

Sustainability report 2024

**On the journey to a more  
sustainable future**





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# We explore We go beyond We care

**For over 60 years, SSG has united leading industry experts in committees and networks to tackle the industry's common challenges.**

Today, we are the leading provider of digital services for safer and more sustainable workplaces across the Nordic region. Our customers include over 400 of the largest international industrial companies, more than 30,000 contracting companies and we deliver around 400,000 digital safety courses every year.

We are committed to embracing the challenges and opportunities of the future. With innovative technology, we are laying the foundation for new services that will make global industry even more successful.





# SSG in numbers

In 2024, we took major steps in the direction of our new strategy. At SSG, a major focus has been on building a sustainable way of working from the inside out – from employee to customer.

221 mkr

**Net turnover**  
+ 14 % compared to 2023

118

**Employees**  
53 women and 65 men

2 055 hours

**Was invested in skills development**  
+ 14 % compared to 2023



12 %

**Operating margin**  
Compared to 7 % 2023

2 862 hours

**Was invested in wellness**  
An increase of 312 hours compared to the previous year

42

**Committee meetings were held**  
Spread over eight different committees





Comments from CEO Pål Bakken

‘Through co-operation, innovation and responsibility we create a sustainable future’

**It is now time to present SSG Standard Solutions Group’s Sustainability Report for 2024. The report has been prepared in accordance with Global Reporting Initiative (GRI), and I would like to thank everyone who has contributed insights and input to this year’s report.**

During the year, we have continued to grow and taken important steps forward, both as an organisation and as a partner to our customers. We have had the pleasure of welcoming new employees to our team and we have expanded our operations beyond Sweden’s borders – with Norway as our latest addition. This is a milestone in our journey to become an even stronger player in the international market.

At SSG, we are driven by our curiosity and desire to explore new possibilities, and with our new core values – We explore, We go beyond and We care – we want to clarify what defines us as a company.

We are committed to finding solutions that not only solve today’s needs, but also contribute to a sustainable future.

Our sustainability work ranges from the small everyday choices to larger strategic initiatives. At the individual level, it’s about making conscious choices, such as choosing climate-smart transport and recognising the power of collaboration. At the corporate level, it is about developing and delivering services that help our customers create safer and more sustainable industrial facilities.

With this Sustainability Report, we want to continue to create transparency and dialogue with our stakeholders. Through collaboration, innovation and responsibility, we are creating a sustainable future together.

CEO Pål Bakken  
SSG Standard Solutions Group





# Making industrial everyday life work

## SSG gathers Swedish industry and creates standardized services to make industry more competitive, safe and sustainable.

In recent years, we have experienced a great growth and positive changes within SSG and as part of the development and strategic work ahead, new values, vision and mission were developed in 2024. These serve as guidelines towards our future goals and the direction we want to take going forward.

To streamline our offering and based on the increased demand for digital education driven by the pandemic, the new expectations of the younger generation and the increased digital skills of users, the decision was taken in 2024 to streamline the offering in areas such as electrical safety. In 2025, we will offer digital training in the area where the course SSG 4500 (Electrical Safety at Work) will go from a teacher-led training to a digital course as a first step.

A further step in this led to the decision to let the SSG Product Database live on and continue to benefit the industry, but from 2025 via a new company, spun off from SSG.

### Market and business relations

SSG develops, markets and sells standards, services and courses that help make industry safer and

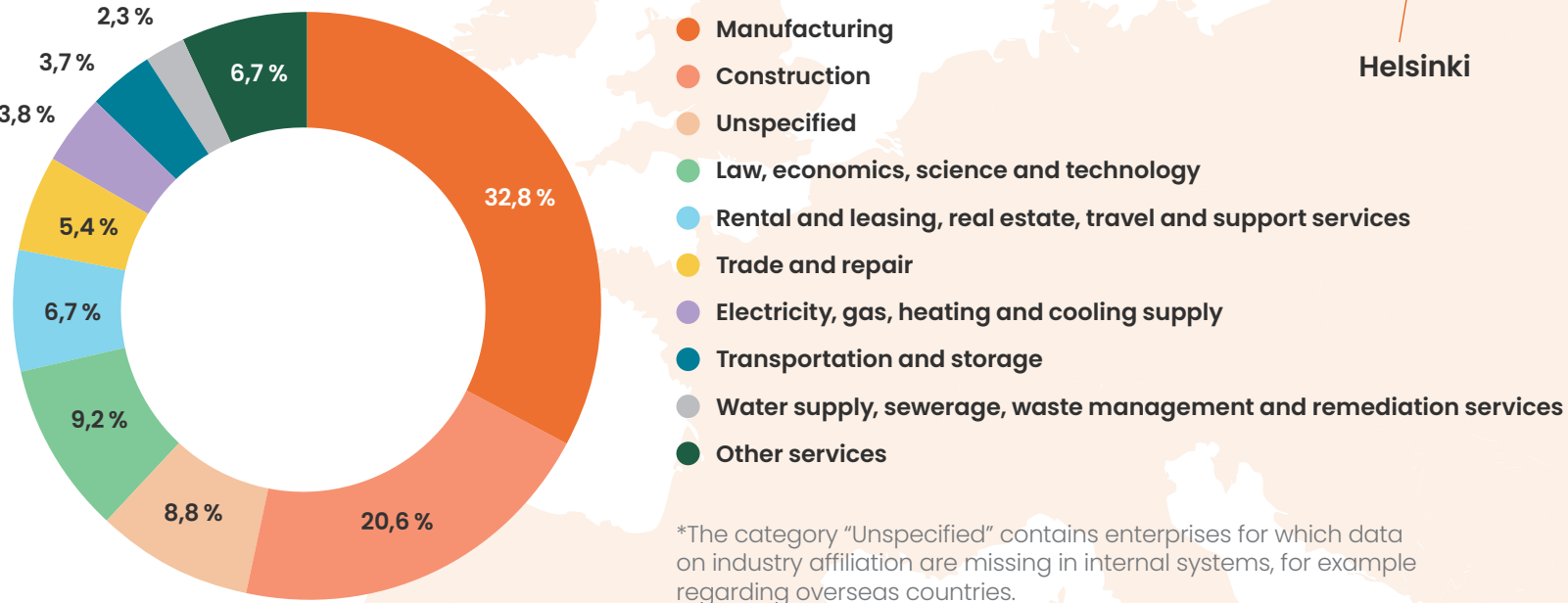
more sustainable. Most of the development is done in-house, in close collaboration with industry networks and with the support of consultants. The distribution chain is largely digital, with customers all over the world given access to web applications and e-learning.

