** is assessed based on:
  - Scale, Scope, Irremediability, and Likelihood
- **Financial materiality** is assessed based on:
  - Likelihood and Severity of financial impact

All topics were scored from 1 (low) to 5 (high). A topic is considered material if the combined score is 7 or more or meets certain exception thresholds.

Thresholds & Exceptions

Threshold Type	Criteria
Basic threshold	Score of 7 or more (likelihood + severity) = material.
High severity (score of 5)	Automatically material, regardless of likelihood.
Moderate-high severity (score of 4)	Material if likelihood is >2.
Stakeholder or global relevance	Topics with high external relevance may be included even if they score lower.

DOUBLE MATERIALITY AND STRATEGIC ALIGNMENT.

Connecting Materiality to Strategy and Risk

▪ Our material topics are closely aligned with our strategy and operating model. They form the foundation for how we manage sustainability, both within our operations and in our interactions with suppliers, customers, and other key stakeholders.

▪ These topics help us address critical risks, identify opportunities for improvement, and ensure meaningful stakeholder engagement.

▪ More details on each topic can be found in the corresponding sections of this report.

MATERIAL SUSTAINABILITY ASPECTS.

Sustainability topics	Impact occurs			Potential risks/ Opportunities	Details in section
	Upstream	Own operations	Downstream, Customers and End users		
Climate change adaption	⌂	⌂	⌂		Environment
Climate change mitigation	⌂	⌂		⌂	Environment
Energy	⌂	⌂			Environment
Working conditions		⌂		⌂	Own workforce
Equality and equal opportunities		⌂		⌂	Own workforce
Information related impacts for consumers			⌂	⌂	Consumers and end-users
Personal safety of consumers and end-users			⌂	⌂	Consumers and end-users
Social inclusion of consumers and end-users			⌂		Consumers and end-users
Business conduct		⌂		⌂	Responsible business
Corporate culture		⌂		⌂	Responsible business
Cyber security		⌂	⌂	⌂	Responsible business

ENVIRONMENT

Climate change and energy

CLIMATE CHANGE AND ENERGY RELATED IMPACTS.

Sustainability topic	Impact materiality			Financial materiality
	Upstream	Own operations	Down-stream	Risks and opportunities
Climate change adaption	⌂	⌂	⌂	
Climate change mitigation	⌂	⌂	⌂	⌂
Energy	⌂	⌂		

IMPACTS

- We have identified climate change mitigation, adaptation, and energy use as key sustainability topics. While our operations directly contribute to emissions, our broader climate impact is largely indirect, stemming from upstream and downstream activities across our value chain.

- Although climate change adaptation was not assessed material as a standalone topic, we recognize its growing materiality and relevance. As our sustainability work evolves, we plan to explore how adaptation considerations can be integrated into risk management and strategic planning over time.

- KEYTO's emissions are primarily linked to Scope 3 categories, which account for more than 85% of our total emissions. These are mainly associated with procurement, transportation, subcontractors, and franchise operations.

- Scope 1 emissions, which come from the use of company vehicles, make up about 13% of total emissions and vary across business areas.

- Scope 2 emissions (from electricity and heat) are low, accounting for just 1–2% of total emissions in all Business Areas.

  - **Cleaning:** Emission are driven by purchased services (35.9%), travel using company vehicles (23.1%), and cleaning materials (11.5%).

  - **Appliances:** Emissions largely relates to the procurement of appliances and spare parts (57.8%), materials (20.7%), and travel (11.3%), with most travel emissions falling under Scope 1.

  - **Flex Work:** Major sources include franchise operations (41.0%), travel (24.9%), and procurement of material and inventories (20.7%). Scope 1 emissions are very low in this Business Area, only 0.4%, since employees primarily use their own private vehicles when traveling to customers.

- These findings highlight that our climate impact is concentrated in supply chain and third-party emissions. This emphasize the importance of sustainable procurement, efficient logistics, and stronger collaboration with partners and franchisees.

CLIMATE CHANGE AND ENERGY RELATED RISKS AND OPPORTUNITIES.

RISKS

- Growing regulatory demands, such as carbon pricing and disclosure requirements, may increase compliance complexity.
- Supply chain vulnerabilities could disrupt availability or increase the cost and emissions intensity of key goods and services (for example spare parts).
- High emissions intensity per unit of revenue may impact competitiveness.
- Reliance on spend-based estimates for Scope 3 introduces uncertainty in emissions reporting and limits data precision, particularly for supplier and franchise emissions. As reporting requirements evolve, the continued use of estimated data also increases the risk of non-compliance, as more granular and primary data will be required.

OPPORTUNITIES

- Our greatest emissions reduction potential lies in Scope 1 and 3, which we aim to address through sustainable procurement, improved energy sourcing, and a gradual shift to low-emission vehicles, including electric and hybrid options.
- Strengthening collaboration with suppliers and franchise partners can improve data quality and enable the development of lower-emission services.
- Proactive climate action also supports regulatory readiness, customer trust, and brand value. As most emissions occur outside our direct control, cross-value chain collaboration will be essential.

CONNECTION TO BUSINESS STRATEGY

- KEYTO's strategy is evolving to more fully integrate environmental responsibility. We are building the foundations for embedding energy efficiency, responsible procurement, and climate impact awareness into how we operate and make decisions.
- As we strengthen our sustainability efforts, we aim to systematically integrate climate-related considerations into strategic planning, procurement, and operations. Our goal is to proactively manage climate risks, identify areas to reduce our footprint, and support long-term business resilience. While this work is still in progress, we see strong potential for environmental improvements to also deliver operational efficiencies in the future.

