FINNPILOT

ANNUAL REPORT 2024

Contents

THIS REPORT DESCRIBES
the essential events of 2024 and our CSR work from the perspectives of the themes within our Sustainability Programme – namely safety, the environment, employees, customers and society.

Finnpilot's annual report for 2024 includes the annual review, a description of our corporate governance and the Sustainability Report. Additionally, we publish the financial statements and the annual review of the Board of Directors as separate PDF documents on our website.

finnpilot.fi/en

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FINNPILOT IN BRIEF

Pilotage ensures navigational safety and efficiency within Finland's rocky fairways. The added safety that pilotage provides within Finland's narrow archipelago fairways is pivotal in terms of preventing accidents. Pilotage is a vital part of the chain of logistics required for Finland's international trade and security of supply. Many essential goods are transported by sea and the passage of cargo must be assured, also in possible times of serious disturbances.

In Finland, pilotage services are the responsibility of the state-owned special assignment company Finnpilot Pilotage Ltd. Finnpilot provides pilotage services in accordance with Finland's Pilotage Act and assumes responsibility, as prescribed by the Pilotage Act, for other tasks and obligations related to pilotage within the coastal waters and Saimaa region in Finland. The costs accrued by the organisation of pilotage activities and maintenance of the national service network are covered by charged pilotage fees. The provision of pilotage activities in the Saimaa region is governed by Finnpilot's obligation to provide financially unprofitable services.

The pilot is a vital local advisor to the shipmaster who provides navigational assistance to vessels sailing along the fairways and increasingly ensures safe harbour manoeuvring. Pilotage activities are continuously changing and evolving along with significant advances in safety, training, pilot transport equipment and environmental issues. The opportunities offered by remote pilotage in connection with autonomous shipping will also impact the future of pilotage.

FROM A NAVIGATIONAL PERSPECTIVE, THE CONDITIONS OF THE FINNISH ARCHIPELAGO ARE AMONG THE MOST CHALLENGING IN THE WORLD.

A core aspect of our pilotage activities is to protect the fragile Baltic Sea from risks related to vessel traffic. A pilot who is familiar with local conditions provides a shipmaster with invaluable assistance for safe fairway navigation as well as, often, manoeuvring in ports.

REVIEW OF THE CEO

2024 – a year of successful adjustment

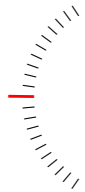
The year 2024 continued the period of instability for Finland's maritime transports. The situation was also reflected in Finnpilot's activities and finances. The year ended, however, with a positive operating profit.

The year 2024 was a significant turning point for Finnpilot, as we succeeded in breaking a multi-year financial losing streak. The shift in direction required exceptional measures, such as staff reorganizations and price increases. After a sporadic start, the year continued to show fluctuations in traffic volumes. During the summer, there were even more pilotage assignments than had been budgeted, but at the end of the year, the traffic reduced to figures that were even below those of the previous year. As a whole, we managed in the end to turn the company's all-time quietest traffic year to the plus side financially. The positive result ended a four-year period of loss.

According to the Finnish Meteorological Institute's sea ice statistics, the winter 2023–24 was average but exceptionally long, measured by the maximum ice extent. In the Bay of Bothnia, the ice coverage began two weeks earlier than usual and ended more than one week later than usual. The long winter occasionally complicated maritime traffic, and as part of that, pilotage as well, but even in challenging situations, we managed to navigate through with professionalism and excellent co-operation between different parties.

We regularly measure our customers' and stakeholders' satisfaction with our services. T-Media's Reputation&Trust survey was carried out for the third time in the autumn and, once again, attracted an excellent response rate (23%) from our stakeholders. The overall results of the survey remained very good, even though the question averages were slightly lower. Finnpilot is viewed as a safety-enhancing, reliable and professional navigational partner. There was room for development as well, since our stakeholders raised the wish for a more uniform approach in all pilotage areas. This feedback was heard and, as a result, one of the cornerstones of the strategy we renewed in spring 2024 was the development of shared operational models for all areas of Finnpilot but with consideration for the special features of each region.

Finnpilot's annual personnel survey was also carried out during the autumn. The difficult times were reflected in the results of the survey and the level of employee work satisfaction decreased clearly from the previous survey. One clear strength was still that the employees viewed their own work as being very meaningful. The primary conclusions of the survey are related to the culture of active discussion and effective decision-making and their further development throughout the entire company.



By developing the training Finnpilot is preparing to hire a new generation of pilots in the coming years, as many of our experienced employees will begin entering retirement.

The year 2024 was the first full year that Finnpilot offered examination services as required by the reformed Pilotage Act, which entered into force in autumn 2023. All Finnpilot pilots are able to supervise familiarisation voyages and other examination services (simulator tests, pilotage demonstrations, fairway knowledge tests) are assessed by qualified pilots who have been specially trained in these examination areas. The demand for examination services has been very difficult to assess in advance. The resources for the first year were sufficient for the actual demand and the experiences provided more insight for the further development of the examination services.

The Pilotage Act also allows Finnpilot to offer deep sea pilotage services within the Baltic Sea. Deep sea pilotage can start and end in the open sea rather than at pilot boarding positions and ports, and it is carried out by a pilot with a separate deep sea pilot's licence for the Baltic Sea. In part, the commercial possibilities of deep sea pilotage in the Baltic Sea are limited by the fact that Finnpilot does not offer services to vessels operating to or from Russian ports. A few deep sea pilotage assignments were carried out during the year, the most visible being the piloting of the much-publicised Eagle S tanker from outside Porkkala to the anchorage at Sköldvik. The operation began in the open sea as a deep sea pilotage assignment and after reaching the Sköldvik fairway, the deep sea portion ended and pilotage continued for the remainder of Finland's compulsory pilotage area as stipulated by the Pilotage Act. In the future, a similar combination may be useful, for example, in situations where ice conditions outside Finland's compulsory pilotage area are challenging for ship crews that are unaccustomed to ice.

The year 2024 also brought with it an entirely new threat, namely satellite positioning interference. The interference was particularly an issue in the eastern Gulf of Finland. Our personnel actively reported satellite positioning interference and observations were submitted to the authorities. Our employees' high level of professionalism is emphasised in situations where navigation aids provide inaccurate or entirely incorrect information. Finnpilot employees are able to navigate in a routine manner optically when visibility allows and by radar when required.

We continued to actively develop our continuity and contingency plans with the help of an external expert. We were able to try out the plans in practice through participation in the TIETO24 preparedness exercise. The exercise provided a lot of new ideas for the enhancement of our continuity and contingency activities.

The draft of our pilot training system was handed over to the authorities just before Christmas. By developing the training Finnpilot is preparing to hire a new generation of pilots in the coming years, as many of our experienced employees will begin entering retirement. You can read more about future training needs and recruitment developments in the Employees section of this annual report.

The year 2024 included much more than just waning traffic volumes and, despite that, an improved result. This annual report sums up a busy and diverse year for Finnpilot employees that offered both positive and sometimes less positive experiences. I hope that the lowest point of the economy has already been seen and there are slightly smoother times ahead.

I would like to express my gratitude to our stakeholders for the past year and to warmly thank our employees, who carry out their work with great dedication and passion. Let's face the coming year together with moderate but confident expectations.

KARI KOSONEN
CEO

Highlights from 2024

TRAINING SYSTEM DRAFT FOR THE AUTHORITIES

The draft of Finnpilot's training system was submitted to the authorities at the end of the year. The system consists of a study period for new pilots and a section for the continued maintenance of competence. The draft describes the objectives of the training as well as the continuous competence enhancement and learning throughout working life. It also details the required courses, their objectives, as well as the measurement of competence.

INTRODUCTION OF NEW NAVIGATION SOFTWARE

The implementation of the new SEAiq Pilot navigation software began in the autumn. The software provides up-to-date charts and new functions, such as a route planning tool and integrations for weather data. The acquisition of the software was realised through a public tendering process, and was carried out on in co-operation our personnel and Hansel consultants.

SPECIAL FOCUS ON LADDER SAFETY

Ladder safety observations made by our employees play an important role in improving Pilot Transfer Arrangements (PTA). At Meriturva, pilot ladders were built for the purpose of enabling climbing exercises. Discussions were also held that concerned the proper location for ladders on certain types of ships.

TRANSITION FROM PEC LICENCES TO PILOT LICENCES

The transition from PEC licences to pilot licences, as stipulated by the current Pilotage Act, continued. According to the transitional provision of the Act, the transition of licences can be realised to the extent that an individual's experience in the area corresponds to the competence required to obtain a pilot licence. This is demonstrated by, for example, passing Traficom's theory test and by acquiring sufficient recent pilotage practice that comprehensively covers the fairways of the pilot licence area.

STAKEHOLDER PERSPECTIVES IN THE SPOTLIGHT

We conducted a survey concerning the satisfaction of our customers and stakeholders. Finnpilot's overall reputation among key stakeholders is at a good level, 3.91 (on a scale of 1–5 in which 4 is the limit for an excellent rating). The strongest support was given by representatives of vessel bridge crews.

YEAR OF ESTABLISHING EXAMINATION SERVICES

Our pilots who are qualified to assess examinations, took on the first full year of administering the tasks defined by the Pilotage Act. The services include PEC familiarisation voyages, fairway knowledge tests, practical pilotage tests, and ship simulator tests. We gathered experience in administering the exams and developed the ordering process based on feedback. Receiving examinations is a new service provided by Finnpilot and has required close involvement and commitment from our pilots who are qualified for this task.

CONTINUITY AND CONTINGENCY PLANNING IS PROCEEDING

We developed our continuity and contingency plans and tested them as part of the extensive TIETO24 preparedness exercise. The exercise provided new ideas for the further development of our continuity and contingency activities.

INTERNATIONAL CO-OPERATION

The Remote Pilotage Days organised by Finnpilot attracted 60 participants from different countries to come to Helsinki in September to discuss the development of remote piloting. We visited sister organisations in the Netherlands, Denmark and Estonia to discuss topics including training and occupational safety. We were involved in international NCSR (Navigational Communications and Search and Rescue) co-operation, which focused on improving navigational communication and search and rescue operations.

Key figures 2024

Percentage of pilotage requests carried out within the limits for the waiting times specified in our service level objectives (maximum of three hours in coastal waters)

99.5 %

IN 2024

Calculated market share of piloted traffic for all vessels visiting Finland's coastal harbours

34.2 %

TURNOVER

33.9 M€

OPERATING PROFIT

0.8 M€

EMPLOYEES

287 PERS.

PILOTAGE ASSIGNMENTS

16,736 NO.

PeoplePower Index (Eezy Flow) from the personnel survey **61.5 %**

The response rate: 72% | ON A SCALE OF 0–100

Average rating of Finnpilot's reputation according to the Reputation&Trust survey conducted by T-Media **3.9**

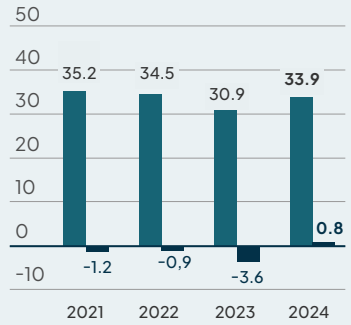
The average rating for customer experience: 4.2 | ON A SCALE OF 1–5

KEY FINANCIAL FIGURES

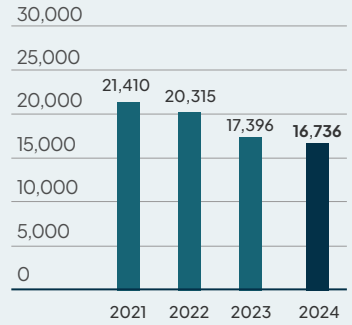
	2024	2023	2022	2021
Number of pilotages	16,736	17,396	20,315	21,410
Piloted nautical miles	294,985	300,748	351,708	410,840
Piloted nautical miles/PD	20.8	18.9	21.7	20.8
Cost/pilotage	1,980	1,983	1,744	1,700
Transport cost/pilotage (euros)	958	956	853	756
Operating margin, %	9.9	-3.4	4.6	4
Turnover	33,884,354	30,906,445	34,487,297	35,215,811
Operating result	750,375	-3,591,789	-945,155	-1,183,278
% of turnover	**2.2%**	**-11.6%**	**-2.7%**	**-3.4%**
Profit/loss of the financial year	872,409	-2,998,825	-736,222	-792,613
% of turnover	**2.6%**	**-9.7%**	**-2.1%**	**-2.3%**
Return on equity %	11.1%	-52.9%	-10.6%	-11.9%
Return on investment %	8.3%	-41.6%	-10.5%	-11.9%
Solvency ratio %	43%	40.8%	57.3%	57.4%
Net gearing	37%	34.6%	-26.7%	-36.4%
Quick Ratio	0.4	0.4	0.6	0.7
Gross investment	3,253,372	2,628,656	1,603,495	2,068,886
% of turnover	**9.6%**	**8.5%**	**4.6%**	**5.9%**
Average number of personnel in person-years	273	290	307	325
Personnel at the end of the financial year	287	288	320	332
Wages, salaries and other short-term benefits	19,741,264	20,675,829	20,953,882	21,943,072

The calculation formulas for the key figures are presented in the notes to the financial statements.

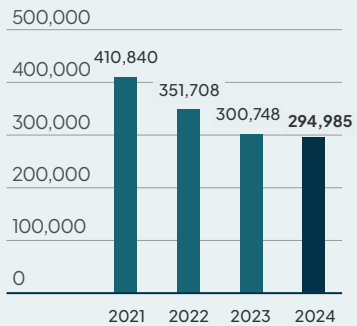
TURNOVER AND RESULT (EUR MILLION)



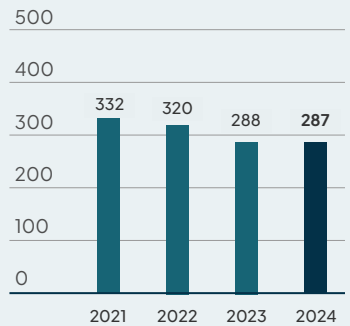
PILOTAGE ASSIGNMENTS (NO.)



PILOTED NAUTICAL MILES



PERSONNEL AT THE END OF THE FINANCIAL YEAR



Operational environment

In 2024, the operational environment for pilotage was dominated by themes concerning security of supply, continuity and preparedness. Economic uncertainty and unpredictability went hand in hand with the increased geopolitical tensions in the Baltic Sea region. The ageing of the workforce is also reflected in the average age of pilotage employees, which emphasises the importance of maintaining work ability. In addition to work ability challenges, a global labour and skills shortage within navigation has been identified, which will hamper the availability of pilotage personnel in the future. Digitalisation and automation are also steering pilotage activities towards reform.

Development of the operational environment in 2024

GEOPOLITICAL TENSIONS AND AN UNSTABLE ECONOMY

The break in Russian connections as a result of the country's war on Ukraine continues to affect Finland's foreign trade. Traffic in the Saimaa Canal has already been suspended for three years and is not anticipated to restart in the coming years. International cruise traffic has remained at a level that is permanently lower than the level preceding the COVID-19 era and Russian attack on Ukraine. Changes in logistics chains continue to make it difficult to predict vessel traffic.

▶ What does this mean for Finnpilot?

The resourcing of pilotage activities in the current operational environment is challenging and requires productivity considerations. In the future, the optimisation of the pilotage service may include, for example, new pricing models or changes in service times.

IMPORTANCE OF SECURITY OF SUPPLY AND CONTINUITY

The current security situation emphasises the importance of security of supply and continuity. The environmental protection aspect is also emphasised: vessels crossing the Baltic Sea are in increasingly poor condition, which poses a serious risk of accidents in the Baltic Sea.

▶ What does this mean for Finnpilot?

The strategic role of pilotage in ensuring the smooth and safe flow of maritime traffic is emphasised. We invest in continuity planning, maintaining the state of readiness and cybersecurity. At the request of customers or authorities, we are also prepared to pilot vessels in deep sea areas of the Baltic Sea that are located outside of Finland's compulsory pilotage area.

TECHNOLOGICAL DEVELOPMENT

Technology and increased automation alter navigation and logistics and place new requirements on the industry. At the same time, in possible disturbance situations, the importance of traditional seafaring skills, such as radar navigation, is emphasised.

▶ What does this mean for Finnpilot?

Finnpilot is actively involved in international remote pilotage development and co-ordinates a large number of actors involved in the development of remote pilotage as the leader of the Remote Pilotage Group, ensuring that the voice of the pilotage sector is heard. Digitalisation plays a key role in improving the cost-effectiveness of pilotage and, for example, the energy consumption and driving style of pilot boats. The GNSS interference experienced during the year, particularly in the eastern Gulf of Finland, was a good reminder of the importance of pilots' knowledge of local conditions in moments when technology fails.

GETTING AWAY FROM FOSSIL ENERGY SOURCES AND NURTURING BIODIVERSITY

When it comes to the operational environment of navigation, getting away from the use of fossil fuels is a gradual and challenging process, but, at the same time, a necessary development that would enable the sector to reduce its carbon footprint and meet international climate and environmental targets.

▶ What does this mean for Finnpilot?

For Finnpilot, green transition requires not only investments in new vessels, energy sources and vessel life cycle extensions, but also efficient pilot transport planning, such as slower boat driving in unhurried transports and combined pilot transports. Biodiversity is a rising CSR theme, which we also consider.

POPULATION AGEING

Population ageing is one of the most significant global megatrends. It challenges societies and companies to find sustainable solutions to safeguard well-being, the economy and services.

▶ What does this mean for Finnpilot?

The ageing of the population and personnel is reflected at Finnpilot in the form of increased work ability challenges, sometimes also as long absences due to illness and, for example, higher insurance contributions. As we move into the future, we find ourselves facing significant challenges to help our employees maintain their work ability and a sustainable career until they reach retirement. The impact of the global labour and skills shortage in the navigation sector will likely also put Finnpilot to the test in the coming years.

A year of strategy reform

In spring 2024, we carried out a strategy update to address the challenges of the operational environment. The update involved defining our strategic focal points for the coming years. We approached the strategy from the perspective of sustainability, in particular, and considered sustainability themes through a double materiality assessment, taking into account both our impact on the environment and society and their impacts on our business activities.

VISION: **TO BE THE MOST INFLUENTIAL EXPERT WITHIN A CHANGING MARITIME NAVIGATION SECTOR – WE EVOLVE THROUGH COLLABORATION.** Finnpilot's vision was updated to describe the long-term target state, to reflect the changing operating environment, and be inspiring for the staff as well. The revised vision emphasizes changes in the operating environment, key themes of transformation, and the perspectives of the staff.