ENVIRONMENTAL POLICY

- Our Environmental Policy outlines our commitment to reducing our environmental impact and operating responsibly. It provides a framework for incorporating climate considerations into daily operations, procurement, and business decision-making.

MANAGING OUR ENVIRONMENTAL IMPACTS.

MANAGING OUR ENVIRONMENTAL IMPACTS

▪ We take proactive steps to reduce emissions, improve resource efficiency, and support the transition toward a more sustainable society. Reducing our footprint is not only a regulatory obligation but also a business opportunity, strengthening customer trust and enabling long-term operational resilience.

▪ In 2024, we completed a comprehensive GHG inventory across all Business Areas in accordance with the GHG Protocol, forming a foundation for data-driven climate action.

▪ To further improve our performance, we are strengthening our data collection processes, defining specific targets, and actively engaging with stakeholders across the value chain.

CLIMATE AND ENERGY TARGET

To reduce our climate footprint, we have set the following targets:

Target Renewable Energy:

Strive for 100% renewable energy in all our offices where we have control over energy agreements. This means ensuring that all electricity contracts for our office locations under our direct control are sourced from certified renewable energy, by 2028.

Target Green Transportation:

Implement the KEYTO Environmental Policy to support a gradual transition away from fossil-fuel-based vehicles. Prioritize the adoption of electric or hybrid alternatives, aiming to reduce the share of fossil-fuel-based vehicles in our fleet by 2028. When acquiring new companies, the vehicles from the acquisitions will be incorporated into measurement after 18 months.

MANAGING OUR ENVIRONMENTAL IMPACTS: CARBON ACCOUNTING - CARBON ACCOUNTING.

SCOPE 1 DIRECT EMISSIONS

- Scope 1 emissions include fuel use from company-owned or leased vehicles. In 2024, these emissions totaled 1,555 tonnes CO_2e, accounting for approximately 13% of KEYTO's total emissions.

SCOPE 2 INDIRECT EMISSIONS FROM ENERGY USE

- These emissions result from purchased electricity and heating in our own offices. In 2024, Scope 2 emissions totaled 199 tonnes CO_2e (market-based), or 1.7% of total emissions, with some variation between Business Areas.

SCOPE 3 INDIRECT EMISSIONS IN THE VALUE CHAIN

- Scope 3 emissions cover activities outside KEYTO's direct control, including purchased goods and services, business travel, and franchise operations. In 2024, Scope 3 emissions totaled 10,195 tonnes CO_2e, representing over 85% of total emissions.

- Our greenhouse gas inventory is prepared in line with the GHG Protocol. Currently, most Scope 3 categories are calculated using spend-based estimates. During 2025, we plan to focus increasing the share of primary data for scope 3 calculations to improve accuracy and meet evolving reporting expectations and requirements.

Share of GHG Emissions 2024 by Scope and Business Area.
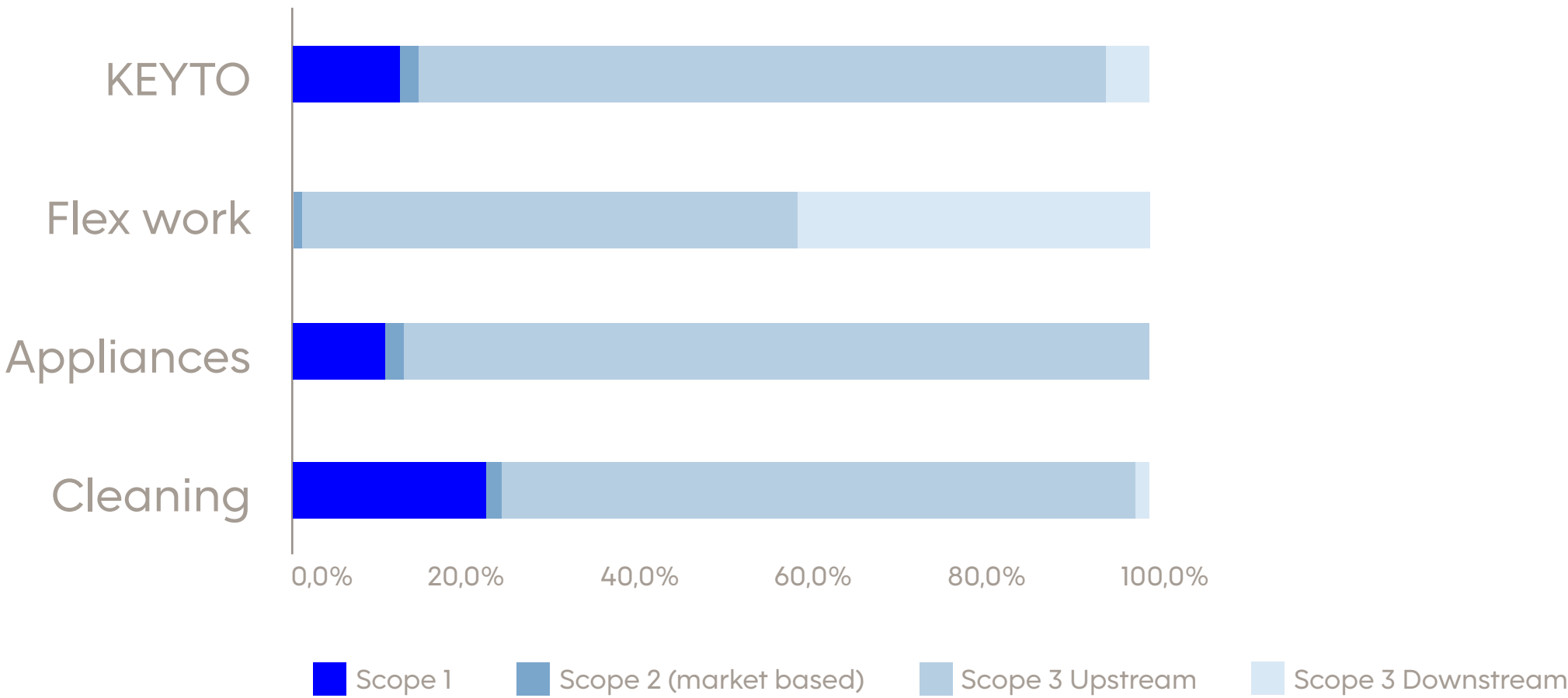
MANAGING OUR ENVIRONMENTAL IMPACTS: CARBON ACCOUNTING - CARBON ACCOUNTING.