Finnpilot's strategy work in spring 2024 focused on integrating responsibility and sustainability perspectives into the company's strategy. Additionally, efforts were made to clarify Finnpilot's vision and to outline an updated, inspiring vision that had a core focus on sustainability. In addition to strategy workshops for management, an employee workshop was also organised and provided us with valuable input for defining our strategic priorities and vision. Our employees particularly emphasised the importance of working together.

The strategy work was based on the double materiality assessment carried out earlier in the spring for the purpose of clarifying how Finnpilot's operations affect the environment and society, as well as evaluating how sustainability issues impact the company in the form of financial risks and opportunities. The assessment helped us to identify and prioritise essential sustainability factors. Of these, the most significant for the company's operations were reducing the carbon footprint, achieving a positive environmental handprint, resource efficiency, occupational health and work ability, competence and development, integrating responsibility into strategy, a unified culture, and responsible procurement practices. The second part of the assessment will focus on the views of stakeholders and will be implemented in 2025. The assessment supports Finnpilot's work to prepare for reporting in accordance with the VSME – Voluntary Reporting Standard for non-listed SMEs starting in 2025. On the basis of the double materiality assessment, management workshops and the employee vision workshop, the key focal points of the strategy for 2024–2028 were defined and are as follows:

BUSINESS PRODUCTIVITY

The development of business productivity is a key part of our strategy. We invest in operational productivity and quality control, and always with an eye on safety. As part of the development of productivity, we are exploring new pricing models and the possibilities to modify pilot order times. We ensure the realisation of pilotage services not only in a cost-effective manner, but also in a way that supports the well-being of our employees and sustainable development.

MODERN PILOTAGE SERVICES

Our pilotage services are updated and advanced along with general developments in maritime transport. We engage in continuous dialogue with our customers to ensure that our services meet their needs. We are developing our provision of examination-related services and deep-sea pilotage in the Baltic Sea. We are actively involved in the international network for remote pilotage development, which facilitates the use of new innovations. We actively co-operate with other maritime operators for the purpose of sharing our expertise and learning from others. We endeavour to ensure sufficient financing for our development work.

COMPETENT AND UNIFIED FINNPILOT

We strengthen the culture of learning, development and joint discussion. Our uniform operating models ensure consistent service throughout Finland. Our competence development is systematic and based on a training system that has been approved by the relevant authority. We continuously improve occupational safety and help our employees to maintain their work ability throughout their entire career. We have organisation-wide remuneration models that encourage the implementation of our common goals.

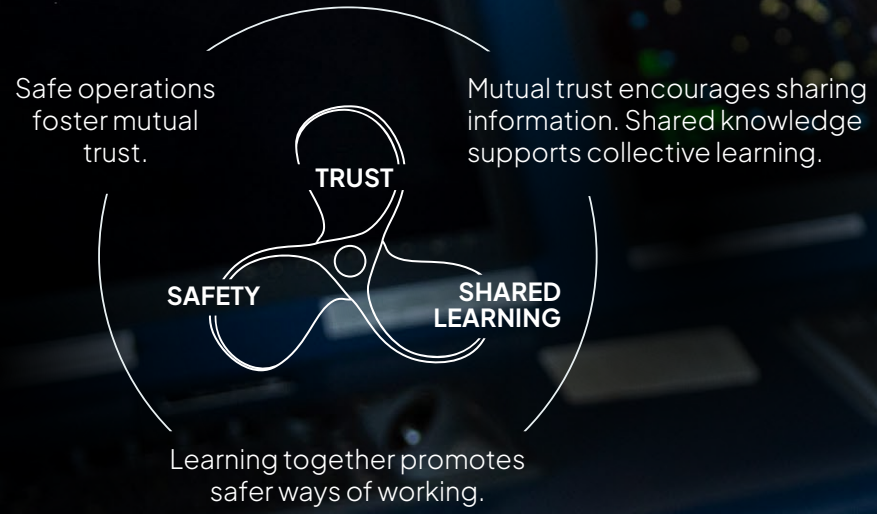
MISSION

We help guide ships safely and smoothly through the fragile maritime environment.

VISION

To be the most influential expert within a changing maritime navigation sector – we evolve through collaboration.

OUR VALUE PROPELLER



Corporate governance

Finnpilot Pilotage Ltd is a special assignment company entirely owned by the State. The governance of State-owned companies is regulated by the State Holdings and Ownership Steering Act. According to the Government Resolution on the State Ownership Policy published in 2024, State ownership policy is based on sustainable and professional management of the State's corporate interests in ways that are appropriate and increase the value of state holdings in the long term. As an owner, the State seeks to maximise its overall social and financial benefit.

CORPORATE GOVERNANCE

The governance of Finnpilot is based on the Limited Liability Companies Act, and the company's operations are regulated by the Pilotage Act and regulations issued on the basis of the Act. The ownership steering of Finnpilot is the responsibility of the Ownership Steering Department of the Prime Minister's Office. Finnpilot's principles of corporate governance are defined in the Corporate Governance Guidelines. The Guidelines reflect the general norms of Corporate Governance, the Corporate Governance Code of the Securities Market Association, the Agenda for Improving the Corporate Governance of Unlisted Companies published by the Finland Chamber of Commerce and the ownership steering guidelines of the Prime Minister's Office.

The State as owner exercises its power of decision at annual general meetings. The annual general meeting decides on issues that are relevant by virtue of the Limited Liability Companies Act. The annual general meeting elects the chair and other members of the Board of Directors. The annual general meeting for 2024 was held on 2 April 2024.

The related parties of Finnpilot include its subsidiary, the company's Board of Directors, the CEO and the Executive Committee. Finnpilot does not conduct business activities that depart from normal commercial conditions with any of its related parties.

BOARD OF DIRECTORS

The Board of Directors oversees the administration of the company and the appropriate arrangement of the company's activities. In addition, the Board of Directors guides and supervises the company's activities, appoints the CEO and top management, supervises the management and issues decisions on key matters in terms of the company's business activities.

The annual general meeting elects the chair and other members of the Board of Directors. The members of the Board shall have expertise in Finnpilot's field of activities, management or business economics, and they shall be independent in the manner required with regards to competition. The diversity and CSR performance of the Board are also taken into consideration when selecting members of the Board.

The Chair of the Board of Directors is the immediate supervisor of the CEO. During 2024, the Board comprised six members. Of the Board members, two were personnel representatives (personnel representative and deputy personnel representative). The representation of personnel is based on the Act on Personnel Representation in the Administration of Companies (725/1990).

The Board of Directors has established committees to support its activities. The task of the committees is to prepare those matters assigned to them as support for the decisions of the Board. Finnpilot had two committees during 2024: the Personnel and Corporate Sustainability Committee and the Audit Committee. The members of the committees are listed in the annual review of the Board of Directors.

The Board of Directors and both committees met eight times during 2024. Six of the Board meetings were held in person and two as hybrid meetings. The committees' meetings were all conducted remotely. The attendance rate at the Board meetings was 98.2 per cent.

CEO AND EXECUTIVE COMMITTEE

The CEO heads and develops the activities of Finnpilot, oversees its daily administration and ensures that the accounting is carried out as prescribed by law and asset management is carried out in a trustworthy manner. The CEO oversees the execution of the decisions made by the Board of Directors and adheres to the instructions of the Board. The CEO reports on the activities of the company to the Board of Directors and is responsible for achieving the objectives set for the business activities in accordance with the principles set by the Board of Directors.

The Executive Committee bears responsibility for the impacts of the company's activities on society, the environment and the stakeholders. The Executive Committee assists the CEO in the implementation of operational tasks. In 2024, Finnpilot's Executive Committee underwent a shift when Pilotage Director Sanna Sonninen moved on to new opportunities as of 1 September 2024. In connection with this change, a new position for a Chief Operating Officer (COO) was established, which combined the responsibilities of the previous pilotage and transport directors. The position was assumed by Aki Marjasvaara, who has served as the Transport Director of Finnpilot since 2014. In addition, Finnpilot also established the position of Communications and Sustainability Director and assigned it to Laura Kaustinen, who has served as Communications Manager at Finnpilot since 2018. The other members of the Executive Committee are the Human Resources Director and Leading Legal Counsel and the Financial Director. The Executive Committee convenes every two weeks.

Board of Directors 31.12.2024

KIMMO MÄKI
Chair of the Board

b. 1974, M. Sc. (Tech), EMBA
Board member since 2022

- Finavia Corporation, President and Chief Executive Officer 2018–
- Port of Helsinki Ltd, CEO 2011-2017
- Steveco Ltd, Senior Vice President 2006–2011
- Stockmann Inc, Logistics Manager 2003-2006
- Airport Council International (ACI), Board Member

PETRI PELTONEN
Member of the Board

b. 1962, Licentiate of Science (Technology)
Board member since 2018

- Ministry of Economic Affairs and Employment, Under-Secretary of State, 2016–
- Ministry of Economic Affairs and Employment, Director General, 2008–2016
- Ministry of Trade and Industry, Director General, 2007
- Tekes, Executive Director, 1999–2006
- Business Finland, Vice Chair of the Board of Directors
- Finnish Climate Fund, Chair of the Board of Directors
- Oppiva Invest Oy, Chair of the Board of Directors

HILPPA RAUTPALO
Member of the Board

b. 1974, LL.M. trained on the bench
Board member since 2020

- Lassila & Tikanoja, Director of Human Resources 2019–
- Arctia Ltd, Senior Vice President for Human Resources and Legal Affairs 2018-2019
- Unisport-Saltex Group, General Counsel and SVP for HR 2017–2018
- Ekokem Ltd, General Counsel and SVP for HR 2013-2017
- Metsä Group, Group Legal Counsel 2000–2007

MARIA TIAINEN
Member of the Board

b. 1981, M.Sc. (Econ.) and MBA
Board member since 2023

- Wärtsilä Energy, Director, Power Systems & Controls 2022–
- Wärtsilä, several management level positions 2017–2022
- WinGD AG, Head of Technology Department 2015-2017
- Wärtsilä, several expert and management level positions 2011-2015
- Tieto Oyj, multiple positions 2007–2011

KAJ HAHTONEN
Personnel representative

b. 1975, Pilot, Baltic Sea Pilot, Bachelor of Marine Technology (Master Mariner)
Board member since 2019

- Finnpilot Pilotage Ltd / State Pilotage Enterprise Finnpilot, Pilot 2007-
- Neste Ltd / Fortum Oil & Gas Ltd / Neste Shipping Ltd / Aker Yards Ltd: various duties at sea (primarily deck officer), 1996–2007
- Finnpilot Pilotage Ltd, safety representative 2012–
- European Maritime Pilots' Association, Vice president 2021–
- Finnish Maritime Pilots' Association, Vice Chair 2010–2021, Board member 2010–
- Netplaza Ltd, Board member 2009-2014 & Suomen Laajakaistapalvelu Ltd, Board member 2008–2009

AKI SAARTIA
Deputy personnel representative

b. 1975, Pilot Boat Operator
Board member since 2017

- Finnpilot Pilotage Ltd, Pilot Boat Operator 2011–
- State Pilotage Enterprise Finnpilot, Pilot boat operator 2006–2010

Executive Committee 31.12.2024

KARI KOSONEN
Chief Executive Officer

b. 1965, M.Sc. (Technology), Master Mariner
Executive Committee member since 2010

- Finnpilot Pilotage Ltd, CEO 2017–
- Finnpilot Pilotage Ltd, Pilotage Director 2011–2017
- Finnish State Pilotage Enterprise Finnpilot, Pilotage Director 2010
- Finnish Maritime Administration, Manager of VTS Centre, Senior Inspector, Division Manager, Deputy Director 1996–2010
- Various duties at sea (primarily deck officer) 1987–1996
- Ice Advisors Ltd, CEO 2014–2017
- Ice Advisors Ltd, Chair of the Board 2017–2023

AKI MARJASVAARA
Chief Operating Officer

b. 1978, M.Sc. (Technology), Master of Engineering (Industrial Management), Master Mariner
Executive Committee member since 2014

- Finnpilot Pilotage Ltd, Chief Operating Officer 2024–
- Finnpilot Pilotage Ltd, Unit Director, Transportation 2014–2024
- Port of Loviisa, Port Director 2008–2014
- Port of HaminaKotka Ltd, Safety Inspector 2004–2005
- Various duties at sea (primarily deck officers) 1999–2007

LAURA KAUSTINEN
Communications & Sustainability Director

b. 1977, M.Sc. (Economics and Business Administration)
Executive Committee member since 2024

- Finnpilot Pilotage Ltd, Communications & Sustainablity Director 2024–
- Finnpilot Pilotage Ltd, Communications Manager 2018–2024
- ProCom Ltd, Director of Training & Development 2016–2018, Director of Training & Communications 2012–2016
- ProCom Ltd, Training & Communications Manager 2009–2011
- Fintra (now part of Management Institute of Finland MIF Oy), Communications & Marketing Manager 2006–2008

OLLI NURMINEN
Human Resources Director and Leading Legal Counsel

b. 1965, Master of Laws, LLM with Court Training, Law
Executive Committee member since 2021

- Finnpilot Pilotage Ltd, Director of Human Resources and Leading Legal Counsel 2021–
- Service Sector Employers Palta, Labour Market Advisor, Negotiations Director 2012–2021
- Union of Professional Engineers in Finland, Legal Counsel (energy sector), Supervisor for Legal Services 2010–2011
- STUL – The Electrical Contractors' Association of Finland, Lawyer 2006–2009
- Heinola District Court, Court Notary 2005–2006
- Legal Office & Consulting LOC Oy, Lawyer 2003–2005
- Numerous jobs in the banking sector as well as in sales and marketing positions

TIMO SIREN
Financial Director

b. 1966 M.Sc. (Economics and Business Administration)
Executive Committee member since 2012

- Finnpilot Pilotage Ltd, Financial Director 2011–
- Finnish State Pilotage Enterprise Finnpilot, Business Controller 2010
- Tyco Electronics Finland Ltd, Nordic Finance Manager 1996–2010
- Haka Autorent Ltd, Head of Administration 1993–1994
- Ice Advisors Ltd, Board member 2012–2023

Remuneration

Remuneration is utilised to support and promote Finnpilot's strategic areas of focus. We endeavour to offer a competitive and fair remuneration package to both the company's personnel and its management. The guidelines for our remuneration activities and system are based on the specifications of the Government Resolution on the State Ownership Policy (2024), which emphasises the reasonableness and transparency of remuneration and requires the inclusion of sustainability objectives in management remuneration.

All of Finnpilot's personnel fall within the sphere of the remuneration system. The remuneration system is used to support the company's strategic objectives and to encourage the personnel to act in a manner that ensures the production of high-quality, efficient and responsible navigational safety services.

In 2024, the threshold conditions for the payment of remuneration included a positive operating profit (including possible remuneration) and no serious accidents in pilotage activities. Other criteria for personnel remuneration are related to the number of occupational accidents, the service level, the reduction in CO_2 emissions and the size of the operating profit percentage.

The amount of the paid remuneration is based on the realisation of set financial and operational targets. Finnpilot has a personnel fund, whose members include all employees with the exception of the management and middle management. Once the remuneration criteria have been met, the payable remuneration is transferred to the personnel fund in accordance with the Act on Personnel Funds (Henkilöstörahastolaki 934/2010).

The management and middle management have their own remuneration systems with the same threshold conditions and other criteria as for the personnel. In addition, the middle management and management have also been set unit-based and personal goals. In 2024, the CEO and members of the Executive Committee fell within the scope of the remuneration system for management. Nine management-level employees fell within the scope of the remuneration system for middle management during the year. No performance bonuses were paid in 2024.

Finnpilot's Board of Directors confirms the specific objectives and structures of the remuneration system, which are valid for one year at a time, and decides on the remuneration to be paid to the CEO, management and personnel.

Paid salaries and fees in 2024

Paid Board fees €87,000 (2023: €81,100)
Annual salary of the CEO €187,935 (2023: €194,763)
Annual salary of other members of the Executive Committee €478,697 (2023: €479,694)

The remuneration of the CEO and the other Executive Committee members includes cash wages and fringe benefits.

Risk management

The purpose of risk management is to identify risks that potentially threaten the achievement of our goals and to determine the measures to manage them. At the same time, we assess the sufficiency of the measures and the company's risk-bearing capacity. Finnpilot's risk management is based on the company's risk management policy, internal supervision, good corporate governance and ongoing risk assessment. Risk management is also outlined in the Government Resolution on the State Ownership Policy issued in 2024.

PRINCIPLES AND RISK MANAGEMENT

At Finnpilot, risk management is realised as an integral part of the standard management work and strategic planning. The Board of Directors of Finnpilot is responsible for the supervision of risk management and the current management for the actual implementation. The key objective of risk management is to identify, assess and monitor risks, threats and opportunities that can affect the implementation of the strategy and the achievement of short and long-term goals. Finnpilot only pursues business risks related to the implementation of its strategy if they can be managed to an acceptable level or would only have a moderate impact if realised. Risk-taking cannot fundamentally compromise the company's success or continuity of activities in the short or long term.

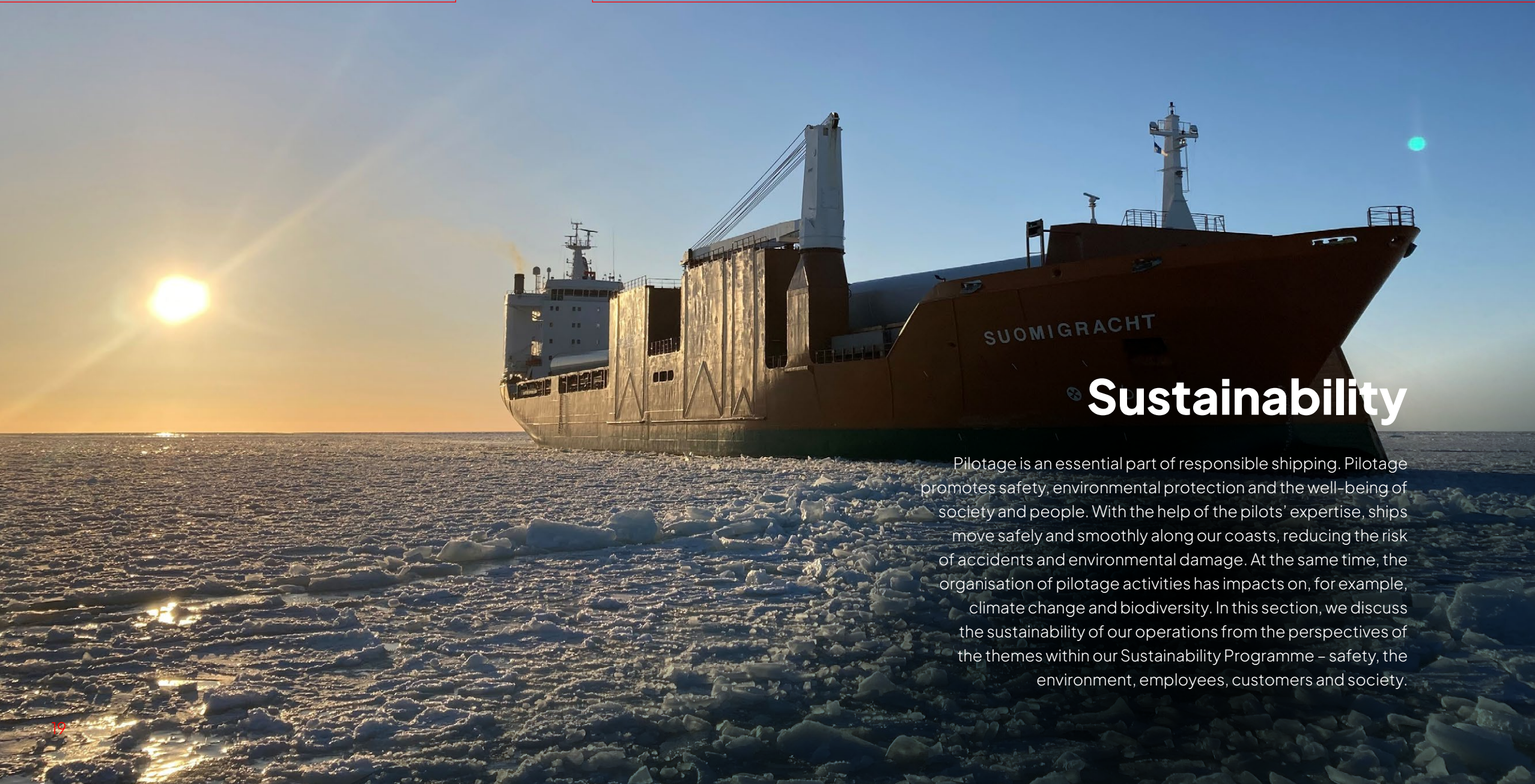
The goals, principles, organisation, responsibilities and operational methods regarding Finnpilot's risk management are described in the company's risk management policy. The policy is reviewed annually by the Executive Committee and approved by the Board of Directors. The risk management policy was most recently approved by Finnpilot's Board of Directors on 13/03/2024. The occupational safety risk assessments for pilotage are updated at least once each year and in connection with any possible near miss situations or accidents.

KEY RISKS

The Executive Committee assesses the company's greatest risks, risk-bearing capacity and risk management methods in connection with the annual planning process. A summary of the company's most significant risks is presented to Finnpilot's Board of Directors at least once each year. The key risks concerning Finnpilot's business activities are closely related to uncertainties in the current operating environment. The changed geopolitical situation in the Baltic Sea region and economic cycles can be seen in the continuous change of logistics chains and a difficulty in forecasting the demand for pilotage services. Moreover, the longer-term impact of the new Pilotage Act and regulations issued pursuant to it on the demand for pilotage services remains uncertain. When implemented, industrial disputes outside Finnpilot also have a negative impact on pilotage income when they affect ports, such as was the case with the long port strike in early 2024.

The flexibility of Finnpilot's human resources is particularly weak due to the availability of and extensive training for pilots, which makes it difficult to quickly adjust the finances to strong fluctuations in demand. At the same time, ensuring the resources needed to meet the expectations for the development of pilotage activities (e.g., green transition, training investments, remote pilotage development) requires the company to have stable finances and resources for development.

Finnpilot endeavours to manage the identified risks in many different ways. We strive to predict traffic volumes and the resource needs of pilotage activities by engaging in close dialogue with stakeholders. Continuous internal discussion is also important in order to be able to identify tacit signals early on. We also ensure profitability through long-term investment planning. In the coming years, our challenge will be to prepare for a generational change as more and more of our employees are reaching retirement age. The training course for pilots is particularly long, so properly timed recruitments based on effective resource management and monitoring help us to keep the piloted traffic and resources in balance. At the same time, nurturing the work ability of our personnel throughout their careers will play an increasingly essential role as we endeavour to ensure that our long-term employees enter their retirement in good health.



Sustainability

Pilotage is an essential part of responsible shipping. Pilotage promotes safety, environmental protection and the well-being of society and people. With the help of the pilots' expertise, ships move safely and smoothly along our coasts, reducing the risk of accidents and environmental damage. At the same time, the organisation of pilotage activities has impacts on, for example, climate change and biodiversity. In this section, we discuss the sustainability of our operations from the perspectives of the themes within our Sustainability Programme – safety, the environment, employees, customers and society.

Sustainability management

The State requires the companies it owns to be forerunners in CSR responsibility. This means the integration of sustainability factors into our strategy and remuneration system, goal-oriented CSR management and impact assessment and monitoring in both our own activities and those of our partner network.

Finnpilot's sustainability work is guided by our strategy, which was renewed in spring 2024, our operating principles, recognised CSR guidelines and principles, as well as international agreements, declarations and recommendations. Through compliance with our values and ethical principles, every employee of Finnpilot can assure that they are working in a responsible and ethical manner. We have the use of an anonymous whistleblowing channel maintained by an external service provider for the purpose of enabling anyone to submit feedback concerning our activities or to report observations and violations.

We aim to take responsibility and sustainability perspectives into consideration in all our decision-making. Our transparent operations and stable financial standing enable us to carry out our special assignment efficiently now and far into the future. We assess our operations critically using both internal and external experts. Our quality and environmental management systems have been audited in accordance with ISO 9001, ISO 14001 and ETJ+ standards.

Our responsibility and sustainability work is overseen by Finnpilot's Executive Committee in accordance with our annually reviewed Sustainability Programme. The programme takes all ESG dimensions (Environment, Social, Governance) into consideration. The themes of Finnpilot's Sustainability Programme for 2024 were the environment, employees, customers, society and safety, which is also a key component of the first four themes. The content and realisation of the Sustainability Programme is reviewed regularly by the Executive Committee and the Personnel and Corporate Sustainability Committee. Finnpilot's Board of Directors is committed to the sustainability goals and monitors the progress of the related work in its meetings.

The decision-in-principle guiding the operations of State-owned companies, published in 2024, highlights even more strongly the importance of responsibility and sustainability in State-owned companies. At Finnpilot, we also want to advance sustainability work in an even more consistent, goal-oriented and transparent manner than before. For this purpose, Finnipilot established a new position, namely Communications and Sustainability Director, to begin on 1 September 2024. The new Executive Committee role further strengthens the integration of sustainability work into Finnpilot's strategy.

We strive to continuously increase our understanding of the sustainability of our supply and subcontracting chains. We monitor the carbon footprint of our outsourced services to the extent possible. In connection with our largest acquisitions, we provide the product or service providers with the specifications of our sustainability requirements in a separate sustainability appendix.

In 2024, Finnpilot prepared for sustainability reporting in accordance with the Corporate Social Responsibility Directive (CSRD) starting in the reporting year 2025. As part of the preparation for CSRD reporting, the themes of the Sustainability Programme were examined in a double materiality assessment carried out in the spring. The results of the materiality assessment did not bring significant changes or additions to the themes of the Sustainability Programme, but initiated a consideration as to whether Finnpilot should shift to reporting based on ESG (Environment, Social, Governance) factors from the beginning of 2025. CSRD reporting is largely structured around ESG principles, so an ESG division was found to provide the clearest communicative structure for CSR reporting. The new structure makes it easier to correspond to the needs of different stakeholders and to compare data. We decided that Finnpilot would carry out reporting for 2024 using the existing division (safety, environment, employees, customers, society) and, from the start of 2025, would adapt its Sustainability Programme to reflect the ESG framework. At the same time, we decided to verify the results of the double materiality assessment in a separate survey for stakeholders in 2025.

The double materiality assessment served as the foundation for our strategy reform during spring 2024. Our goal was to integrate our sustainability themes into the strategic focal points. The objective was also to describe our sustainability management model more clearly and to establish an inclusive forum comprised of personnel representatives whose task it will be to plan and promote our sustainability measures. Both objectives were achieved. Since the beginning of 2024, Finnpilot has had a Sustainability Forum that focuses on developing sustainability as well as setting and monitoring targets. The sustainability management model is described on the next page.

CSRD preparation at Finnpilot was already quite far in the autumn of 2024, when the Government's proposal for amending Chapters 1 and 7 of the Accounting Act was approved by Parliament. The amendment was based on the Commission Delegated Directive (EU) 2023/2775 amending Directive 2013/34/EU of the European Parliament and of the Council as regards the adjustments of the size criteria for undertakings. Upon the approval of Parliament, the euro-based criteria for a company's net sales and balance sheet were raised. These criteria serve as the determining factor as to whether a company falls within the scope of the CSRD. In terms of size, Finnpilot fell below the criteria limits and, therefore, does not fall within the scope of mandatory EU sustainability reporting. Despite this, we are preparing to have our sustainability reporting verified in the coming years and are developing our reporting towards the European Sustainability Reporting Standards (ESRS). The VSME ESRS (Voluntary ESRS for non-listed and SME enterprises) standard, published by EFRAG in December 2024, will serve as a possible framework, and we will examine its contents more closely during the spring of 2025.

Developing responsibility and managing sustainability work is a continuous learning process. Our decisions are based on the best current information, but increasing information may alter our estimates later on. Our emissions calculation data is also supplemented year by year. You can read more about our emissions in the Environment section.

In this section of the annual report, we report on our level of responsibility and sustainability in accordance with the themes of our Sustainability Programme. The framework of the Sustainability Programme is presented on the next page.

SUSTAINABILITY MANAGEMENT AT FINNPILOT:

Board of Directors: approves the strategic guidelines, themes and focal points of the sustainability work

Personnel and Corporate Sustainability Committee: discusses ESG themes at each meeting

SUSTAINABILITY FORUM 4 x YEAR:

- GOALS
- INDICATORS
- PROGRESS
- REVIEWING AND UPDATING DOCUMENTATION
- ESTABLISHMENT OF POSSIBLE WORKING GROUPS

CEO: carries overall responsibility for sustainability work as part of all Finnpilot activities

Communications and Sustainability Director: carries out long-term planning of sustainability work – objectives, initiatives, monitoring, reporting

Members of the Executive Committee: ESG perspectives as part of all aspects of management

HSEQ Manager: calculations, particular focus on key figures for environmental and occupational safety, environmental systems

HRD Manager: key figures concerning personnel

Chief Accountant: coordination of data verification

Experts and working groups in different sub-regions: information generation

Entire personnel: sustainable activities and development of operating methods

FINNPILOT'S SUSTAINABILITY PROGRAMME 2023–2024

We protect the fragile Baltic Sea from environmental damage.
We ensure that the work of our employees is carried out safely.
We ensure the safe passage of piloted vessels.
We guarantee smooth and uninterrupted maritime transports and the continuity of our operations in all conditions.

- Occupational health and safety
- Employee health and well-being
- Competence development
- Equality and non-discrimination
- Responsible corporate culture

- Seamlessness of Finland's logistics chain
- Services that meet the needs of society
- Security of supply in all conditions
- Profitable and sustainable business activities
- Responsible corporate citizenship and good governance

- Prevention of environmental damage
- Reduction of own emissions and increased energy efficiency
- Advancement of circular economy
- Consideration for biodiversity

- Reliable, timely and consistent pilotage services
- Best customer experience
- Active partnership and customer-directed service development

In addition to our own sustainability themes and focal points, we have determined the UN Sustainable Development Goals that we endeavour to advance through our activities.

SAFETY

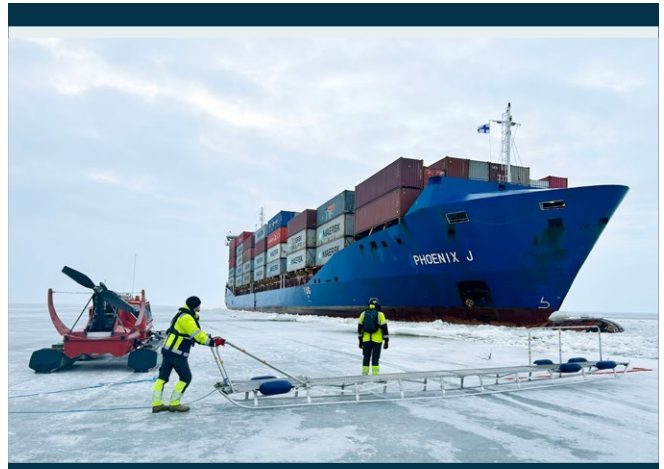
Safety first, always

Safety is the basis of Finnpilot's activities and a cross-cutting element of our entire Sustainability Programme. We always examine the goals of the four other sustainability themes (environment, employees, customers, society) via safety. We take safety perspectives into account in all decision-making and assess our work methods with a risk-based approach. Through active observation, we support the building of an open and safe work culture. In 2024, many significant things took place in the field of safety at Finnpilot. In this section, we will discuss the most important ones.

In keeping with our strategy, we focused on shared learning in many areas including safety during 2024. The monthly Uutsiikki meeting for the entire personnel, which launched at the beginning of the year, starts each time with an occupational safety review by the CEO. The review covers topical issues as well as any occupational accidents or near miss situations. During the year, the review topics ranged from safe workwear to occupational accidents/incidents that occurred in international sister organisations and what might be learned from them. We also raised a number of occupational safety issues on the intranet for the purpose of sharing incidents and lessons learned with the entire organisation as a means of avoiding similar events in the future.

In terms of occupational safety, we developed the practices for embarking and disembarking. The discussion on the removal of A-frame ladders for boats was completed based on detailed risk assessments, and the A-frame ladders will be replaced with pilot platforms in connection with fixed-term docking operations for those boats in which such ladders are still in use. During the year, there was internal discussion about the position of the boat relative to the piloted vessel when a pilot is using the pilot ladders. This discussion remains ongoing. The goal is to agree on common principles and practices concerning this issue. The safety of the boats was improved by gradually changing the liferafts to rafts that meet the criteria of the Viking S30 Exchange programme.

Meriturva was among the first in the world to offer Pilot Transfer Arrangement (ladder arrangements) training, which Finnpilot employees were able to test through designated rescue courses. Our long-term work to ensure the safety of our pilot ladders has



THE FOCAL POINTS FOR SAFETY ARE INCLUDED IN OUR FOUR OTHER SUSTAINABILITY THEMES:

Environment: We protect the fragile Baltic Sea from environmental damage.

Employees: We ensure that the work of our employees is carried out safely.

Customers: We ensure the safe passage of piloted vessels.

Society: We guarantee smooth and uninterrupted maritime transports and the continuity of our operations in all conditions.

Finnpilot's management and managers participated in the intensive phase of the TIETO24 exercise.

SOCIETY PREPAREDNESS EXCERCISE TIETO24

The TIETO24 exercise culminated in a two-day intensive phase during autumn 2024. The aim of the exercise was to develop co-operation between companies and the authorities and to prepare for different large-scale disruptions, such as cyber attacks, information influencing and physical threats. The exercise was organised by the National Emergency Supply Agency, and its practical arrangements were handled by Digipool. A total of 184 organisations and approximately 750 people participated in the exercise.

continued also on the international level. Together with the Finnish Transport and Communications Agency Traficom, we have contributed to the work of the Correspondence Group of the IMO's NCSR Sub-Committee, which has sought to redefine the ladder regulations of the SOLAS agreement. The work of the Correspondence Group was completed and will be discussed by the MSC (Maritime Safety Committee) in the summer of 2025.

The EMPAsafe application published by EMPA (European Maritime Pilots' Association) was introduced for trial use by a limited number of Finnpilot pilots. The application allows pilots to share their security observations internationally. The possible integration of the application into Finnpilot's own incident management system is being investigated.

Navigational safety was strongly emphasised during the reporting year. The impacts of Russia's war on Ukraine were reflected as GNSS interference experienced by both our boats and piloted ships. We reported any disruptions to the authorities. We updated the chart material used by pilots by initiating competitive tendering regarding our navigation application. The new application was launched in autumn 2024. The application provides our pilots with up-to-date vector chart data, the possibility to create digital pilotage plans, and navigation tools that are more versatile than those of the previously used application.

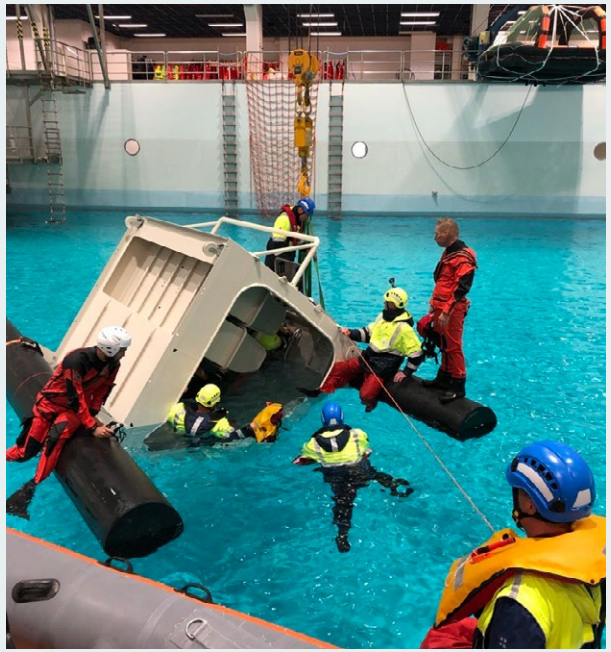
During the year, we updated our continuity and contingency plans. We held workshops for management and other experts in the organisation to examine the content and functionality of our plans. We also had the opportunity to test the functionality of our crisis management when participating in the TIETO24 preparedness exercise. This time, the focus of the exercise was on the energy sector and related logistics. We compiled observations from the exercise to help us further develop our continuity and contingency plans. During 2025, we will compile an annual calendar for continuity and contingency activities and introduce a wider range of experts in our organisation to the content of the plans.

We worked on establishing the safety routines of the pilot stations. We highlighted near miss situations in our communications as a means of learning from them. We recounted successful solutions for building a safe work environment.

We classify incidents of different kinds and sizes in accordance with their type (accidents affecting employees/environment/property) and degree of severity (0 = no damage – 5 = catastrophic accident). The classifications are based on aspects of pilotage and transport operations, as well as on international and national guidelines and accident classifications.