Greenhouse gas emissions (tonnes CO2e)

Category	Cleaning	2024 Appliances	Flex work	KEYTO
Scope 1	**674**	**876**	**5**	**1 555**
Scope 2 market based	**47**	**139**	**14**	**199**
Scope 2 location based	**27**	**117**	**3**	**148**
Scope 3 categories				
1. Purchased goods and services	1 517	6 386	405	8 308
3. Fuel and energy related activities not included in scope 1 & 2	224	225	3	451
4. Upstrean transportation and distribution	8	n.a.	n.a.	8
6. Business travel	327	1	314	642
8. Upstream leased assets	74	119	17	211
9. Downstream transportation and distribution	49	n.a.	n.a.	49
14. Franchaise	n.a.	n.a.	526	526
Scope 3	**2 199**	**6 731**	**1 265**	**10 195**
Total emissions market based	**2 920**	**7 746**	**1 283**	**11 949**
Total emissions location based	**2 901**	**7 724**	**1 272**	**11 898**
Biogenic emissions	**57**	**106**	**1**	**163**

Share of GHG emissions by scope

	Cleaning	Appliances	Flex work	KEYTO
Scope 1	23,1%	11,3%	0,4%	**13,0%**
Scope 2 (market-based)	1,6%	1,8%	1,1%	**1,7%**
Scope 3 Upstream	73,6%	86,9%	57,6%	**80,5%**
Scope 3 Downstresm	1,7%	0,0%	41,0%	**4,8%**

Emissions intensity by scope

Metric tons of CO2e/net sales, MSEK	Cleaning	Appliances	Flex work	KEYTO
Scope 1	0,55	1,6	0,03	**0,80**
Scope 2 (market-based)	0,04	0	0,08	**0,10**
Scope 2 (location based)	0,02	0	0,02	**0,08**
Scope 3 Upstream	1,75	12,3	4,11	**4,93**
Scope 3 Downstream	0,04	n.a.	2,93	**0,29**
Total emission (market based)	2,38	14,19	7,14	**6,12**
Total emission (location based)	2,36	14,15	7,09	**6,09**

Accounting Principles

KEYTO reports its emissions in accordance with the Greenhouse Gas (GHG) Protocol Corporate Standard, applying the operational control approach. This means that KEYTO accounts for 100% of emissions from operations where it has the authority to implement operational policies and procedures, as defined by the GHG Protocol. Emissions related to KEYTO's headquarters are not reported separately but are instead allocated to the respective Business Areas.

CARBON ACCOUNTING: SCOPE 3 CATEGORIES.

- **Category 1 Purchased Goods and Services**
  This is a significant contributor to Scope 3 emissions across all Business Areas.
  - In Appliances, emissions from this category, particularly white goods and spare parts, accounted for 82.4% of total emissions.
  - In Cleaning, this category contributed 52% of total emissions, mainly driven by services such as marketing and advertising, as well as cleaning products.
  - In Flex work, category 1 accounted for 32% of total emissions, making it the second largest contributor, surpassed by category 14: Franchise Emission, which accounted for 41%.

- **Category 3 Fuel and Energy Related Activities**
  Covers emissions related to fuels and energy not already accounted for in Scope 1 and 2. These are relatively small but important for full transparency.

- **Category 4 and 9 Transportation and Distribution**
  Includes upstream and downstream logistics, such as the transport of goods to KEYTO and deliveries to customers. For Business Area Cleaning, data was partially collected from Schenker, with a division of 25% upstream and 75% down-stream transport used for Cleaning.

- **Category 6 Business Travel**
  Covers travel by private vehicles, trains, hotels, and rental cars when employees visit customers.
  - In Flex Work, this was a significant contributor (24,5% of total emissions) due to the model where many workers use private cars for service delivery.

- **Category 7 Employee Commuting**
  Employee commuting has been identified as a relevant emissions source; however, reliable data was not available in sufficient quality to include in the 2024 calculations. Additionally, there is a risk of double-counting when private vehicles are used for both commuting and business travel. To improve accuracy in future reporting, we plan to conduct an employee survey to better understand commuting patterns and related emissions.

- **Category 8 Leased Assets (Upstream Energy Use)**
  For leased office spaces where energy contracts are handled by landlords, emissions were calculated using area-based estimates and standard energy intensity values. These made up 1.3–2.5% of total emissions depending on the Business Area.

- **Category 14 Franchise Emissions (Flex Work only)**
  Emissions from franchise operations in Flex Work were estimated based on revenue share, as actual emissions data was not available. This category accounted for 41% of Flex Work's total emissions, highlighting the need to both improve data quality and actively engage franchise partners in emission reduction efforts.

- **Other Categories**
  Categories like **Waste (Category 5), Use of Sold Products (11), End-of-life Treatment of Sold Products (12)** and **Investments (15)** were noted but excluded due to insufficient data or irrelevance to KEYTO's business model.

SOCIAL
Own workforce

CLIMATE CHANGE AND ENERGY RELATED IMPACTS.