No damage classified as serious accidents was sustained by employees, piloted vessels or our own fleet during 2024. Neither did any piloted vessels nor our own fleet cause any environmental damage classified as a serious accident.

Four (4) occupational accidents occurred in the course of work tasks (2023: 4), in addition to which there were five (5) minor accidents requiring first aid during work tasks (2023: 5) and two (2) during the work commute (2023: 0). Improvements in the occupational safety culture continue through the effective handling of observations, training and regular communications.



PRACTICE MAKES PERFECT

All new pilot boat operators and pilots participate in a two-day Meriturva safety course when they begin working in order to practice necessary emergency procedures. In addition, all pilot boat operators and pilots must participate in a one-day rescue course at least once every five years.

Pilot stations organise maritime rescue exercises at least once a year using their own equipment. The exercises involve reviewing the equipment and ensuring that they work. First aid and fire extinguishing equipment are also reviewed.

An MOB (Man Overboard) exercise is arranged at the stations once a month. All pilots and pilot boat operators participate in the exercises at least twice a year. Once every three years, a station-specific rescue exercise is arranged by an external party. In addition, fire drills at pilot stations are held at least once a year.

A systematic inspection round in the working environment is also carried out in the form of safety walks. The aim of the safety walks is to identify safety risks, increase safety awareness and develop the safety culture.

In addition to our own exercises, we also regularly participate in exercises organised by the authorities. If necessary, our employees and equipment are made available to the authorities quickly, for example, for maritime rescue and environmental damage prevention tasks.

FIRE AND RESCUE EXERCISES ARRANGED IN 2024

118

(2023: 55)

SAFETY WALKS ORGANISED IN 2024

95

(2023: 119)

We undertake long-term work to ensure occupational safety.

We are members of the Nolla tapaturmaa (zero accidents) forum coordinated by the Finnish Institute of Occupational Health.

Our goal is to achieve a zero incident rate.

OUR KEY SAFETY GOALS CROSS-CUT OUR OTHER SUSTAINABILITY THEMES	SUCCESS IN 2024	COMPLETED OR ESTABLISHED / STILL EVOLVING / IN THE EARLY STAGES
ENVIRONMENT: We protect the fragile Baltic Sea from environmental damage. Neither piloted vessels nor our own fleet cause any environmental damage classified as a serious accident*.	Neither piloted vessels nor our own fleet caused any environmental damage classified as a serious accident.	
EMPLOYEES: We ensure that the work of our employees is carried out safely. No incidents that could be classified as serious accidents* are experienced by our employees.	During 2024, our employees did not experience any incidents that could be classified as serious accidents. There were a total of 11 accidents, of which 4 were actual occupational accidents (minor accidents) and 7 were incidents requiring first aid.	
CUSTOMERS: We ensure the safe passage of piloted vessels. Piloted vessels do sustain any damage classified as a serious accident*.	Piloted vessels did not sustain any damage classified as a serious accident.	
SOCIETY: We guarantee smooth and uninterrupted maritime transports and the continuity of our operations in all conditions.	We provided uninterrupted pilotage service every day of the year, with the exception of short interruptions caused by weather conditions. A pilot was provided within our service times (3 hours in coastal waters) for 99.5% of pilotage requests. No serious cyber security anomalies occurred within our activities.	

*Scale: catastrophic accident, very serious accident, serious accident, minor accident, incident, no accident

ENVIRONMENT

Environmental impacts of pilotage activities

Pilotage protects the fragile Baltic Sea from the risks related to vessel traffic and environmental accidents. The organisation of pilotage activities also leaves its mark on the environment. We want to minimise our negative environmental impacts and do our part to mitigate climate change. Our target is to halve the absolute amount of our overall emissions by 2030 (in comparison to 2021). The coming years will challenge us, particularly in terms of developing our pilot transport equipment in a more energy-efficient direction.

CHANGING REPORTING REQUIREMENTS

In the Sustainability Management section, we reported that Finnpilot was excluded from the EU's mandatory sustainability reporting requirement due to the amendment of the Accounting Act. The amendment was a welcome change, since the work required for data collection and calculation and the compilation of the sustainability indicators to the extent required by CSRD have proved challenging with our current resources. A lot of work was required, especially for the collection of environmental data, since the data had to be collected in bits and pieces, largely manually, from different sources. The automation of data collection is our goal for the future, but the progress is slow. Reporting in accordance with the ESRS standards also requires extensive reporting from the entire value chain. We are constantly developing our supplier monitoring, but verification of the sustainability of our subcontractors' activities, particularly to the extent required by CSRD, would have been a major challenge for our current resources. Our reporting year 2025 is guided by the VSME (Voluntary reporting standard for SMEs) standard published by EFRAG at the end of the year.

POSITIVE AND NEGATIVE ENVIRONMENTAL IMPACTS

Pilotage has significant positive impacts on the environment. We ensure the safe passage of vessels through narrow archipelago

FOCAL POINTS OF OUR SUSTAINABILITY PROGRAMME:

Prevention of environmental damage

Reduction of emissions and increased energy efficiency

Advancement of circular economy

Consideration for biodiversity

AN EXPERT ON THE SIDE OF THE SEA

The Baltic Sea is a shallow inland sea. It is one of the world's most fragile and polluted seas and is particularly affected by eutrophication. Oil transports, increasing shipping, overfishing, climate change and other human activities also threaten the Baltic Sea. (WWF Finland)

Pilotage is one of the important risk management measures that the Finnish State employs to protect the Baltic Sea.

fairways and actively report observations concerning vessel deficiencies and the environment. Relaying information to the authorities early on may, in the best case scenario, prevent greater damage to the environment and people.

We regularly review the compliance of our activities with legislation and regulations in connection with internal and external auditing. Our most significant acquisitions include environmental and energy-efficiency requirements as part of the technical standards and we communicate these to our suppliers already during the invitation to tender phase. Online environmental training is mandatory for all employees and is completed by everyone who comes to work for us.

We regularly address the environmental concerns of our stakeholders and update the assessment of environmental impacts caused by our activities. We assess our possibilities to affect both positive and negative impacts. Our positive impact, the protection of the fragile Baltic Sea from environmental damage, is already an integral part of the company's primary task. As the joint management and exchange of information between maritime operators develops, we have the opportunity to ensure, for example, that piloted ships travel at an environmentally friendly speed, thereby reducing fuel consumption.

The most significant portion of our direct negative environmental impacts is derived from the GHG emissions from our pilot boats. Of our overall emissions in 2024, the share caused by vessel fuel consumption is about 50%. The share increases when lifecycle emissions are also taken into account. The electricity we use is almost entirely emission-free. We have endeavoured to increase our own electricity generation by building wind and solar power stations at our pilot stations. We produce solar power at the Harmaja station and wind power in Hanko. The Emäsalo station has both wind turbines and solar power plants. Our wind turbines have been prone to defects and have not yet generated energy as expected. In addition to the environmental benefits of generating our own electricity, we are also motivated by security of supply perspectives. We will continue to resolve the problems that our turbines have had, so that they can begin generating energy as expected.

TOWARDS EMISSION REDUCTION TARGETS

The International Maritime Organization (IMO) has set several environmental targets aimed at reducing the environmental impact of maritime transport in line with the Paris Agreement. In its 2024 resolution on state ownership policy, the Finnish government requires its state-owned companies to consider the goal of a carbon-neutral Finland by 2035 and the Paris Agreement's objective of limiting global warming to 1.5 degrees Celsius.

In accordance with the recommendations of the fossil-free transport working group led by the Ministry of Transport and

OUR OVERALL EMISSIONS IN 2024 TOTALLED 5,252 tCO_2e

(2023: 4,478 tCO_2e).

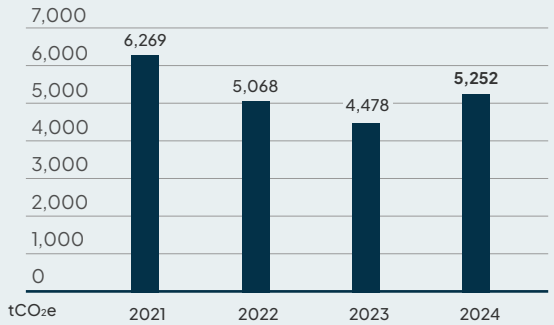
METRICS FOR EMISSION REDUCTION PROGRESS

Overall emissions Scope 1-3 tCO_2e
(year of comparison 2021)
- Goal -50% by 2030
- Result 2024: -16.2%

Scope 1 emissions (tCO_2e) per pilotage
(year of comparison 2013)
- Goal 2024: -27.3%
- Result -22.0%

Emissions from boat fuel consumption in relation to nautical miles traveled (year of comparison 2020)
- Goal 2024: -33%
- Result: -17.9%

OVERALL EMISSIONS 2021–2024 SCOPE 1–3



	2021	2022	2023	2024
Scope 1	3,937	3,564	2,755	2,683
Scope 2	601	42	28	41
Scope 3	1,731	1,465	1,695	2,528
Total	**6,269**	**5,068**	**4,478**	**5,252**
Compared with previous year		-19.2%	-11.6%	+17.3%
Compared with baseline year 2013		-19.2%	-28.6%	-16.2%
Outside scopes	-	-	-	709

When comparing emission data from 2021 to 2024, it is important to consider the development of reporting methodologies. As of the reporting year 2024, CO_2 emissions from the use of HVO are reported outside of the scopes in accordance with the GHG Protocol. The emission factor for HVO was refined in the 2024 calculations when new biofuel oil coefficients published by Statistics Finland replaced those previously provided by the manufacturer. The Scope 3 calculations now cover a broader range of emissions, improving the overall picture but potentially affecting the comparability of figures across different years. Calculations for previous years have been refined to the extent reasonably possible. However, the emission figures for 2021–2024 are not fully comparable with each other.

Communications, our goal is to reduce our absolute total emissions by 50% by 2030, using 2021 as the baseline year. This target covers Scope 1 (our direct greenhouse gas emissions), Scope 2 (emissions from purchased energy for our own use), and Scope 3 (our indirect emissions, such as those from outsourced services) under the Greenhouse Gas Protocol calculation methodology.

Additionally, we aim to reduce the relative carbon dioxide emissions from the fuel consumption of our maritime fleet (tCO_2e per pilotage, baseline year 2013) as well as the emissions from boat fuel consumption in relation to nautical miles traveled (tCO_2e per NM, baseline year 2020).

EMISSION CALCULATION 2024: GROWTH IN SCOPE 3 EMISSIONS

Some of our fast pilot boats use renewable HVO biofuel as their energy source. HVO is not suitable for all engines in our fleet and its distribution area does not cover the entire area of our activities. However, the distribution area is expanding every year. The use of HVO slightly increases the relative fuel consumption (litre/pilotage assignment) of the pilot boats.

As of the start of this reporting year, CO_2 generated by the use of HVO has been reported in accordance with the GHG Protocol as emissions that fall outside of the scopes. Other emissions from the use of HVO, such as CH_4 and N_2O, are included in the Scope 1. Indirect emissions from the life cycle of HVO have been included in the Scope 3 category, to which we have also added the Scope 3 emissions (e.g., emissions from distribution and transport)

from fuel oil during 2024. Our Scope 3 emissions increased from the previous year with the consideration for these new emission sources. This also impacted our total emissions, which increased by 17.3%, despite a slight decrease in our direct emissions (Scope 1).

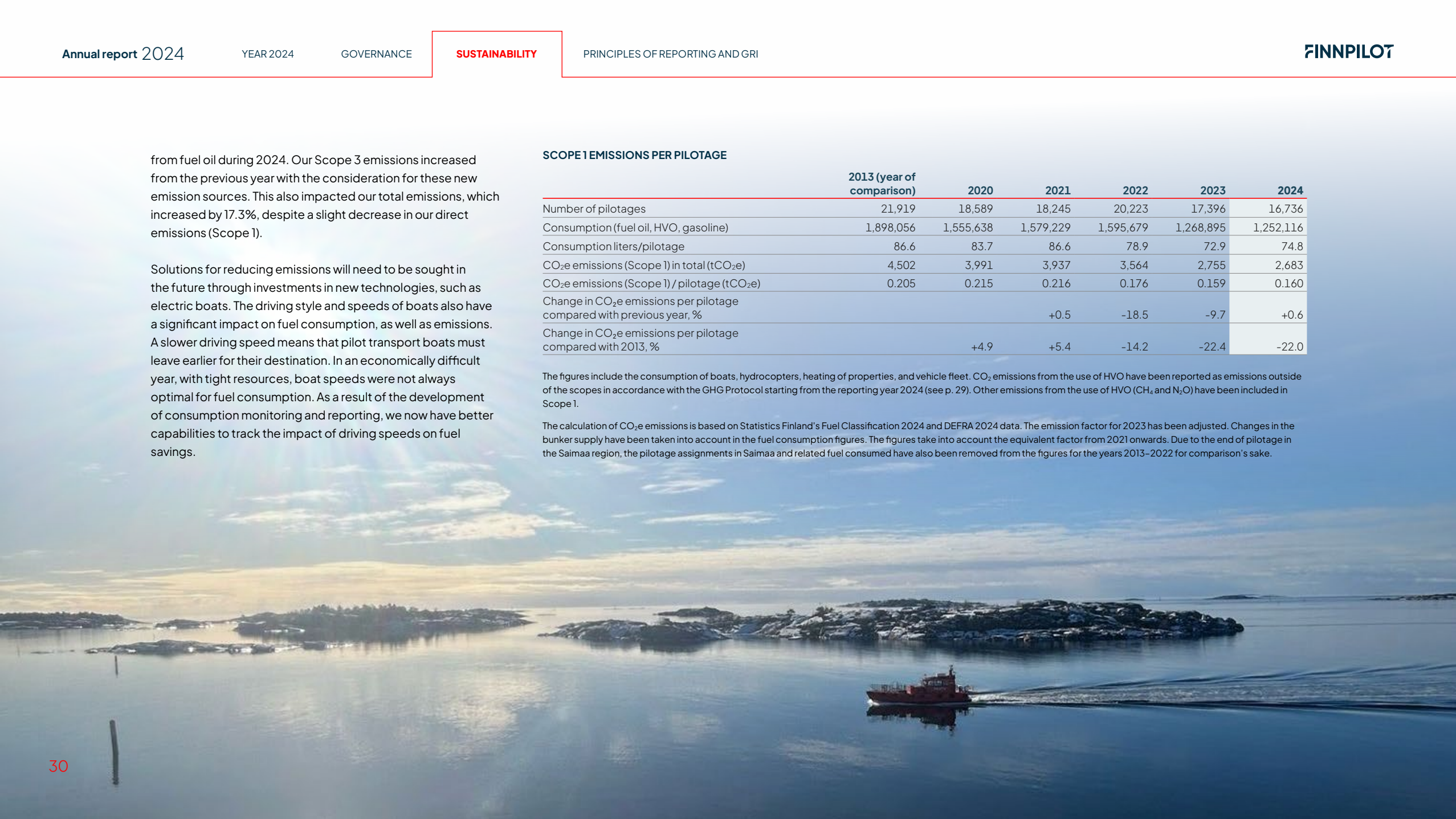
Solutions for reducing emissions will need to be sought in the future through investments in new technologies, such as electric boats. The driving style and speeds of boats also have a significant impact on fuel consumption, as well as emissions. A slower driving speed means that pilot transport boats must leave earlier for their destination. In an economically difficult year, with tight resources, boat speeds were not always optimal for fuel consumption. As a result of the development of consumption monitoring and reporting, we now have better capabilities to track the impact of driving speeds on fuel savings.

SCOPE 1 EMISSIONS PER PILOTAGE

	2013 (year of comparison)	2020	2021	2022	2023	2024
Number of pilotages	21,919	18,589	18,245	20,223	17,396	16,736
Consumption (fuel oil, HVO, gasoline)	1,898,056	1,555,638	1,579,229	1,595,679	1,268,895	1,252,116
Consumption liters/pilotage	86.6	83.7	86.6	78.9	72.9	74.8
CO_2e emissions (Scope 1) in total (tCO_2e)	4,502	3,991	3,937	3,564	2,755	2,683
CO_2e emissions (Scope 1) / pilotage (tCO_2e)	0.205	0.215	0.216	0.176	0.159	0.160
Change in CO_2e emissions per pilotage compared with previous year, %			+0.5	-18.5	-9.7	+0.6
Change in CO_2e emissions per pilotage compared with 2013, %		+4.9	+5.4	-14.2	-22.4	-22.0

The figures include the consumption of boats, hydrocopters, heating of properties, and vehicle fleet. CO_2 emissions from the use of HVO have been reported as emissions outside of the scopes in accordance with the GHG Protocol starting from the reporting year 2024 (see p. 29). Other emissions from the use of HVO (CH_4 and N_2O) have been included in Scope 1.

The calculation of CO_2e emissions is based on Statistics Finland's Fuel Classification 2024 and DEFRA 2024 data. The emission factor for 2023 has been adjusted. Changes in the bunker supply have been taken into account in the fuel consumption figures. The figures take into account the equivalent factor from 2021 onwards. Due to the end of pilotage in the Saimaa region, the pilotage assignments in Saimaa and related fuel consumed have also been removed from the figures for the years 2013–2022 for comparison's sake.



DEVELOPMENT OF THE FLEET

In the coming years, our emission reduction targets will call for significant investments in low-emission technology. As part of our investment programme, we are planning equipment investments that will facilitate a reduction in the emission intensity of pilot transports. The carbon footprint of the fleet increases relatively over time, which emphasises the importance of long-term planning. Equipment investments are made at a constant rate so that the aging of the vessels that are in heavy use would not result in a cumulative need for repairs and renewals. We actively co-operate with boat technology suppliers to find new transport solutions.

Our series of interseasonal pilot boats, which operate in open water and light ice conditions, are more efficient than their predecessors in terms of energy-efficiency. The series was expanded by a third boat when the L250 was taken into active use at Emäsalo in spring 2024, once the coldest phase of winter had passed. The earlier boats in the series, the L248 and L249, are in use at Isokari and Hanko. The specific characteristics of the boat type include self-righting capabilities, a watertight compartment that cannot sink and the ability to operate in an ice field of up to five centimetres thick. During mild winters, this may reduce the need for boats intended for winter conditions at those stations around which the sea freezes less frequently. At cruising speed, the new boat type is approximately 36% more economical than the current interseasonal boat being used at Emäsalo. If the ice situation allows for the use of the interseasonal boat throughout the winter season, the boat would also bring savings in travel time. At the busy station, a total of 300 hours less driving may be needed in winter than when utilising an ice-strengthened pilot cutter. With an average of three people on board, the time savings could be just under six travel hours during one working week.

The wishes and perspective of pilot boat crew members are crucial in the design of the pilot boat's cabin. Here, the new console of L129 is being built in Tolkkinen.

The boat series will continue to expand with the addition of the L251 and L252, which will be completed in 2025. By the time the new boats are completed, we endeavour to have resolved the switch malfunctions in the L250, which have been examined together with Marine Alutech, the boat manufacturer.

We endeavour to recycle our aging pilot boats. During 2024, one fast pilot boat with an aluminium hull and one pilot cutter were sold to new owners. By recycling the lesser used boats, we are able to focus our maintenance work on boats in active use.

Our pilot cutters will gain additional operating years through life cycle extensions. The intention is for the remaining technical lifetime of existing hulls and powertrains to be utilised as efficiently as possible. The success of the life cycle extension projects on the "super cutters" that have been in use for more than 20 years is essential to the service reliability of pilotage during the winter season. Our Hanko cutter L129 was dry docked in Tolkkinen in August 2024. As usual, the dry docking was supervised by Finnpilot's own pilot boat operators, whose contribution to the planning and implementation of the cutter reforms has been significant.

WASTE AND WATER

Our waste management services have primarily been arranged locally at our pilot stations located around Finland. Some of the stations are located in difficult places in terms of logistics, such as islands and at the end of long archipelago roads. Waste sorting has been arranged at those stations where it is possible to do so as part of the service provided by local waste operators. During 2024, we continued to work on standardising our waste management agreements and to develop the calculation of waste amounts at all stations throughout Finland.

In 2024, we received water consumption data from a total of 16/24 pilot stations or substations (2023:16). The total water consumption at all these operational locations was 1,702 m^3 (2023: 1,761 m^3). The aim is for the comprehensive monitoring to encompass all stations in 2025.

A total of 14,520 litres (2023: 13,310 litres) of collected bilge water was reported by the stations. A total of 5,720 litres (2023: 12,880 litres) of waste oil and 30 litres (2023: -) of glycol were reported in 2024. A total of 1,317 kg (2023: 2,308 kg) of solid oil waste was accumulated. Altogether 4 (2023: 21) batteries were turned in for recycling.

BIODIVERSITY

Biodiversity has declined significantly over the past decades. Biodiversity guarantees clean air, fresh water, high-quality soil and crop pollination. It helps to combat and adapt to climate change and mitigate the impact of natural disasters.

Finnpilot operates within the fragile marine environment of the Baltic Sea, along the coastline and throughout the archipelago of Finland. In 2024, the State as owner required us to conduct an internal risk and impact assessment on the impacts that the organisation of pilotage activities has on biodiversity. In the report, we found that the impacts of pilotage activities include noise pollution and impacts on waterways and the living environment of many species. The use of pilot boats has immediate impacts on the environment, particularly in the form of waves and propeller wash. The negative impacts include, for example, coastal erosion caused by mechanical weathering and resulting changes in the vegetation and microorganisms of the coastal zone as well as in the fish populations in and around the fairways. Propeller wash can also disturb seawater stratification, particularly in the summer, when the mixing effect can bring the nutrient-rich bottom water up to the surface. This phenomenon contributes to the growth of algae. Our boats also produce noise, which may have a negative effect on nature, animals and people in close proximity to the fairways. Potential fuel leakages can be particularly harmful to the archipelago environment.

The impacts of pilotage activities on biodiversity can be reduced, for example, by renewing the fleet, using more environmentally-friendly boat bottom paints, effectively preparing for exceptional situations, reducing pilot transports through more efficient planning, and minimising unnecessary travel in nature-sensitive areas. We are able to reduce the damage caused by wave formation and propeller wash as well as the negative impacts of noise by taking these issues into consideration in the hull and propulsion design of our boats and by observing the mandatory speed limits set for the areas in which we travel. Travelling strictly in designated fairways, as far as possible, also helps to minimise the impact of waves and propeller wash.

Growth on the bottom of boats increases energy consumption as the friction generated will slow the boat's speed. We continued the testing of biocide-free, silicone-based antifouling paints that reduce the environmental load by painting the entire bottom of the L238 boat used in Harmaja with the paint that has proven to be the most effective in paint tests. The expectation was that the paint would prevent, for example, barnacle growth on the bottom of the boat during the May–October driving season. The tested paint met expectations, and the bottom of the test boat was very clean when lifted. The estimated life cycle of biocide-free paints is three to five years. The formation of vegetation and fuel consumption are monitored through intermediate dry docking in order to provide reliable information on the functionality of paint over a longer period of time. Paint tests are also being carried out by the Swedish Maritime Administration. Nordic co-operation also plays a role here; active dialogue ensures that pilotage organisations do not test the same paints, but instead share the results of their own tests. This way, the best solutions can be introduced more quickly.

We will continue to investigate our biodiversity impacts by carrying out a study during 2025 to examine our existing risk and impact assessments. On the basis of the study, Finnpilot will draw up an action plan/road map as a means of further reducing its biodiversity impacts.

COMPONENTS OF FINNPILOT'S ENVIRONMENTAL WORK

The following methods, among others, help us to achieve more sustainable pilotage activities:

- Investments in new vessels (possibly the use of, e.g., electric vessels)
- More environmentally-friendly energy sources (HVO's impact on emissions remains uncertain)
- Transition to 100% emission-free electricity
- Investments in more energy-efficient and environmentally-friendly technologies
- Gradual transition to carbon-neutral outsourced services
- Transition to electric cars
- Development of transport planning
- Efforts to promote more energy-efficient driving behaviours

Number of vehicles and properties

26 fast pilot boats (2023: 25)

29 ice-strengthened pilot cutters (2023: 30)

11 hydrocopters (2023: 11)

40 cars (2023: 44), of which 10 are electric (8)

10 pilot stations

14 substations

AVERAGE AGE OF THE FLEET (YEARS)	2020	2021	2022	2023	2024
Pilot cutters	17.6	18.6	19.0	20.0	20.4
Fast pilot boats	12.9	13.7	13.2	12.6	13.6

The average age of our fleet is 17.2 years.

We operate using ice-strengthened pilot cutters, aluminium fast pilot boats, hydrocopters that travel over the ice, and cars. Our pilot station network extends along the Finnish coastline from Kemi's Ajos to Kotka. In addition, there is a pilot station located in Lappeenranta on Lake Saimaa.

Finnpilot's pilotage areas and station network are presented on our website.

ALL OPERATIONAL LOCATIONS OF FINNPILOT HAVE BEEN GRANTED ISO 14001 AND ETJ+ CERTIFICATION

Finnpilot's environmental and energy efficiency development programme extends to all of Finnpilot's activities, including pilotage and transport activities, our property management as well as the company's administration. In addition to their own tasks, operational personnel representatives trained for internal environmental auditing duties carry out valuable work to ensure the consideration and development of the environmental perspectives of our activities. In 2024, we conducted two internal environmental audits, in Helsinki (Vuosaari and Harmaja) and Pori. The most significant areas for development that arose from our internal environmental auditing are documented as procedures for Finnpilot's Sustainability Programme.

SHARED COMPETENCE AND LEARNING AMONG NAVIGATION DEVICE EXPERTSE

Navigation equipment is being renewed at a rapid pace and strong vision and support are needed for their installation, use and upgrades within Finnpilot. Our internal group of navigation device experts, which has been operating for little over a year, is solving the challenges related to the use of navigation equipment.

There are many advantages to sharing navigation device expertise internally rather than turning to external service providers. As a result of the group, our capability to install, maintain and resolve problems related to navigation devices will increase while also augmenting our internal knowledge. The cost savings are also significant.

Our team of experts consists of **Henri Paavola**, a pilot boat operator working in Vaasa; **Matias Ahola**, a chief pilot boat operator working in Kaskinen (pictured); **Sami Raanti**, a pilot boat operator working in the Gulf of Finland (in 2024 also **Kenneth Österlund**, pictured); and **Johnny Strömborg**, a pilot boat operator working in the Archipelago Sea (pictured). The group was made up of employees with previous experience in the installation and maintenance of navigation or other electrical equipment.

The navigation device experts meet regularly to monitor, among other things, the progress of navigation device projects and other current equipment issues. In addition, workshops and installation training are organised as needed. The job description of navigation device experts is diverse. In addition to advising users, members of the group:

- develop the installation of device updates and the sharing of route plans and chart material
- instruct the users of navigation devices when introducing new equipment
- assist in the development of electronic navigation procedures, work instructions and training
- evaluate the suitability of navigation devices for our activities and steer the related choices
- develop our standardised wheelhouse concept
- perform smaller equipment repairs and maintenance, and
- perform upgrades and any equipment changes at the stations.

“We provide colleagues with local support on basic matters and update equipment. The search for a basic defect can often be done independently, so these small matters don’t require involvement of any external parties”, says Henri Paavola.

“Our work in the group is shared internal learning at its best; everyone benefits from this type of exchange of competence”, adds Kenneth Österlund.

The group is also in regular contact with suppliers and their work involves some troubleshooting together with device manufacturers and shipyards. The amount of data accrual and

management work is considerable. For example, the group keeps the data of the fleet management system up-to-date in terms of where in a station a particular device is located at any given time. The current development targets include, for example, standardisation of the wheelhouse concept and preparedness for GNSS interference.

“The members of the group carry out these tasks in addition to their own actual work. It has been great to see how committed the involved pilot boat operators are to sharing their expertise and, as a result, how quickly our internal competence is growing and evolving. The information is actively shared within the group and its members are learning from one another”, says **Aki Marjasvaara**, COO, in praise of the group’s activities.

EMPLOYEES

We are Finnpilot

The strong professional competence of our employees guarantees safe and efficient pilotage. We offer meaningful work with opportunities for development, and we foster long employment relationships. Nurturing work ability and promoting well-being at work are the cornerstones of care and support for employees.

YEAR OF TRAINING DEVELOPMENT

Pilots maintain their expertise not only through pilotage work itself, but also through piloted voyages executed specifically for the purpose of maintaining the validity of their regional pilot's licences, simulator exercises, escort towage training and training courses on areas of competence required by the authorities. The future maintenance of pilots' competence is outlined in the training system that was drawn up in accordance with the Pilotage Act and submitted in December 2024 for the approval of the Finnish Transport and Communications Agency Traficom.

The training system consists of a study period for new pilots and a section for the continued maintenance of competence. The system describes the purpose and objectives of new pilot training and career-long competence maintenance and learning, the specific courses required by the company and their objectives and main content, as well as the measurement of competence, legal bases and the frequency of completion for specific courses. A personal training plan is drawn up for each individual, taking into account the person's educational background, work history and work experience. Our recruitment needs will increase in the next few years, since more of our employees will be retiring during that period than earlier. By describing the skills of experienced pilots and pilot boat operators in written form, we ensure the transfer of knowledge and competence to our future professionals. The first pilots to be trained under the new training system will begin their pilotage duties in spring 2025.

The new training path specifically for pilot boat operators ensures uniform orientation at all stations. The requirement of uniformity is emphasised when our pilot boat operators are moved from one station to another as per resource needs. Whenever necessary, the training of pilot boat operators also includes, for example, training in the use of navigation devices and tailored courses for different machine manufacturers. Our employees working at sea regularly participate in station-specific rescue training as well as safety and rescue courses. All Finnpilot employees are offered first aid training by work units, basic and further training for occupational safety personnel, work-related information system training and other work-related training that is assessed as necessary through annual

FOCAL POINTS OF OUR SUSTAINABILITY PROGRAMME:

Occupational health and safety

Employee health and well-being at work

Competence development

Equality and non-discrimination

Responsible corporate culture

WHAT QUALIFICATIONS ARE REQUIRED FROM PILOTS AND PILOT BOAT OPERATORS?

The qualification requirements for pilots are defined in the Pilotage Act. Pilots are required to have a valid Master's Certificate, good health and physical condition, training voyages, a theory test and fairway knowledge test, as well as practical pilotage tests in the area's fairways and sufficient language skills. The pilot has the right to provide pilotage service along those fairways for which the authorities have entitled the individual the right to serve as pilot. All pilots are master mariners.

The Government Decree on the Manning of Ships and Certification of Seafarers also contains provisions on the certification of pilot boat operators. Pilot boats and pilot cutters operate in sea areas that require qualification that includes inland skipper's training and four months of seagoing service, as well as a minimum SRC maritime radio certification. In addition, good health and physical condition are required for the task. Pilot boat operators must also have an engine attendant's certification and a valid category B driving licence for the transport of pilots by car.

development discussions. A significant part of our training requires on-site participation, but our digital learning platform also provides the opportunity for independent learning free from time and place.

At Finnpilot, there are nearly 20 work and development groups dealing with different issues, whose task is to promote shared learning and share their expertise with the entire organisation. In 2024, Finnpilot's groups included, for example, a condition limit working group, a group of navigation device experts, a pilot order development team and a Safety group.

RESULTS OF THE PERSONNEL SURVEY: MORE JOINT DISCUSSIONS AND UNDERSTANDING

We survey well-being at work, work satisfaction and other work-related factors through annually conducted personnel surveys. The results and their development are compared to earlier years and, more broadly, with the results of other organisations. The results are discussed and further measures planned out within the different functions and pilotage areas, together with our employees.

The response rate to our personnel survey was 72% (2023: 75.8%). The People Power index, which measures employee enthusiasm, well-being and dedication, dropped from 65.7% in the previous year to 61.5%. At the company level, the employee experience fell below the external reference data, i.e. Finland's general standard. There was a lot of variation in the results between the different units. One positive respondent group was Finnpilot's pilot dispatch, whose results continued to rise.

On the basis of the survey, our clearest strengths lie in aspects related to work motivation and working conditions. The work is viewed as being interesting and meaningful and the work

OUR SUCCESSES IN 2024:

OCCUPATIONAL ACCIDENTS	4	
(2023: 4)		incidents
ACCIDENT RATE	8.1	
(2023: 8)		accidents/million working hours
ABSENCES DUE TO ILLNESS	5.4	
(2023: 4.3)		% of total working hours
PEOPLE POWER INDEX	61.5	
(2023: 65.7)		on a scale of 0–100

equipment as appropriate for the most part. For local work communities, the strengths included the provision and receiving of feedback and the active sharing of knowledge and skills.

The most obvious areas for development are the issues related to the employer image and the management and operating culture that have seen the biggest decline compared to last year. Views on the company's recent development and future prospects were critical. This was also reflected as decreased ratings in the employer image assessment and commitment index.

We aim to create more opportunities for participation and discussion in order to ensure a common direction moving forward. Matters concerning the employees and other matters of fundamental importance and scope are discussed at our Co-operation Committee meetings. Our Occupational Safety Committee is comprised of the Occupational Safety Manager as chair and seven regionally selected occupational safety and health representatives. The company's management and employee union representatives meet regularly to discuss topical issues.

COST SAVINGS THROUGH LAYOFFS AND FLEXIBLE ARRANGEMENTS

In 2024, we had to seek solutions to restore the profitability of our activities from personnel costs too, which account for a significant share of the company's expenses. The majority of the cost savings concerning our employees were achieved through temporary layoffs concerning pilots, administrative personnel and management. In pilot dispatch, night shifts were occasionally covered by two employees rather than three. With regard to pilot boat operators, cost savings were mainly achieved by increasing the flexible movement between stations, depending on where resources were needed at any particular time. At the same time, the number of fixed-term contracts was reduced. The well-being and coping of the employees were supported by encouraging the work community to engage in close internal dialogue. Additionally, the possibility to seek support, when necessary, from the occupational health provider was also offered. Internal communication was active: the management held a monthly Teams review of the financial and resource situation for the entire personnel.

INFORMATION ABOUT THE PERSONNEL AND EMPLOYMENT RELATIONSHIPS

NO. OF PERSONNEL BY FUNCTION

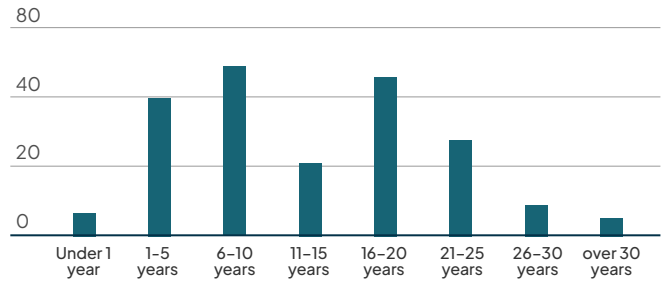
	2020	2021	2022	2023	2024
Pilots (incl. 3 district managers)	147	140	131	120	111
Pilot boat operators	143	145	142	122	129
Pilot dispatchers	21	21	22	19	20
Hostesses and housekeepers	5	5	6	4	5
Administration	21	21	21	23	22
Total	**337**	**332**	**320**	**288**	**287**
Mean person-workyears during the year in review	333	325	299	290	273

NO. OF OPERATIONAL PERSONNEL BY AREA*

	2020	2021	2022	2023	2024
Bay of Bothnia	62	60	70	55	59
Archipelago Sea-Bothnian Sea	94	74	80	65	78
Gulf of Finland	139	156	127	126	108
Pilot Dispatch Centre	21	21	22	19	20
Total	**316**	**311**	**299**	**265**	**265**

* The numbers of Hanko-Helsinki and Kotka-Saimaa have been combined as the number of Gulf of Finland in 2023

DURATION OF PERMANENT EMPLOYMENT*



* The duration of permanent employment is a new reported figure, which is why comparison data from previous years is unavailable.

RECRUITMENTS AND DEPARTURES OF PERMANENT STAFF

	2020	2021	2022	2023	2024
Recruitments	24	24	8	5	14
Departures	23	21	27	24	18

TYPE OF EMPLOYMENT, PERMANENT/FIXED-TERM

	2020	2021	2022	2023	2024
Permanent	315	308	291	275	270
Fixed-term	22	24	29	13	17
Total	**337**	**332**	**320**	**288**	**287**

NATURE OF EMPLOYMENT, FULL-TIME/PART-TIME

	2020	2021	2022	2023	2024
Full-time	328	322	306	278	273
Part-time	9	10	14	10	14
Total	**337**	**332**	**320**	**288**	**287**

PERSONNEL DISTRIBUTION, MALE/FEMALE

	2020	2021	2022	2023	2024
Male	307	304	291	266	265
Female	30	28	29	22	22
Total	337	332	320	288	287

BOARD OF DIRECTORS (INCL. PERSONNEL REPRESENTATIVE AND DEPUTY PERSONNEL REPRESENTATIVE), MALE/FEMALE

	2020	2021	2022	2023	2024
Male	4	4	5	4	4
Female	3	3	2	2	2
Total	7	7	7	6	6

EXECUTIVE COMMITTEE, MALE/FEMALE

	2020	2021	2022	2023	2024
Male	3	3	4	4	4
Female	2	2	1	1	1
Total	5	5	5	5	5

WORK ABILITY AND WELL-BEING AT WORK

Work at pilot stations is irregular shift work under conditions that require good physical condition. The average age of pilots and pilot boat operators is over 50 years, which creates challenges for maintaining work ability and emphasises the importance of related management work. The maintenance of work ability is promoted through proactive measures intended to maintain and support the possibility for employees to cope and continue in good health throughout their entire career. Sufficient rest and recovery play a vital role in coping at work. We monitor the realisation of rest periods and analyse the data to identify potential development needs. Preventive measures (nutrition, tobacco, exercise, stress management, sleep and recovery) are significant issues to address for work ability.