IMPACTS

- KEYTO employs approximately 4,000 people across a wide range of roles and locations. Like any employer, our operations have both positive and negative impacts on our workforce. We are committed to creating meaningful job opportunities, supporting employee development, and minimizing workplace risks, particularly those related to health, safety, and mental well-being.

- To reduce negative impacts, we take a proactive approach to occupational health and safety, continuously improving our structures, routines, and training. We also promote fair, inclusive, and safe working conditions across all parts of the group. Our policies are designed to foster a respectful and supportive workplace culture, with particular attention to roles where physical demands or emotional strain may be more common.

- We are proud of our diverse workforce, which includes individuals from a variety of cultural, generational, and professional backgrounds. Our business model supports job creation across different life stages, including opportunities for senior employees to stay active and share their experience.

- We also recognize that workforce composition varies significantly across Business Areas, reflecting the different service types and roles. These differences can influence employee experience and outcomes, including pay levels and workplace risks. We are working to address structural imbalances and promote greater inclusion across all roles and career paths.

RISKS AND OPPORTUNITIES

- Poor working conditions can lead to workplace accidents, mental health issues, and increased staff turnover, all of which carry operational and reputational risks. These challenges can weaken employee satisfaction and KEYTO's employer brand, making it more difficult to attract and retain talent, and ultimately impact long-term business performance.

- Investing in employee health, safety, and development enhances KEYTO's ability to attract and retain skilled and engaged employees. A safe, inclusive, and supportive work environment also strengthens our employer brand and contributes to long-term resilience. We view diversity as a key driver of innovation, and our commitment to inclusion across backgrounds, cultures, and age groups, supports both social impact and business success.

CONNECTION TO BUSINESS STRATEGY

- Our workforce is central to KEYTO's long-term success. As a newly formed group, we are shaping a decentralized organization where each Business Area drives its own strategy, aligned with the group's overall direction. This structure keeps us close to daily operations and enables us to continuously improve the work environment based on employee insights. Guided by our values and Code of Conduct, we foster a diverse, inclusive, and engaging workplace to support employee satisfaction, strong performance, and sustainable growth.

Sustainability topic	Impact materiality			Financial materiality
	Upstream	Own operations	Down-stream	Risks and opportunities
Working conditions		⌂		⌂
Equality and equal opportunities		⌂		⌂

POLICIES AND DIALOGUE.

POLICIES GUIDING OUR WORK WITH OUR EMPLOYEES

- At KEYTO, we work with employees based on shared values of openness, respect, and collaboration — always putting people first. These values guide how we lead, communicate, and support each other across the organization.

- Several key policies provide a strong foundation for a responsible, inclusive, and supportive work environment:

  - **Code of Conduct**
    Outlines ethical behavior and guides collaboration, decisionmaking, and stakeholder engagement with integrity.

  - **Anti-Corruption Policy**
    Reinforces our zero-tolerance stance on corruption, promoting transparency and accountability.

  - **Work Environment and Employee-Related Policies**
    While KEYTO does not yet have a group-wide work environment policy, each Business Area has developed its own set of policies tailored to its specific operations. These include work environment policies as well as other employee-related guidelines that promote health, safety, well-being, and inclusion at the workplace.

- Together, these policies help us put our values into action and contribute to a positive, responsible, and forward-looking workplace culture — one that supports our continued growth and evolution as a group.

EMPLOYEE RELATIONS AND DIALOGUE

- At KEYTO, we aim to build strong, trust-based relationships with employees, trade unions, and representatives through open and continuous dialogue. Our goal is to ensure employees' voices are heard, valued, and reflected in decision-making across all levels.

- To understand the employee experience and improve the work environment, we use interviews, surveys, and pulse checks. Dialogue structures vary: larger companies have formal processes, while smaller ones rely on direct, informal interaction between managers and staff.

- Starting in 2025, we will strengthen and align dialogue practices across the group to ensure consistency and inclusion, while respecting each Business Areas unique context.

WORKING CONDITIONS.

ADEQUATE WAGE

▪ Fair and equitable wages are central to our responsible business practices. We believe that competitive compensation supports employee well-being and contributes to a stable, inclusive work environment.

▪ Our wage practices are guided by our values of equity and transparency and are aligned with industry standards. We follow collective bargaining agreements to ensure that pay meets or exceeds legal and sector-specific requirements, promoting fairness and consistency across our operations.

Target: Fair and Competitive Compensation

By 2026, KEYTO will ensure that employees receive fair and competitive compensation by conducting a comprehensive review of pay structures across all entities. The review will be based on:

  ▪ External and internal benchmarks

  ▪ Industry standards

  ▪ Market comparisons

  ▪ Dialogue with employee representatives

  ▪ Internal assessments to identify improvement areas

▪ This initiative will help us maintain equitable wage practices that are aligned with evolving market conditions and support a responsible, sustainable workplace.

COLLECTIVE BARGAINING AGREEMENTS AND SOCIAL DIALOGUE

▪ At KEYTO, fair and structured labor conditions are fundamental to building a responsible and sustainable workplace. A cornerstone of this commitment is our use of collective bargaining agreements (CBAs). These agreements define key terms such as wages, working hours, and benefits, promoting transparency, stability, and job security across the group.

▪ As of 2024, 99% of our employees are covered by CBAs, with full coverage in our Cleaning and Flex Work business areas and 87% in Appliances.

▪ In addition to CBAs, structured social dialogue is an important tool for safeguarding and improving working conditions. We maintain ongoing engagement with employee representatives to ensure that employees have a voice in decisions affecting their professional lives. Social dialogue is well established in Cleaning (94%) and Appliances (93%), but currently absent in Flex Work. This is largely due to the on-demand employment model, where workers choose when to work, making the establishment of formal social dialogue less applicable. As a result, overall group-wide social dialogue coverage stands at 68%. This variation highlights the need to develop more consistent dialogue practices, particularly in Business Area Flex work where formal structures are not yet in place.