AVERAGE AGE OF PERSONNEL BY FUNCTION AT THE END OF THE YEAR

	2020	2021	2022	2023	2024
Pilots (incl. district managers)	52.2	52.1	52.4	52.7	53.2
Pilot boat operators	51.5	50.5	50.3	52.3	51.2
Pilot dispatchers	42.0	43.0	44.4	46.0	37.8
Hostesses & housekeepers	60.0	60.4	63.5	58.8	58.5
Administration	49.9	51.0	52.0	50.1	51.3
All personnel	51.0	51.0	51.4	51.9	51.0

REASONS FOR TERMINATION OF EMPLOYMENT AND RETIREMENT AGE

	2020	2021	2022	2023	2024
Retired	17	16	18	11	8
Cancelled employment contract	5	3	8	11	10
Terminated employments in total	22	19	26	22	18
Average retirement age, in years	64	64.1	62.3	63.5	64

Finnpilot supports communal well-being at work and exercise through an annual recreational benefit and by paying the participation fees for separately agreed sporting events. During 2024, the recreational benefit totalled EUR 200 per person. Additionally, we endeavour to arrange exercise opportunities for employees who reside at pilot stations during the work week, based on their requests.

Finnpilot's support for well-being at work includes an early support and crisis support action model, guidelines for help with substance abuse, and procedures for identifying and addressing harassment and inappropriate treatment. Our employees have the possibility to use the Mielen Chat mental health service provided by our occupational health provider.

Our work culture facilitates the flexible harmonisation of work and personal life. In any positions where possible, we have allowed for flexible working hours and the use of a working hour bank system. In administration and pilot dispatch, we have offered the opportunity to do hybrid work. We encourage employees to familiarise themselves with each other's work roles, and we support, where possible, temporary or permanent job rotations between different roles.

As with the rest of society, Finnpilot supports the equal distribution of family leave within families, which in a male-dominated working community also signifies a change in culture.

OCCUPATIONAL HEALTH AND SAFETY

Our occupational health service includes statutory preventive occupational health care and voluntary medical care for the treatment of acute illnesses. We focus on the prevention of absences due to illness as well as endeavour to reduce the duration of sick leaves. By immediately addressing problems that threaten work ability, we can avoid sick leaves among vessel crews as well as the need to wait for exceptional permits to the medical certificate. In order to minimise and prevent the risk of accidents at our pilot stations, we organise regular safety tours and occupational safety training. We endeavour to effectively identify risks related to accidents at work and to communicate the identified risks actively.

In 2024, 11 accidents (2023: 9) occurred, of which 2 took place during a work commute. Of the accidents, 7 cases were minor accidents that required first aid and did not result in an absence from work.

OCCUPATIONAL ACCIDENTS

	2020	2021	2022	2023	2024
Occupational accidents	5	3	7	4	4
No. of accidents (incl. first-aid cases)	12	7	13	9	11
Absences due to accidents, days of work	385	842	465	149	190
Accident frequency, accidents per million working hours (occurring at work)	10	5	15	8	8.1

OCCUPATIONAL HEALTH CARE COSTS, %

	2020	2021	2022	2023	2024
Medical care	45.5	41.0	42.5	42.4	39.1
Preventive care	54.5	59.0	57.5	57.6	60.9
Total	100.0	100.0	100.0	100.0	100.0

ABSENCES

	2020	2021	2022	2023	2024
Days of work	3,266	4,038	4,244	2,962	3,723
Days/employee	10	12	13	10	13
Share of full-time working hours, %	4.4	5.6	6.7	4.3	5.4
Health precentage, % (of personnel who were healthy for the entire year)	43	51	23	38	42

THE GOAL IS A WORKPLACE WHERE EVERYONE IS HAPPY TO BE

Our principles of equal and non-discriminatory treatment are outlined in our Work community development plan. By virtue of Finnpilot's code of ethics concerning all Finnpilot employees, we commit to respect each other's work. We do not accept any form of discrimination, harassment, exploitation or bullying within our work community. Our aim is to ensure that no one is discriminated based on their origin, social background, religion, world view, health status, age, gender, sexual orientation, political views or membership in a trade union.

Altogether 92% of Finnpilot employees are male. Only three women work permanently in pilotage/pilot transport. This figure reflects the gender distribution for maritime tasks in general and, in particular, for vessel officers. There are very few female applicants for open pilot and pilot transport positions. Certain aspects of our work arrangements will need to be addressed from a non-discrimination and gender equality perspective in the coming years. These include, for example, our possibilities to divide the dressing or washing facilities at existing stations into separate spaces. With changes, we can guarantee equal working conditions for all our employees, regardless of gender.

At Finnpilot, all actions that disregard ethical guidelines, such as experienced or suspected acts of discrimination, harassment and inappropriate treatment, can be reported to immediate supervisors or their supervisors. Finnpilot also has a whistleblowing channel through which employees can anonymously report any negative treatment they experience or observe. Our experience over the past few years has been that the threshold for reporting inappropriate behaviour, for example, has lowered at Finnpilot.

We examine the realisation of equality through a regularly conducted survey. The previous equality survey was conducted in 2021. The next survey will be conducted in 2025.

SWEAR LIKE A SAILOR" – OR DO THEY STILL SWEAR?

There are general beliefs and stereotypes about maritime culture that, for example, suggest that the inappropriate use of language, hierarchy and harsher treatment are more common and even more acceptable in seafaring than in many other sectors. This concept dates back to maritime traditions that emphasised strict discipline, long periods of work at sea and a closed crew community. In recent years, however, the seafaring sector has developed significantly and, in particular, the working life expectations of younger generations have changed. More and more shipping companies and organisations are investing in equality, an inclusive working environment and a safe and professional work atmosphere. International regulations, such as the Maritime Labour Convention (MLC 2006) and the increasing importance of well-being at work, have also contributed to the change. Finnpilot is also investing more strongly in building a culture of responsible work behaviour through internal communication and training.

Keijo Huhtala's previous experience in Finnpilot's operational activities is beneficial in his new role.

KEIJO HUHTALA SHIFTED FROM PILOT BOAT OPERATOR TO PROCUREMENTS AND PROJECTS

Developing a collaborative culture is a key component of Finnpilot's values and one of our strategic focal points. Experiences from different pilot stations or different functions lend valuable perspective to the development of activities. Keijo Huhtala, who worked as a pilot boat operator in Kokkola and Vaasa, stepped into his new role as Procurement and Project Engineer at Finnpilot.

Finnpilot's fleet has nearly 60 fast pilot boats and ice-strengthened pilot cutters. Pilots are also transported using hydrocopters and cars. Dry docking for boat overhauls, life cycle extensions and new vessel procurement require a lot of preparation and paperwork, which is not made any easier by the procurement unit status given to Finnpilot by virtue of the Procurement Act.

In the autumn of 2024, Keijo Huhtala, pilot boat operator, started in his new position as Procurement and Project Engineer supporting Fleet Manager **Kai Lavikka**.

"I have been working at Finnpilot as a pilot boat operator since 2017, initially on a fixed-term basis before being hired permanently. I studied while working as a pilot boat operator and graduated as a marine engineer from Satakunta University of Applied Sciences (SAMK) in spring 2024. I did my Bachelor's Thesis for Finnpilot on the management of dry docking projects. That was likely where the idea came to both the employer and me that I might have more to offer in this area. In September, I accepted the challenge and moved from the Vaasa pilot station to administration", Keijo explains.

"I have been able to work on vessel procurement and projects, of which the first concerned participation in the preparation of the invitation to tender for the five-year dry docking of vessel L134 and tasks related to the publication of the procurement decision. I've also dealt with issues and the drafting of tender documents related to the life cycle extension of the L130 pilot cutter. There are many projects underway at the same time, which ensures that no two working days will be alike."

"As my experience has grown, my job description has also expanded. At the moment, I also work with vehicles, the procurement of and orientation plan for navigation devices, as well as the procurement of liferafts and immersion suits. When necessary, I also participate in real estate projects and stand in for the Fleet and Properties Managers."

The work rhythm of pilot boat operators is one week at work and one week off. In his new role, Keijo's work week runs mainly from Monday to Friday with weekends off. "Both rhythms have their advantages and, of course, their own challenges", Keijo states.

"The work includes travelling and the possibility to work remotely, which together bring flexibility and the opportunity to get to know Finnpilot employees all around Finland. I have always wanted my work to provide opportunities for me to learn more about things that interest me and, in this position, I have an excellent opportunity to do just that. Support and orientation from colleagues, both in the office and at the pilot stations, has been abundant and made it easier to take on these diverse new tasks, one step at a time."

CUSTOMERS

Safely to port and back to sea

The central theme of our customer and stakeholder collaboration in 2024 continued to be the integration of the provisions of the Pilotage Act and regulations issued pursuant to it into the pilotage process. We gathered experience in the provision of examination-related services and developed the order process for such services. Together with our customers, we focused on improving the quality and timeliness of advance information for pilotage. Our stakeholder survey indicated that trust in Finnpilot is at a very high level.

CUSTOMER FEEDBACK AND ACTIVE DIALOGUE GUIDE OUR ACTIVITIES

Finnpilot serves its customers 24 hours a day, every day of the year. We pilot ships to 62 Finnish ports through 51 pilot boarding positions. If necessary, we will also pilot to, for example, private berths outside these ports. Our customers include shipping companies as well as representatives of the shipping companies and their vessels. The availability and predictability of pilotage services is of great financial significance to our shipping company customers, most of whom are foreign shipping companies. Our end customers are the shipmasters of piloted vessels. Indirectly, our customers also include Finnish industry and ports, as transported cargo must reach ports and depart from ports reliably and without delays.

Regular customer meetings in pilot areas and with our customers' representatives help us to understand our customers' needs. The content of these regional stakeholder meetings is discussed in the meetings of our Executive Committee, in which matters related to our stakeholders are a permanent item on the agenda.

Our aim is to offer an excellent customer experience and consistent service through our entire network of stations. We annually review our stakeholders' expectations for our activities as part of our strategy updates.

We regularly meet with Shipbrokers Finland to discuss common issues. We also meet annually with the Finnish Shipowners' Association and the Finnish Ports Association to discuss

FOCAL POINTS OF OUR SUSTAINABILITY PROGRAMME:

Reliable, timely and consistent pilotage services

Excellent customer experience

Active partnership and customer-directed service development

current matters. The key discussion topics in 2024 included the development of traffic volumes, pilotage pricing, the exchange of information between icebreaking, pilotage and shipbrokers, pilotage condition limits, the reporting of vessel draughts and the challenging ice winter 2023–2024.

The ratio between income from pilotage and the costs of providing pilotage services is examined through open discussions with our customers and stakeholders. Discussions with stakeholders are initiated, as stipulated by the Pilotage Act, no later than three months before new prices are taken into use. The timetable allows for the pricing proposal to be discussed first within the stakeholders' internal forums.

A YEAR CHARACTERISED BY THE ESTABLISHMENT OF NEW SERVICES

The integration of the provisions of the new Pilotage Act, which entered into force in autumn 2023, into our range of services continued during the year. The Pilotage Act made it possible for Finnpilot to provide deep sea pilotage services in the Baltic Sea for vessels operating outside of Finland's compulsory pilotage area. The company's first deep sea pilotage assignments were carried out in early 2024. A section of Finnpilot's website was created for deep sea pilotage in the Baltic Sea and the service was featured in Finnpilot's customer newsletters. In the coming years, we anticipate an increased demand for the winter navigation expertise of our deep sea Baltic pilots. The examination-related services provided by the pilotage company, as required by the Pilotage Act, include PEC familiarisation voyages, fairway knowledge tests, practical pilotage tests and ship simulator tests. The process for ordering these services was improved in accordance with feedback from customers and our own employees.

An increasing number of our customers are now receiving information about possible interruptions in pilotage through Finnpilot's Operational Status application. With the help of the app, the District Chief Pilot on duty can send advance information to customers about a possible interruption in pilotage services as soon as the interruption appears likely due to weather forecasts. Receiving this type of advance information allows our customers to plan their own operations more efficiently. At the end of the year, stakeholders raised concerns about increased pilotage interruptions due to weather conditions. Upon consideration, it was found that, as a result of the new pilotage limits, the safe embarkation and disembarkation of pilots required the lowering of condition limits in some places. This discussion will continue for the purpose of seeking solutions.

GAINING FAMILIARITY WITH PILOTAGE ACTIVITIES: UIVA – FLYTANDE 2024 AND OTHER SECTOR EVENTS

As in previous years, the most significant of our stakeholder events was the Call the Agent summit organised by Shipbrokers Finland.

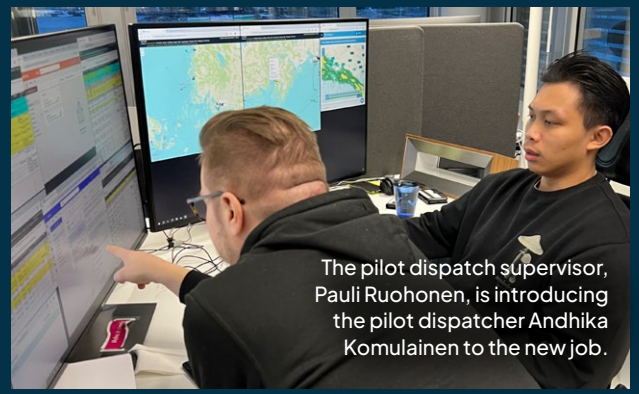
COLLABORATION TOWARDS A CLEARER ADVANCE INFORMATION PROCESS

During the year, we collaborated effectively with Shipbrokers Finland and its members to develop pilotage advance information. Together with Shipbrokers, we established a working group focused on pilotage advance information, with the aim of creating processes that ensure clear division of responsibilities and support the smooth planning and execution of operations for both our clients and the Pilot Dispatch Centre. Accurate advance information ensures the availability of pilots and smooth, efficient pilotage services. The working group on advance information had productive discussions on best practices and challenges. The group's goal is to create a clear notification model in 2025 and communicate it to ships and their representatives.

PILOTAGE EXAMINATION SERVICES IN 2024

The year 2024 was the first full year that Finnpilot offered examination services as required by the reformed Pilotage Act. In 2024, examination services were provided as follows:

- PEC familiarisation voyages: 84 (2023: 36)
- ship simulator tests: 20 (2023: 3)
- practical pilotage tests: 63 (2023: 9)
- fairway knowledge tests: 30 (2023: 4)



The pilot dispatch supervisor, Pauli Ruohonen, is introducing the pilot dispatcher Andhika Komulainen to the new job.

FINNPILOT'S PILOT DISPATCH "FOKKA" – OUR FIRST LINE OF CONTACT FOR CUSTOMERS

Operating from the Ruoholahti area of Helsinki, Finnpilot's pilot dispatch, nicknamed "Fokka", is usually the first line of contact for any ship or representative of a vessel that is arriving at a Finnish port. Our competent pilot dispatchers play an essential role in ensuring smooth and secure pilotage services. Pilot dispatch coordinates piloted traffic along the Finnish coastline 24/7, every day of the year.

Pilot dispatchers resolve situations in which efficient operational planning can mean significant financial savings in transport costs on a daily basis. In addition to cost savings, every nautical mile of boat operation avoided through good planning is a step closer to our emission reduction targets.

In 2024, the focal points of the pilot dispatch work were to improve the accuracy of the advance information provided by customers and to harmonise the regional operational models for all areas of Finnpilot. To this end, pilot dispatch also carried out pilot dispatch work from pilot stations during the year. The experiences were excellent, as mutual understanding between pilot dispatch and station employees increased.

Ted Jarner has worked in pilot dispatch since 2006 and as a pilot dispatch supervisor since 2009..

The summit offers an excellent opportunity to meet our key customers to hear about and discuss topical maritime issues. Finnpilot had a stand at the event, which enabled our experts to share information and news about pilotage activities with event participants.

For the second summer in a row, we participated in Finland's largest in-water boat show, UIVA – Flytande 2024, held at Lauttasaari in Helsinki. Our goal was to showcase pilotage services to boaters who often encounter our orange pilot boats out at sea. Finnpilot's newest pilot boat L250 was on display at the show. During the four-day event, Finnpilot's pilot boat operators and pilots had the opportunity to share information about pilotage with approximately 1,500 visitors. There were even more visitors than during the previous year. The pilot boat was among the most popular boats in Uiva in terms of the number of visitors. The event would not have been possible without our enthusiastic employees, who tirelessly shared information about their work and answered the same questions time and again. Visitors were particularly interested in the L250's MOB basket (Man Overboard), which was demonstrated together with volunteers from the Maritime Rescue Society. A lot of questions were also asked about the self-righting feature of the boat and its ability to operate in thin ice. The in-water boat show gave rise to many articles in professional maritime and boating magazines.

We published three customer and stakeholder newsletters on current topics related to pilotage. The newsletter is sent to approximately 750 recipients. The average open rate was 35%, which can be considered excellent for a customer and stakeholder newsletter.