Target: Labor Conditions Review

To strengthen alignment across all Business Areas, KEYTO will conduct comprehensive reviews of the labor conditions within 100% of our operating entities by 2028.

EMPLOYEE HEALTH, SAFETY, AND WELL-BEING

- At KEYTO, a healthy and safe work environment is a top priority. We recognize that both sick leave and workplace accidents impact employees' well-being, operational efficiency, and service quality. That's why we are proactively working across all Business Areas to reduce sick leave and improve overall workplace health.

Key Focus Areas to Reduce Sick Leave

- **Supporting Employees**
  We provide health initiatives, workplace adjustments, and proactive support to help employees stay healthy and return to work safely.
- **Training Managers**
  Managers are trained to identify and address root causes of absenteeism linked to work-related stressors or poor ergonomics.
- **Cross-Business Learning**
  We promote knowledge sharing to ensure best practices for employee well-being are applied across the group.
- **Leadership & Culture**
  We invest in leadership training and foster collaboration between business areas to build a work culture that promotes well-being and engagement.

Target: Sick Leave Reduction

By 2028, reduce the short-term sick leave rate compared to the 2024 baseline, by implementing targeted health and well-being initiatives.

PLACE SAFETY AND ACCIDENTS

- In 2024, we intensified efforts to improve the reporting and follow-up of workplace accidents and incidents. This work will continue into 2025 to deepen our understanding of risks and adjust how work is carried out to prevent future accidents.
- We follow a zero-accident vision, prioritizing preventive measures, safety training, and clear procedures across all business areas. The most common incident types within the group are slips, trips, and falls, particularly on stairs or while using ladders.
- Each Business Area is responsible for investigating incidents and implementing corrective actions. All business Areas also conduct proactive safety training to ensure employees are equipped to work safely.

Target: Workplace Safety

- By 2025: Ensure all workplace accidents are properly registered in all Business Areas.
- By 2028: Achieve a measurable reduction in recordable accidents per million worked hours, compared to the 2024 baseline of 19.01, through improved training, risk assessments, and preventive safety actions.

EQUALITY AND EQUAL OPPORTUNITIES.

At KEYTO, we view diversity, inclusion, and equal opportunities as important elements in building a sustainable and forward-looking organization. With a workforce that spans a range of backgrounds, experiences, and expertise, we are well-positioned to offer varied career pathways and promote mobility across different areas of the business.

CAREER DEVELOPMENT AND INTERNAL MOBILITY

- Our multi-service business model creates natural opportunities for employees to explore different roles across Business Areas. For example, individuals working in Cleaning may consider transitioning into technical roles within Appliances. Encouraging internal mobility can support:
  - The development of cross-functional skills and broader competencies
  - Career progression through new challenges within the group
  - Long-term engagement and retention by offering meaningful growth opportunities
- As we continue to develop as a group, we see internal mobility as an important way to strengthen our workforce, make full use of internal talent, and meet changing business needs.
- Our 2024 pay analysis revealed a group-wide hourly gender pay gap of −27%. This gap is primarily driven by occupational segregation, with women predominantly employed in lower-wage roles within Cleaning, while men are overrepresented in higher-paid technical roles in Appliances and Flex Work. This underscores the need for sustained efforts to promote inclusive recruitment, equitable access to higher-wage roles, and career development opportunities across all business areas.

TRAINING AND SKILLS DEVELOPMENT

- At KEYTO, we recognize the importance of equipping employees with the knowledge and tools they need to succeed in their roles and grow within the organization.
- We offer structured onboarding programs designed to prepare new employees for their roles from day one. Job-specific, hands-on training ensures employees gain the practical skills required to meet service expectations and work safely and efficiently.
- To support ongoing professional development, most of our employees have access to our digital learning platform. This platform offers a wide range of courses, including practical skills tailored to service roles and compliance, sustainability, and workplace safety training.
- Through a combination of onboarding, practical training, and digital learning opportunities, we aim to create an environment where employees are supported in their development and can continuously build their skills throughout their careers at KEYTO.

DISCRIMINATION, COMPLAINTS AND HUMAN RIGHT INCIDENTS

▪ At KEYTO, we are committed to maintaining a workplace where all employees feel safe, respected, and valued. We uphold a zero-tolerance approach to violence, harassment, and discrimination.

▪ To strengthen this commitment, we will adopt a group-wide policy against discrimination, victimization, and harassment in 2025. The policy will define clear expectations for preventing and managing workplace misconduct and promoting an inclusive work environment.

▪ In 2024, we reviewed our grievance and reporting mechanisms to assess their accessibility and alignment with our strategic goals. The review was conducted by employee focus groups, interviews with employees, and input from senior leadership. As a result, we launched a dedicated digital channel for employees to raise concerns confidentially. In addition to the digital channel, employees can raise concerns through their manager, HR, work environment representatives, the internal HR portal (used in the Cleaning Business Area), or our external whistleblowing channel for serious or sensitive matters. For more information on our whistleblowing process, see the **Governance Section** of this report.

▪ By embedding clear policies and accessible reporting channels, we aim to foster a culture of trust, openness, and continuous improvement.

Target: Employee Dialogue

By 2026, KEYTO will implement group-wide employee surveys, disaggregated by gender and age group, to establish a baseline for future improvements in employee satisfaction and inclusion.

Target: Complaints Framework

Establish a baseline for complaints by 2025 and aim to reduce complaints by 2028 through consistent tracking and improvements.