THE RESULTS OF THE REPUTATION SECTION OF THE CUSTOMER SURVEY SHOWED

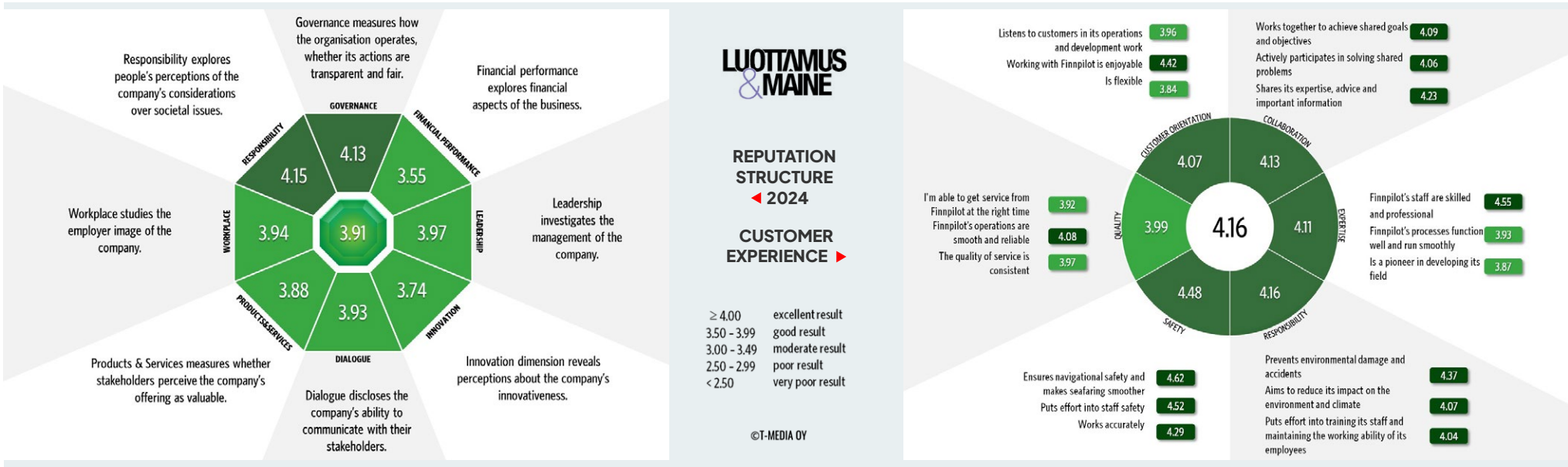
that all sub-categories of Finnpilot's reputation received good or excellent ratings. Safety was the strongest area of the customer experience.

CUSTOMER AND STAKEHOLDER SURVEY

Conducted every two years, the Reputation&Trust survey measures Finnpilot's reputation among its customers and stakeholders. A good reputation is a strong indication of the stakeholders' trust in our organisation.

Representatives of our eight key stakeholders responded to the survey: bridge crew, shipbrokers and agents, shipping companies, industry, public administration actors, ports and port operators, maritime services (e.g., towing, icebreaking) and other collaborative partners. Finnpilot's overall reputation on a scale of 1–5 was 3.91, which is only one tenth below an excellent rating (4.0). All sub-categories of our reputation were at a good or excellent level. The most positive assessments were given by the vessel bridge crews, but other surveyed stakeholders also rated our reputation as being excellent or at least good.

In addition to reputation, we also survey the customer experience of our stakeholders. The highest ratings were given by the bridge crew here as well. Of the sub-categories under customer experience, safety was given the highest rating. One area for development was the quality of service, especially in terms of consistency and timeliness, but the rating for this area still bordered on excellent. The views of our stakeholders provide an excellent foundation for the development of pilotage services.



SOCIETY

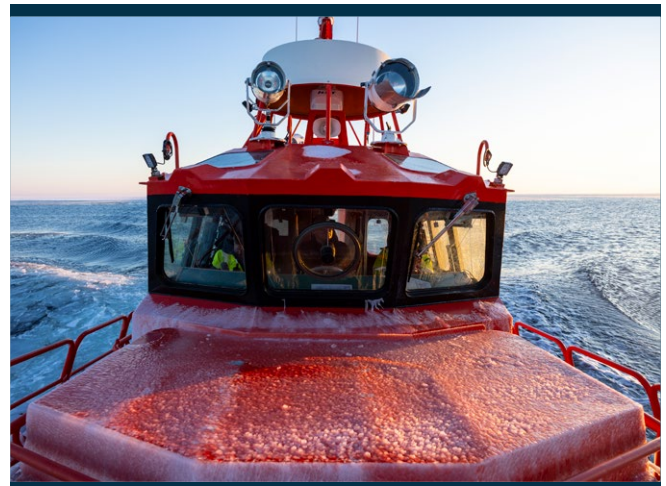
We ensure functional, uninterrupted maritime transports in all conditions

Pilotage plays a critical role for the security of supply of Finnish society. Through close co-operation with other actors critical to societal security of supply, we ensure that international transport chains run without interruption in all conditions. By means of long-term, cost-effective activities, Finnpilot upholds its responsibility to the surrounding society in the form of jobs, tax revenue and increasing expertise.

TRANSPARENCY AS AN OPERATIONAL FOUNDATION

Finnpilot is a special assignment company owned by the State. The State requires the companies it owns to be forerunners in terms of sustainable and responsible business activities. We generate a positive social impact through our activities, and transparent information exchange with our stakeholders is a cornerstone of our special assignment status. We regularly review the expectations of our stakeholders for our activities and document them within our CRM plan, the implementation of which is monitored by the Executive Committee and in quality audits. We comply with laws and regulations in all our activities and we endeavour to go above and beyond what is required by law, standards and good practice. We respect people and the environment, develop our finances with a long-term approach and report in a transparent way. Our activities comply with the principles of good governance and we ensure the openness of our communications.

We are a member on, among others, national advisory boards for SAR activities and the prevention of oil spills and chemical spills from ships as well as the collaborative working group for winter navigation led by the Maritime Unit of the Finnish Transport Infrastructure Agency. We also collaborate with the Finnish Transport Infrastructure Agency in regional transport infrastructure groups. As a member of the Maritime Transport Pool of the National Emergency Supply Agency, we develop our preparedness and that of our network to deal with disruptions and emergency situations.



FOCAL POINTS OF OUR SUSTAINABILITY PROGRAMME:

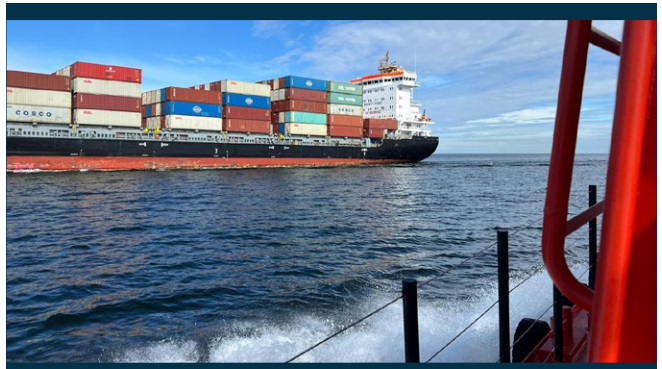
Seamless logistical transport chain in Finland

Evolving services that correspond to the needs of society

Security of supply in all conditions

Profitable and sustainable business activities

Responsible corporate citizenship and good governance



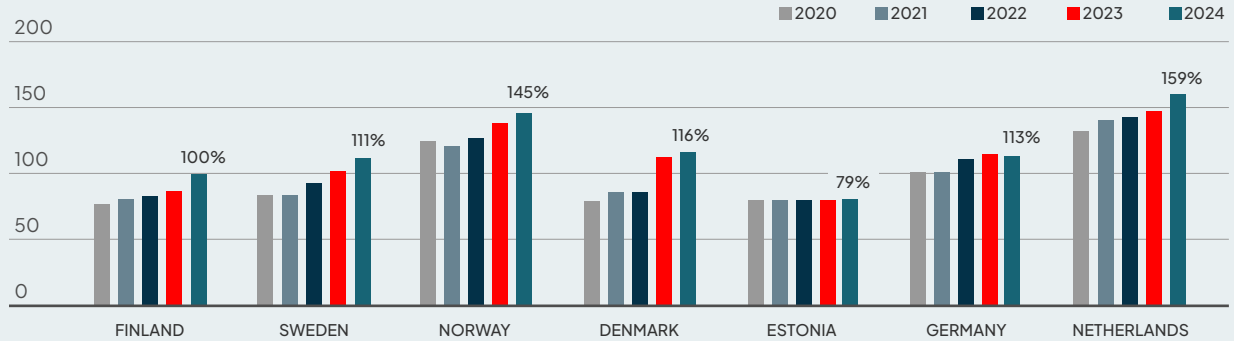
As a state-owned special assignment company, Finnpilot serves the entire Finnish society. We have identified the following expectations of the State and society as regards our activities:

- promotion of navigational safety
- safeguarding the security of supply
- continuity management and assurance of cyber security
- generation of value for the owner, cost efficiency, long-term planning
- consideration for aspects of sustainability in all our activities, throughout the entire procurement chain
- ongoing development and renewal, active co-operation within networks
- assurance of conformity, ethical activities, open and transparent reporting

Read more ▶ about the expectations of our stakeholders on our website (in Finnish)

COMPARISON OF PILOTAGE FEES 2020–2024

Combined calculation of pilotage fees for example vessels in relation to Finland's prices, %



PROFITABILITY AND COST EFFICIENCY OF OUR ACTIVITIES

The impact of Russia's war on Ukraine was strongly reflected in Finland's foreign trade. The number of pilotage assignments decreased for the fifth year in a row. The decrease is the result of weak development in the number of vessel port calls and volumes of cargo transported by sea, as well as a decrease in the share of piloted vessel traffic. During 2024, Finnpilot carried out a total of 16,736 (2023: 17,396) pilot assignments covering 294,985 (2023: 300,748) piloted nautical miles. The number of pilotage assignments decreased by 3.8% and piloted nautical mileage by 1.9% in comparison to the previous year.

The provision of pilotage activities in the Saimaa region is governed by Finnpilot's obligation to provide financially unprofitable services. There were no pilotage activities in the Saimaa region during 2024, as was also the case in the previous year. The return of traffic in Saimaa in the near future is unlikely, but for the time being, we are maintaining our readiness for pilotage in that region by virtue of the owner's decision. In 2024, the company was granted a separate State subsidy to cover the costs caused by maintaining this state of readiness.

Due to the difficult financial situation, the company had to increase pilotage fees by 8% from the beginning of 2024 and again by 8% from the beginning of July. No changes were realised in any other part of the pilotage pricing structure. The price of pilotage in Finland is still internationally competitive and Finnpilot's pilotage fees are among the most reasonable in the Baltic Sea region.

Finnpilot's turnover for the financial period of 2024 was EUR 33.9 million (2023: 30.9). The operating profit of the entire year totalled EUR 0.8 million (2023: -3.6) and the result of the financial year was EUR 0.9 million (2023: -3.0).

NUMBER OF PILOTAGE ASSIGNMENTS*

	2020	2021	2022	2023	2024
Bay of Bothnia	9,257	8,726	10,745	9,061	8,670
Archipelago Sea-Bothnian Sea	4,829	4,631	4,721	4,286	4,025
Gulf of Finland	4,503	4,888	4,757	4,049	4,041
Saimaa	3,006	3,165	92	0	0
Total	21,595	21,410	20,315	17,396	16,736

* The Hanko-Helsinki and Kotka-Saimaa pilotage areas were combined to form a single Gulf of Finland pilotage area in 2023. Due to the state's support policy for Saimaa pilotage, the figures of the pilotage assignments of Saimaa are presented as their own entities.

PILOTED NAUTICAL MILES*

	2020	2021	2022	2023	2024
Bay of Bothniaw	164,740	153,460	186,606	160,909	156,607
Archipelago Sea-Bothnian Sea	106,926	87,779	92,484	83,820	78,913
Gulf of Finland	69,788	72,663	69,318	56,019	59,465
Saimaa	89,008	96,938	3,300	0	0
Total	430,462	410,840	351,708	300,748	294,985

KEY FINANCIAL FIGURES

EUR 1,000	2020	2021	2022	2023	2024
Turnover	35,831	35,216	34,487	30,906	33,884
Operating result	-636	-1,183	-945	-3,592	750
Profit/loss of the financial year	-423	-793	-736	-2,999	872
Operating profit, % of turnover	-1.8%	-3.4%	-2.7%	-11.6%	2.2%
Return on investment, %	-5.7%	-11.9%	-10.5%	-41.6%	8.5%
Solvency ratio, %	63.0%	57.4%	57.3%	40.8%	43.0%
Quick ratio	0.8	0.7	0.6	0.4	0.4

COST-EFFICIENCY OF ACTIVITIES

	2020	2021	2022	2023	2024
Yeald/pilotage assignment	1,659	1,645	1,698	1,777	2,025
Yeald/piloted mile	83	86	98	103	115
Cost/pilotage assignment	-1,689	-1,700	-1,744	-1,983	-1,980
Cost/piloted mile	-85	-89	-101	-115	-112
Profit/loss/pilotage assignment	-29	-55	-46	-206	45
Profit/loss/piloted miles	-1	-3	-3	-12	3

PILOTAGE SUBSIDY FOR SAIMAA

EUR 1,000	2020	2021	2022	2023	2024
State subsidy	3,687	4,022	1,033	726	479

TAX FOOTPRINT

The taxes and tax-like charges we collect and pay help to maintain society and its services. Finnpilot complies with Finnish legislation as concerns the payment, collection and accounting of taxes. Finnpilot has no operations in any countries classified as tax havens, nor does the company utilise any international dimensions in its tax planning for the purpose of minimising its taxation. The company's taxes are paid in their entirety to Finland. Finnpilot also does not pay any profits, dividends or interest outside of Finland.

Finnpilot's tax footprint in 2024 was a total of EUR 10.8 million (2023: 11.7). Personnel-related charges comparable to taxes amounted to EUR 5.7 million (2023: 6.2) and payroll taxes from employees to EUR 5.8 million (2023: 5.9). The company's share of statutory pension insurance contributions was EUR 3.3 million (2023: 3.4) and other social security expenses amounted to EUR 0.6 million (2023: 0.8).

TAX FOOTPRINT

EUR 1,000	2020	2021	2022	2023	2024
Share of taxes	-81	-207	-454	-424	-603
Personnel-related	6,184	6,584	6,376	6,229	5,664
Withheld taxes	6,595	6,437	6,167	5,930	5,779
Total tax footprint	12,698	12,814	12,090	11,735	10,840
Tax burden	-1,155	-1,203	-1,407	-1,248	-1,377

PAYABLE TAXES 2024
4.8 M€

- Employer's contributions 81.5%
- Income tax, computational 16.0%
- Income tax 0.0%
- Energy taxes 1.3%
- Real estate taxes 0.6%
- Vehicle tax 0.2%
- Insurance premium taxes 0.3%

REPORTED TAXES 2024
7.5 M€

- Withheld tax from salaries 76.9%
- Employee's social security contributions 23.1%

PAYABLE TAXES

EUR 1,000	2020	2021	2022	2023	2024
Employer's contributions	4,173	4,567	4,384	4,300	3,933
Income tax, computational	1,074	996	953	824	773
Income tax	0	0	0	0	0
Energy taxes	47	55	53	55	65
Real estate taxes	25	24	25	27	28
Vehicle tax	12	12	11	11	11
Asset transfer tax	0	0	0	0	0
Insurance premium tax	14	15	15	14	16
Total	**5,344**	**5,669**	**5,441**	**5,231**	**4,826**

REPORTED TAXES

EUR 1,000	2020	2021	2022	2023	2024
Value added tax, net	**-1,253**	**-1,309**	**-1,511**	**-1,355**	**-1,496**
Withheld tax from salaries	6,595	6,437	6,167	5,930	5,779
Employee's social security contributions	2,012	2,017	1,992	1,929	1,732
Total	**7,354**	**7,146**	**6,649**	**6,504**	**6,014**

CASH FLOW TO STAKEHOLDERS

EUR 1,000	2020	2021	2022	2023	2024
Customers					
Turnover	35,831	35,216	34,487	30,906	33,884
Other income from operations	0	85	1143	766	565
Income in affiliated companies	0	0	0	0	0
Good suppliers					
Material and service acquisitions	-2,206	-2,368	-3,627	-2,873	-2,604
Other operating cost	-5,068	-4,965	-5,096	-4,943	-4,876
Personnel					
Salaries and fees	-22,220	-21,943	-20,954	-20,676	-19,741
Pension costs	-3,426	-3,709	-3,514	-3,424	-3,324
Social security expenses	-807	-910	-836	-793	-568
Total	**-26,453**	**-26,562**	**-25,304**	**-24,894**	**-23,633**
Taxes (income tax)	-4	0	0	0	0
Support and donations	-3	-2	-3	0	0
Dividends to shareholders	-500	-500	0	-430	0
Financing costs	-4	-2	-4	-55	-151
Funds set aside for the development of activities	**1,594**	**902**	**1,596**	**-1,522**	**3,185**
Investments	2,370	2,031	1,603	2,628	3,253

WE ARE DEVELOPING OUR RESPONSIBLE APPROACH TO PROCUREMENT

As a state-owned special assignment company, Finnpilot's acquisitions are realised in compliance with the Act on Public Procurement and Concession Contracts (1397/2016). Finnpilot endeavours to organise its procurement activities in a way that enables the acquisitions to be carried out in the most economic, high-quality and systematic manner possible, making use of existing competitive conditions and considering aspects of sustainability. All participants in the procurement procedure are treated in an equitable and non-discriminatory manner, and Finnpilot acts transparently and with regard to the requirements of proportionality. We reject the abuse of a dominant market position and do not act in a way that violates competitive neutrality.

Our procurement guidelines cover the requirements for environmental and energy efficiency that are applicable to our subcontractors and suppliers. The elements of social responsibility that we require from our other suppliers are identified and specified in connection with each specific acquisition. The requirements extend to the subcontractors of our suppliers as well. A sustainability requirement appendix is published for our most significant acquisitions. The appendix defines, for example, the requirements for a safe working environment, environmental protection and the ban on the use of child labour. Furthermore, we have expanded the requirements of the Act on the Contractor's Obligations and Liability when Work is Contracted Out (1233/2006) to apply to the majority of our acquisitions. Our objective is to be able to monitor to a further extent the realisation of the responsibility and sustainability work of our partners.

Our stakeholders can use our Whistleblowing channel to anonymously report violations or suspected violations related to human rights, corruption and bribery.

CYBER SECURITY, CONTINGENCY PLANNING AND ASSURANCE OF CONTINUITY

During the financial year, cyber security issues were strongly at the forefront of discussions due to the global political situation. In 2024, we continued to develop our system defences and the data security expertise of our employees. No serious cyber security anomalies occurred within our activities. Three minor security incidents were detected and the necessary measures were taken.

We conducted phishing exercises for our employees with the aim of testing and developing their ability to identify phishing attempts. The exercises involved simulating genuine scam messages that employees may encounter. In the 2024 exercise, we further invested in the appearance and apparent reliability of the messages, which made the exercise more difficult than in previous years. The exercises have developed the ability of our employees to identify phishing attempts, but we will continue the training and related communications as a means of maintaining the achieved skill level and minimising potential security risks. Our data security guidelines are updated regularly. In 2025, we will be also drafting data security guidelines concerning the use of artificial intelligence.