OWN WORKFORCE METRICS.

Diversity

Employee Gender Distribution by Business Area
as of december 2024

Number of Employees				Cleaning	Appliances	Flex work	HQ	KEYTO
Women				2 132	38	340	11	**2 521**
Men				597	301	789	10	**1 697**
Total number of employees				**2 729**	**339**	**1 129**	**21**	**4 218**

Full-Time Equivalent (FTE)	Cleaning	Appliances	Flex work	HQ	KEYTO
Women	1 586	34	71	11	**1 702**
Men	469	286	115	10	**880**
Total number of employees	**2 055**	**320**	**186**	**21**	**2 582**

Age distribution
as of December 2024

Age group (% of total employees)	Cleaning	Appliances	Flex work	HQ	KEYTO
Under 30	12%	19%	0%	17%	9%
30-50	65%	50%	1%	67%	45%
Over 50	23%	31%	98%	17%	46%

Gender Composition of KEYTO Executives
as of December 2024

	Women	Men
Group management	22%	78%
Board of Directors	38%	63%

OWN WORKFORCE METRICS.

Working Conditions

Employee Turnover (Number and Rate)
Jan-Dec 2024

	Cleaning	Appliances	Flex work	HQ	KEYTO
Number of Employees Leaving	1217	28	7	2	**1 254**
Turnover Rate	45%	8%	3%	10%	**38%**

Coverage of Collective Agreements and Social Dialogue
as of December 2024

Coverage	Cleaning	Appliances	Flex work	HQ	KEYTO
Collective agreement coverage %	100%	87%	100%	0%	**99%**
Social dialogue coverage %	94%	93%	0%	0%	**68%**

Incidents, complaints and severe human rights impacts and incidents
Jan-Dec 2024

Number of reported cases	Cleaning	Appliances	Flex work	HQ	KEYTO
Discrimination (incl. harassment)	55	n.a	n.a	0	**55**
Complaints	180	n.a	n.a	0	**180**
Severe human right impacts and incidents	0	n.a	n.a	0	**0**

Methodological Notes

- **Employee turnover:** The turnover rate for the Flex Work business area does not include hourly employees, as they work on an on-demand basis and formal resignations are rare.

- **Incidents, complaints and severe human rights impacts and incidents:** As structured reporting processes are not yet fully implemented across all business areas, data coverage for incidents, complaints, and severe human rights impacts is currently limited to business area Cleaning. Even within Cleaning, underreporting may occur due to varying levels of registration and reporting practices throughout the year. We aim to achieve full group-wide data coverage by 2025.

OWN WORKFORCE METRICS.

Health and Safety

Accidents
Jan-Dec 2024

	Cleaning	Appliances	Flex work	HQ	KEYTO
Fatalities as a result of work-related injuries	0	0	0	0	**0**
Recordable work-related accidents	51	12	9	0	**72**
Hours worked	3 208 359	606 148	475 276	22 637	**4 312 420**
Rate of recordable accidents	15,90	36,29	18,94	0,00	19,01

Sick Leave
Jan-Dec 2024

	Cleaning	Appliances	Flex work	HQ	KEYTO
Short-term sick leave - Blue-collar	4,7%	2,3%	0,4%	n.a.	**4,0%**
Short-term sick leave - White-collar	1,6%	1,3%	0,6%	0,3%	**1,4%**
Long-term sick leave - Blue-collar	5,0%	2,5%	0,0%	n.a.	**4,3%**
Long-term sick leave - White-collar	3,2%	0,4%	0,5%	0,0%	**2,2%**

Methodological Notes

- **The rate of recordable accidents:**
  (Number of cases ÷ Total hours worked) × 1,000,000.
  - For the Appliances business area, the accident rate is based on accident data from the last two quarters of 2024 but calculated using the total hours worked for the full year. This results in an estimated annualized figure.
  - The actual number of recorded accidents in 2024 was 12, but for comparability purposes, an estimated annual total of 22 was used in the accident rate calculation. This approach enables approximate comparison across business areas while acknowledging that only partial-year data was available for this segment.

- **Sick leave:**
  Sick leave hours ÷ Regular working hours.
  - Long-term sick leave refers to absences exceeding 14 consecutive calendar days.
  - For the Flex Work Business Area, only a minority of employees are eligible for sick leave pay due to the nature of their employment. As a result, the sick leave percentage is based on a limited portion of the workforce.

OWN WORKFORCE METRICS.

Compensation/Pay Equity

Remuneration Metrics
Jan-Dec 2024

	Cleaning	Appliances	Flex work	HQ	KEYTO
Annual total compensation of highest-paid individual	1 800 000	1 422 780	1 313 639	3 061 315	**3 061 315**
Median annual compensation of employees	302 031	419 700	444 600	979 861	**327 839**
Remuneration ratio (%)	596,0	339,0	295,5	312,4	**933,8**
FTE-adjusted median applied	Yes	Yes	Yes	Yes	**Yes**
Pay gap based on average hourly pay (men/women)	-6,9%	0,7%	8,9%	-7,0%	**-27,0%**

Methodological Notes

- **Remuneration Metrics**
  - Flex Work includes a high proportion of hourly and part-time employees, these are not included in the remuneration ratio metrics.
  - The remuneration ratio for the Cleaning Business Area and the KEYTO total is calculated as a weighted average of the remuneration ratios of the individual entities or Business Areas. The weighting is based on the total number of employees in each area, ensuring that larger organizations have a proportionally greater influence on the overall figure.
  - The gender pay gap is calculated using average hourly earnings and is not adjusted for full-time equivalent, as the hourly rate reflects pay per unit of time regardless of employment form.