Continuity and contingency planning and the drafting of guidelines that correspond to the current global political situation continued. System changes required by these were also carried out as planned. With the help of these changes, we can significantly reduce the risks of external threats. We had the opportunity to test our continuity and contingency plans as part of the TIETO24 preparedness exercise organised by the National Emergency Supply Agency. The exercise revealed, among other things, development targets related to guideline specifications and the use of technical equipment, on the basis of which our continuity and contingency guidelines will be updated. During 2025, we will focus on reviewing the continuity and contingency plans and internal training.

COLLABORATION TO ACHIEVE SAFER AND MORE SUSTAINABLE MARITIME TRAFFIC

We actively collaborate with the technology and maritime industries, research organisations, shipping companies, educational institutes and the relevant authorities. Finnpilot's role in projects is to provide shipping and pilotage expertise. The shared objective is to promote safer, more efficient and more sustainable maritime traffic through digitalisation.

The development of remote pilotage through close collaboration with Finnish and international networks continues. In 2024, we advanced the technical and operational capabilities necessary for remote pilotage. The EU funding application for the NELSON project, led by Fintraffic, was renewed. Finnpilot has taken the lead role in the remote pilotage package within the project. The aim of the NELSON project is to define the technical and operational demands and development needs required for remote pilotage and to finalise an approved international operating model. The first commercial remote pilotage assignments along Finnish fairways are planned for 2027.

Finnpilot also participated in a project led by Novia to map out the minimum requirements for implementing remote pilotage

(Minimum Viable Product). The purpose of the project was to study, define and test a remote pilotage solution that could be replicated worldwide.

The Remote Pilotage Days event, convened by Finnpilot, was held in 2024 for the third time, this time in Helsinki. The two-day event focused on the challenges, innovations and regulatory framework of remote pilotage, which are key for the integration of remote pilotage into international navigation. The event brought together maritime actors, researchers and innovators to discuss the latest advances in remote pilotage. More than 60 participants from 13 countries reviewed case studies, research results and future strategies that will shape the development of remote pilotage. The Remote Pilotage network coordinated by Finnpilot serves as a unified sector voice, especially for the purpose of being heard by technology suppliers.

In addition to developing remote pilotage, Finnpilot made a significant technological investment in updating the navigation software used by the pilots. The new SEAiq Pilot navigation software provides up-to-date charts and new functions, such as a route planning tool and integrations for weather data. Together with the pilot plug transmitter, SEAiq Pilot forms an efficient PPU (Pilot Portable Unit) system that allows the pilot to move around the bridge without losing awareness of the information on the vessel's dynamic conditions as provided by the vessel's positioning equipment and sensors or the traffic situation transmitted by the AIS system.

Close co-operation with transport and safety authorities continued throughout the year. Together with the Finnish Transport and Communications Agency Traficom, we promoted the integration of the Pilotage Act and the regulations issued pursuant to it into the activities of the pilotage company. We participated in a regulation project that prepares reporting practices for situations in which the use of a fairway is exceptional. Boosted by the change to the N2000 reference system, we prepared a training event with Traficom and the Finnish Transport Infrastructure Agency on the dimensioning and use of fairways, as well as discussions between authorities and pilots. The trainings and exercises for reserve channel pilotage proceeded as planned in co-operation with the authorities and the Finnish Navy. Just before the turn of the year, we were involved in an operation led by the Finnish Police, in which the Eagle S tanker seized by the National Bureau of Investigation was transferred to the Svartbäck inner anchorage near the Port of Kilpilahti. The tanker was piloted by two pilots.

In April 2024, Pasi Kostamovaara, Chief of the Finnish Border Guard, and Kari Kosonen, CEO of Finnpilot,

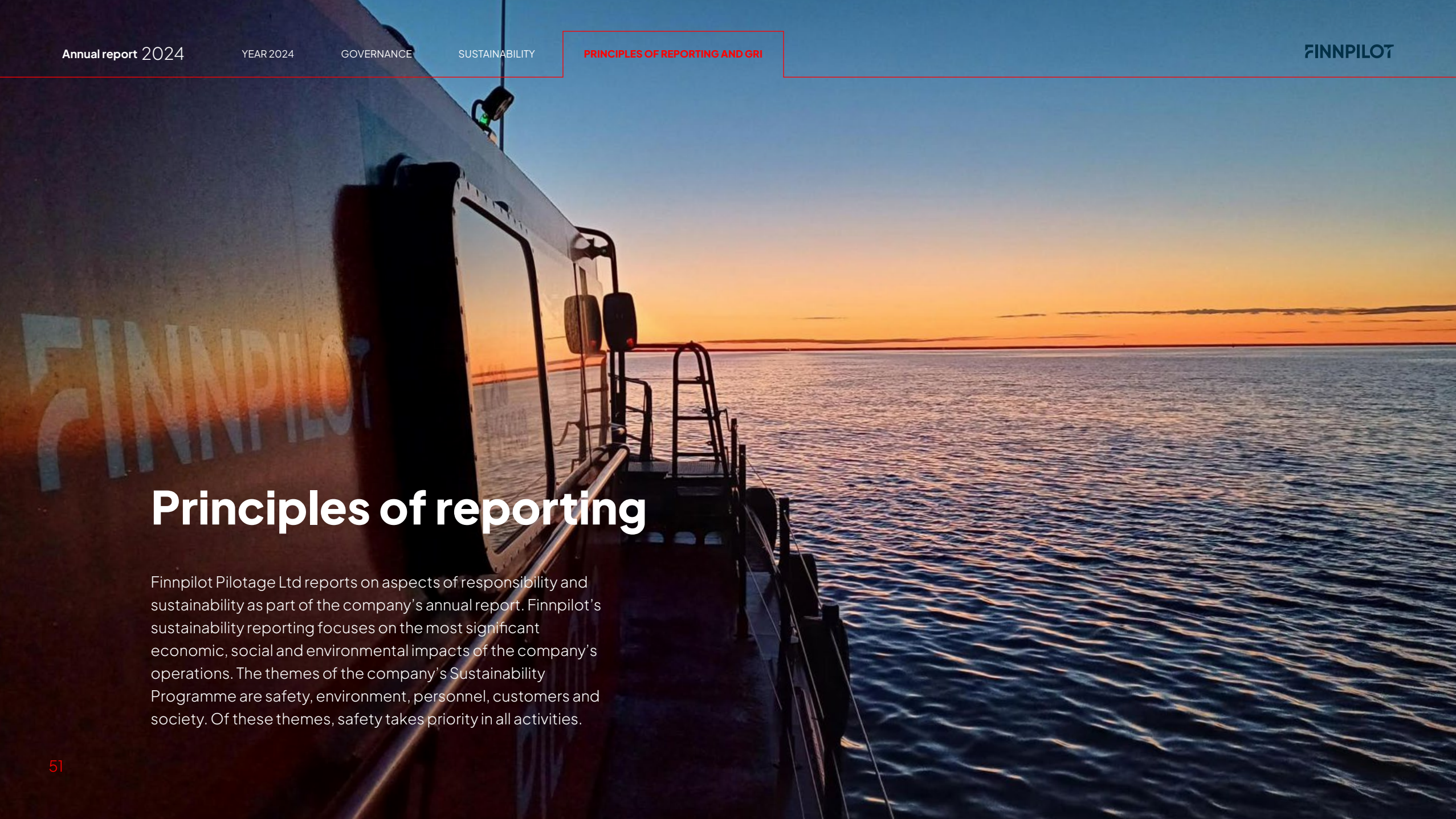
SIGNED A MEMORANDUM OF UNDERSTANDING BETWEEN FINNPILOT AND THE BORDER GUARD.

The aim is to ensure that Finnpilot's resources serve in an appropriate manner the overall interests and maritime safety of the Finnish State with regard to the responsibility areas of the Border Guard. If necessary, our employees and equipment are made available to the authorities quickly, for example, for maritime rescue and environmental damage prevention tasks.

Together with the Finnish Meteorological Institute, we further developed the weather services required for pilotage. The implementation of the R&D project aimed at improving the availability of marine condition data was confirmed. We assisted in the installation of a wave buoy in the sea outside of Utö. With the help of the buoy, we now receive accurate information about, for example, wave heights in the area and the direction of the waves. Similar wave buoys will be installed near Orrengrund and Rauma.

Pilotage safety and the monitoring of vessel conformity during winter navigation restrictions were strengthened by continuing to monitor the ice class draught of vessels. The monitoring will not only improve the safety of pilotage in ice but also increase the efficiency of pilotage and icebreaking operations.

Our employees participated actively in different exercises to improve navigational safety, such as oil spill response and rescue exercises. Pilotage training for reserve channels advanced through co-operation with the civilian authorities and the Navy.



Principles of reporting

Finnpilot Pilotage Ltd reports on aspects of responsibility and sustainability as part of the company's annual report. Finnpilot's sustainability reporting focuses on the most significant economic, social and environmental impacts of the company's operations. The themes of the company's Sustainability Programme are safety, environment, personnel, customers and society. Of these themes, safety takes priority in all activities.

Finnpilot's sustainability reporting complies, as applicable, with the guidelines of the international Global Reporting Initiative (GRI). The GRI 1 Standard used is GRI 1: Foundation 2021. For each reported standard, the GRI Index indicates its location in the annual report. The requirements for the CSR reporting of state-owned companies have also been taken into consideration. The expectations of the State as owner with regard to responsibility and sustainability are described in the Government Resolution on the State Ownership Policy issued in 2024.

CHANGES IN REPORTING STANDARDS

The data collection for and content of Finnpilot's Sustainability Report will be developed to meet the information requirements of our stakeholders.

The data content of future reports will be developed to comply with the VSME (Voluntary ESRS for non-listed SMEs) standard published by EFRAG in December 2024.

Finnpilot's principles of corporate governance are defined in the Corporate Governance Guidelines. The Guidelines reflect the general norms of Corporate Governance, the Corporate Governance Code of the Securities Market Association, the Agenda for Improving the Corporate Governance of Unlisted Companies published by the Finland Chamber of Commerce and the ownership steering guidelines of the Prime Minister's Office. Reporting is also guided by the UN Global Compact principles and commitments and guidelines on reporting country-specific taxes for companies in which the State is a majority shareholder.

The reporting covers Finnpilot's operations as a whole. The financial information is based on audited financial statements and accounting. More specific information about our financial performance and turnover is presented in the statutory financial statements. The financial statements and annual review of the Board of Directors for 2024 was published on 21 March 2025.

Information concerning the personnel is based on our HR systems and surveys. Environmental data has been compiled from Finnpilot's own data collection systems. Information on customers and stakeholders is obtained through, for example, our quality system and separate surveys.

In terms of environmental impacts, Finnpilot's emissions calculation covers Scope 1 (direct GHG emissions), Scope 2 (GHG emissions from the generation of purchased energy) and Scope 3 (indirect emissions) of the Greenhouse Gas Protocol. The reference year for overall emission reductions is 2021.

Finnpilot's Sustainability Report has not been verified by an independent third party.

The primary rule for sustainability reporting is that the comparative data must cover a time period of three years. If comparable figures are not available, data is presented for a shorter period. The report will explain why the data is not available or not comparable with previous years.

The Sustainability Report is published annually in connection with Finnpilot's annual report and its content is shared in stakeholder communications, such as personnel and customer newsletters. Finnpilot's annual report for 2024 will be published in PDF format on Finnpilot's website.

Read more ▶

GRI Content Index

Statement of use: Finnpilot Pilotage Ltd has reported the information citied in this GRI content index in accordance with the GRI standards for the period of 1 January 2024 to 31 December 2024.
GRI 1 Standard used: GRI 1: Foundation 2021

GRI standard	Content indicator	Links	Omissions / Remarks
GRI 2: GENERAL DISCLOSURES (2021)			
GRI 2: General Disclosures	**Organizational Profile**		
	2-1 Organisational details	Finnpilot in brief	
	2-2 Entities included in the organisation's sustainability reporting	Principles of reporting	
	2-3 Reporting period, frequency and contact point	The reporting period is Jan 1–Dec 31, 2024. The report is published once a year. Contact: Laura Kaustinen, Communications & Sustainability Director.	
	2-4 Restatements of information	Due to the end of the Saimaa pilotages, the Saimaa pilotages and the fuel consumed on Saimaa have been removed from the emission figures also for the years 2013-2024 for comparability. The emission factor for Scope 1 emissions in 2023 has been revised.	
	2-5 External assurance	Principles of reporting. Report has not been verified by an independent third party.	
	Activities and Workers		
	2-6 Activities, value chain, and other business relationships	Finnpilot in brief, Customers, Society	
	2-7 Employees	Employees	
	2-8 Workers who are not employees	GRI index	All Finnpilot employees are in employment.
	Governance		
	2-9 Governance structure and composition	Corporate governance	
	2-10 Nomination and selection of the highest governance body	Corporate governance	
	2-11 Chair of the highest governance body	Corporate governance	

GRI standard	Content indicator	Links	Omissions / Remarks
GRI 2: General Disclosures	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate governance, Sustainability management	
	2-13 Delegation of responsibility for managing impacts	Corporate governance, Sustainability management	
	2-14 Role of the highest governance body in sustainability reporting	Sustainability management	
	2-15 Conflicts of interest	Corporate governance	
	2-16 Communication of critical concerns	Sustainability management, Employees	Finnpilot has a whistleblowing channel that enables employees to anonymously report, for example, any experienced or witnessed incidents of discrimination
	2-17 Collective knowledge of the highest governance body	Corporate governance	
	2-18 Evaluation of the performance of the highest governance body	GRI index	Each year, the Board evaluates its own activities and their effectiveness in a self-assessment.
	2-19 Remuneration policies	Remuneration	
	2-20 Process to determine remuneration	Remuneration	
	2-21 Annual total compensation ratio	GRI index	Finnpilot Pilotage Ltd does not report median salary figures.
	Strategy, Policies and Practices		
	2-22 Statement on sustainable development strategy	Review of the CEO, Sustainability management	
	2-23 Policy commitments	Corporate governance, Sustainability management	
	2-24 Embedding policy commitments	Sustainability management	
	2-25 Processes to remediate negative impacts	Sustainability management, Safety, Employees, Environment	
	2-26 Mechanisms for seeking advice and raising concerns	Employees	
	2-27 Compliance with laws and regulations	GRI index	In 2024, Finnpilot had no reported cases of non-compliance with laws or regulations.
	2-28 Membership associations	GRI index	Helsinki Region Chamber of Commerce, ITS Finland ry, One Sea ry, Palvelualojen työnantajat PALTA ry, Vastuu Group, Association of Finnish Waterways, Finnish Information Processing Association, Nolla tapaturmaa forum of the Finnish Institute of Occupational Health, Taxpayers Association of Finland

GRI standard	Content indicator	Links	Omissions / Remarks
GRI 2: General Disclosures	**Stakeholder Engagement**		
	2-29 Approach to stakeholder engagement	Customers, Society	
	2-30 Collective bargaining agreements	GRI index	Finnpilot's entire personnel falls within the sphere of the collective bargaining agreement for the field of pilotage
GRI 3: MATERIAL TOPICS (2021)			
GRI 3: Material Topics	3-1 Process to determine material topics	Sustainability management	
	3-2 List of material topics	Sustainability management	The material topics identified form the themes and priorities of our sustainability programme.
	3-3 Management of material topics	Sustainability management	
Economic standard series			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Society	
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability management	
	201-4 Financial assistance received from government	Society	Pilotage subsidy for Saimaa in 2024 was 479 tEUR
Anti-corruption			
GRI 3: Material Topics	3-3 Management of material topics	Sustainability management	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Sustainability management	Guidance on anti-corruption policies and procedures is included in our Code of Ethics.
	205-3 Confirmed incidents of corruption and actions taken	GRI index	None to report.

GRI standard	Content indicator	Links	Omissions / Remarks
Anti-competitive behaviour			
GRI 3: Material Topics	3-3 Management of material topics	Society	
GRI 206: Anti-competitive behaviour 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Society	None to report.
Energy			
GRI 3: Material Topics	3-3 Management of material topics	Sustainability management, Environment	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environment	
	302-3 Energy intensity	GRI index	Finnpilot does not yet report the energy intensity of its operations.
Emissions			
GRI 3: Material Topics	3-3 Management of material topics	Sustainability management, Environment	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment	
	305-2 Energy indirect (Scope 2) GHG emissions	Environment	
	305-3 Other indirect (Scope 3) GHG emissions	Environment	
	305-4 GHG emissions intensity	GRI index	The GHG emissions intensity (Scope 1+2+3): 155 tCO_2e/MEUR (y. 2023: 142 tCO_2e/MEUR).
	305-5 Reduction of GHG emissions	Environment	

GRI standard	Content indicator	Links	Omissions / Remarks
Waste			
GRI 3: Material Topics	3-3 Management of material topics	Sustainability management, Environment	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment	
	306-2 Management of significant waste related impacts	Environment	
	306-3 Waste generated	Environment, GRI index	Our local waste management contracts do not yet allow us to calculate the exact amount of waste.
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	GRI index	Our procurement policy includes requirements for environmental responsibility.
Social standards			
GRI 3: Material Topics	3-3 Management of material topics	Sustainability management, Employees	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employees	Reported fot the first time in 2024.
Labor management relations			
GRI 3: Material Topics	3-3 Management of material topics	Employees	
GRI 402: Labor/ management relations 2016	402-1 Minimum notice periods regarding operational changes	GRI index	In cases of operational changes we respect the minimum notice and negotiation periods under national law.
Occupational health and safety			
GRI 3: Material Topics	3-3 Management of material topics	Employees	

GRI standard	Content indicator	Links	Omissions / Remarks
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability management, Safety, Employees	
	403-2 Hazard identification, risk assessment, and incident investigation	Safety, Employees	
	403-3 Occupational health services	Employees	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Safety, Employees	
	403-5 Worker training on occupational health and safety	Safety, Employees	
	403-6 Promotion of worker health Occupational health and safety	Employees	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety, Employees	
	403-8 Workers covered by an occupational health and safety management system	Employees	Our occupational health and safety management system covers all operational activities.
	403-9 Work-related injuries	Safety, Employees	
Training and education			
GRI 3: Material Topics	3-3 Management of material topics	Employees	
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	GRI index	All our employees are receiving regular performance and career development reviews.
Diversity and equal opportunity			
GRI 3: Material Topics	3-3 Management of material topics	Employees	
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	Employees	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Employees	None to report.

FINNPILOT

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