SOCIAL
Customers and end-users

CUSTOMER IMPACTS, RISKS AND OPPORTUNITIES.

IMPACTS

▪ KEYTO is committed to ensuring customers have access to safe, reliable, and inclusive services. Through transparent communication, clear standards, and accessible support, we empower informed decision-making and build long-term trust.

▪ In addition to service quality, our offerings also generate positive social value by saving customers time and enabling broader participation in society.

RISKS AND OPPORTUNITIES

▪ Failure to provide accurate, accessible information or uphold safety standards may lead to:

  ▪ Customer dissatisfaction

  ▪ Regulatory or legal exposure

  ▪ Reputational damage

▪ Conversely, by strengthening communication, and service safety, we can improve our reputation, customer satisfaction, and loyalty.

CONNECTION TO BUSINESS STRATEGY

▪ Our commitment to customer safety, data protection, transparency, and inclusion directly supports KEYTO's strategic goal of delivering high-quality, accessible home services. By strengthening customer trust and satisfaction, we build long-term relationships, protect our brand, and contribute to a resilient, customer-focused business model.

Sustainability topic	Impact materiality			Financial materiality
	Upstream	Own operations	Down-stream	Risks and opportunities
Information related impacts for consumers			⌂	⌂
Personal safety of consumers and end-users			⌂	⌂
Social inclusion of consumers and end-users			⌂	

POLICIES RELATED TO CUSTOMERS EXPERIENCE AND PROTECTION.

POLICIES RELATED TO CUSTOMERS AND END-USERS

The following policies support our efforts to manage customer-related impacts identified in our materiality assessment:

- **Code of Conduct:** KEYTO's Code of Conduct underpins our commitment to ethical, professional, and customer-focused service. It guides all customer interactions, emphasizing:
  - Honesty and transparency
  - Service quality and safety
  - Accessibility and fairness

Our Code of Conduct policy promotes integrity in every engagement and helps build lasting customer trust and value.

- **Anti-Corruption:** KEYTO maintains a zero-tolerance approach to corruption and unethical conduct. All interactions with customers and partners are governed by internal controls and employee training to prevent fraud, bribery, and misconduct, reinforcing transparency and stakeholder confidence.

- **GDPR and Data protection :** While a group-wide GDPR policy is under development, our Business Areas currently follow established local data protection routines. KEYTO is committed to managing personal information responsibly and in full compliance with applicable regulations. We continuously enhance privacy practices to ensure legal compliance, customer confidence, and trust.

MANAGING CUSTOMERS AND END-USER IMPACT.

POLICIES RELATED TO CUSTOMERS AND END-USERS

- As a provider of in-home services, KEYTO acknowledges its responsibility to ensure that customer communication is clear, accurate, and accessible. This is particularly important given the personal nature of our services, which are often delivered in customers' homes and require a high level of trust.
- Our double materiality assessment identified information-related impacts for consumers as a key material topic. In response, we focus on:
  - Providing transparent service information
  - Promoting respectful and responsible customer dialogue
  - Upholding ethical marketing practices that support informed decision-making and help prevent misleading claims.
- While customer communication in some Business Areas is managed directly by KEYTO, in others it is handled by external partners. In these cases, we aim to support consistency and transparency by sharing clear service information, standards, and expectations with our partners.

DATA PROTECTION AND CYBERSECURITY

- KEYTO's services often involve the collection and handling of personal data. As such, data protection and cybersecurity are integral to how we manage information-related impacts for consumers, both in daily operations and long-term risk management.
- In line with our materiality assessment, we are continuously strengthening group-wide safeguards to protect customer data, including:
  - **Enhanced network security** to prevent unauthorized access to systems where customer data is stored
  - **Advanced monitoring and detection systems** to identify and mitigate cyber threats that may target customer-facing platforms
  - **Data encryption and secure storage** to ensure personal information is protected from unauthorized access or accidental loss
  - **Phishing awareness and employee training** to minimize the risk of customer data exposure due to social engineering or email-based attacks.
- By prioritizing data privacy, digital security, and ethical data handling, KEYTO helps ensure that we remain a trusted and secure partner for our customers.

PERSONAL SAFETY

- The personal safety of customers and end-users is a material concern across our operations. We uphold strict routines and protocols to safeguard well-being during in-home service delivery. These include:
  - Safety training for employees on appliance handling, use of cleaning materials, and in-home behavior
  - Clear procedures for protecting personal property and maintaining customer trust
  - Mandatory background checks and behavioral standards to reinforce professionalism and security

INCLUSION AND ACCESSIBILITY

- KEYTO promotes social inclusion by helping customers save time and enabling them to participate in society on more equal terms. We aim to ensure that our services are easily accessible to a wide range of users, whether through mobile app, telephone, website, or in-person sales channels.

- To further support inclusion and customer satisfaction, we are exploring a unified business system to manage customer and end-user interactions more consistently and efficiently. This initiative will improve communication, streamline feedback channels, and help strengthen long-term customer relationships.

To support our handling of these material sustainability topics we have defined the following group wide targets.

Target: Customer Satisfaction

By 2028, all operating entities will implement a customer satisfaction measurement system targeting end-users where possible, to strengthen trust, loyalty, and inclusivity.

Target: Employee Training

Ensure 100% of new employees complete compliance policy training during onboarding, reinforcing service quality and ethics.

GOVERNANCE

Responsible Business

RESPONSIBLE BUSINESS: IMPACTS, RISKS AND OPPORTUNITIES.

IMPACTS

- A strong, values-driven culture is central to how we ensure ethical conduct, employee well-being, and responsible business practices. It supports trust, collaboration, and accountability, contributing to service quality.
- We promote fairness, transparency, and empowerment through our policies and daily actions. Our zero-tolerance approach to misconduct is supported by clear rules and systems, including a whistleblowing channel.

RISKS

- A weak corporate culture or misalignment with our values can undermine trust, reduce employee engagement and retention, and negatively affect service quality.
- Challenges in maintaining a unified culture across and ethical standards across a large, diverse workforce.
- Vulnerabilities linked to data breaches or unethical behavior that could disrupt operations and reduce stakeholder trusty.

OPPORTUNITIES

- A strong ethical foundation supports employee engagement, customer trust, and brand value. ransparency, secure systems, and anti-corruption measures reinforce accountability across our value chain.

CONNECTION TO BUSINESS STRATEGY

- A strong and inclusive corporate culture is at the heart of KEYTO's strategy. By embedding ethical business practices, employee engagement, and strong governance into our daily operations, we create a resilient and trusted organization, where people are empowered and long-term value can be achieved.

Sustainability topic	Impact materiality			Financial materiality
	Upstream	Own operations	Down-stream	Risks and opportunities
Responsible business practices	⌂	⌂	⌂	⌂
Corporate culture		⌂		⌂
Cyber security		⌂	⌂	⌂

POLICIES RELATED TO RESPONSIBLE BUSINESS PRACTICES.

POLICIES

- **Code of Conduct**
  Defines the ethical standards that guide our operations and relationships. Grounded in our values, the Code of Conduct promotes fairness, accountability, and professionalism in every interaction.

- **Anti-Corruption Policy**
  Applies a strict zero-tolerance approach to bribery, fraud, and unethical behavior. Preventive measures include training, internal controls, and strengthened reporting systems.

- **Supplier Code of Conduct**
  Outlines our expectations for fair labor practices, environmental responsibility, and zero tolerance for corruption.

- **Whistleblowing Policy**
  KEYTO's Whistleblowing Policy sets out a clear framework for reporting misconduct, unethical behavior, or policy violations. It outlines the principles of confidentiality, non-retaliation, and fair handling of concerns, ensuring that individuals feel safe to speak up. The policy defines roles, responsibilities, and procedures for investigating reports and taking appropriate corrective action.

RESPONSIBLE BUSINESS PRACTICES.

ETHICAL BUSINESS CONDUCT

- At KEYTO, we are committed to ethical, responsible, and transparent business conduct. These principles are essential to maintaining the trust of our employees, customers, and partners. We expect all individuals and partners to act in accordance with our values of professionalism, responsibility, and simplicity.
- Transparency is central to our responsibilities toward stakeholders. We focus on reliable data, traceability, and clear communication across all sustainability topics.
- In 2024, we strengthened our sustainability data processes to improve reporting quality and enhance our ability to measure and communicate progress. These efforts help us track performance, build trust, and promote an open and responsible business environment.
- All employees and business partners are expected to follow our ethical standards, supported by mandatory training and clear policies on anti-corruption, GDPR compliance, and our Supplier Code of Conduct.

Target: Responsible Business Practices and Ethical Standards
Ensure that 100% of new employees complete compliance policy training as part of the onboarding process by 2028.

WHISTLEBLOWING

- KEYTO maintains a group-wide whistleblowing channel in partnership with WhistleB, providing a secure and confidential way for employees, suppliers, and other stakeholders to report suspected misconduct or policy violations. Reports can be made anonymously and are reviewed by an independent function to ensure proper follow-up and corrective actions when needed.
- In 2024, we received 17 reports, of which one was classified as a potential whistleblowing case and remains under investigation.

Target: Safe Whistleblowing
Ensure 100% of reported whistleblowing cases are properly handled and resolved in accordance with company policies and ethical standards by 2026. Strengthen oversight by conducting regular external audits to assess the effectiveness, fairness, and transparency of the whistleblowing process.

ANTI-CORRUPTION

- KEYTO enforces a zero-tolerance policy for corruption and unethical conduct. While corruption is not considered a high-risk area for our business, we implement preventive measures to uphold integrity and transparency,
- In 2024, no confirmed cases of corruption were reported.

DATA PRIVACY AND CYBER SECURITY

- Cybersecurity and data protection are essential to safeguarding KEYTO's operational integrity and stakeholder trust. In 2024, we strengthened our organization-wide approach to digital security and regulatory compliance.

- Key improvements included:
  - Enhanced network access controls
  - Improved threat detection and response systems
  - Data encryption and secure backup storage

- To further advance our cybersecurity practices, we will:
  - Finalize and implement a group-wide GDPR policy
  - Expand employee training on data security and digital risk awareness
  - Strengthen technical capabilities to address emerging threats

- By maintaining strong digital safeguards and promoting responsible data handling, we protect our business, employees, and customers in an increasingly connected world.

RESPONSIBLE SUPPLIER RELATIONSHIPS

- Our responsible business efforts extend into our supply chain. We aim to build long-term supplier relationships based on transparency, dialogue, and shared accountability. Ensuring that suppliers meet high ethical, social, and environmental standards is a core part of our approach.

- In 2024, we introduced a Self-Assessment Questionnaire (SAQ) for key suppliers in business area Cleaning. The SAQ supports ongoing engagement by helping us:
  - Assess alignment with our sustainability expectations
  - Identify ESG-related risks and areas for improvement
  - Encourage progress on labor rights, environmental impact, and business ethics

- Our Supplier Code of Conduct outlines minimum expectations related to fair labor practices, safe working conditions, environmental responsibility, and anti-corruption. While this defines the baseline, our broader goal is to foster partnerships that support continuous improvement.

- Looking ahead, we plan to expand and refine our supplier risk assessment processes and strengthen collaboration to support the implementation of sustainable business practices across the value chain.

KEY TO