The service SSG Skillnation took off in 2024 and will continue to be a major focus in 2025. The aim of the platform is to meet the high demand for skills supply in industry through digital storage of certificates, competences and qualifications.

The largest customer segments are the manufacturing industry, which includes the forestry industry, and the construction industry. We also have customers in industries such as automotive, food and pharmaceuticals.

In 2024, SSG took another step in our international expansion by establishing our operations in Norway. To create closer contact with Norwegian industrial companies and support Norwegian industry with safer and more sustainable workplaces, a salesperson was hired based in Drammen, Norway.

With the expansion in Norway, SSG is now established as a strong player in the Nordic market with an existing presence in Sweden, Finland and Iceland.





# We are committed to creating change

**The major international issues for industry in the coming years are climate change, increased focus on sustainability and continued focus on security. Securing skills for change and using the opportunities offered by digital transformation to secure competitiveness are also high on the agenda.**

Since 2016, SSG has had a strategy with a clear focus on work environment and sustainability, with digitalization as an enabler. In the coming years, we will continue to focus on collaboration and benefit-creating offerings that contribute to the industry's transition and development. Our main sector is industry, where we work with most industries but with an emphasis on basic industry, such as manufacturing, paper and pulp, mining and steel, as well as the construction industry.

SSG has experienced strong growth in recent years, a trend that we see continuing into the future. A lot has happened since the start in the mid-1950s. We can proudly look back on all the fantastic years in which we have worked together with our customers to deliver standardised services in industry. SSG has

grown into a global company and today we also deliver many of our services internationally.

SSG is optimistic about the future and wants to remain a reliable partner to our customers. We are convinced that industrial collaboration is the key to creating standardised solutions for industry, both in Sweden and internationally. As a result of this journey, the direction of SSG needed to be clarified in 2024 and this was done, among other things, through major strategy work that included new core values and mission for the company. The vision was not established in 2024 but is being revised in 2025.

## SSG mission

**Driven by skills at every step and with safety in our hearts, we innovate, standardise, and solve common challenges within the industry. Our job is to make work safer for others. In doing so, we contribute to more sustainable workplaces on a global market.**

## SSG core values

**We explore**

In our curiosity lies a spark. A desire to explore and be a part of what is happening here and now but with an eye towards the future to see what awaits around the next corner. This energy is one of our greatest strengths and creates value, both for us as individuals and for those we meet in our work.

**We go beyond**

With commitment, pride and passion, we push boundaries. We challenge traditional solutions to embrace future opportunities where creativity and collaboration makes us an innovative force to be reckoned with.

**We care**

We put our hearts into everything we do and take responsibility for our actions. In our environment, everyone is treated with respect, and we see strength in each other's differences. With us, everyone should feel included and seen, as it is through this trust we grow together.





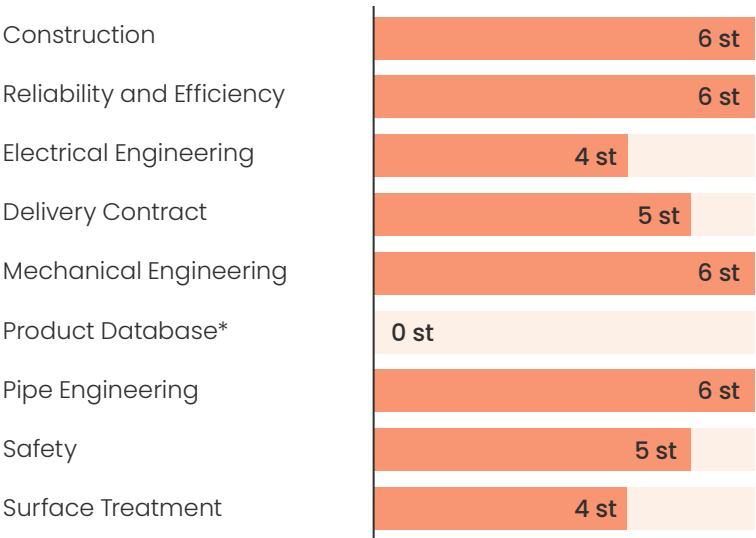
# A natural partner for the industry

One of SSG’s greatest strengths is our roots in the everyday life of industry. We work together with experts in various forums to promote a safer and more sustainable industry.

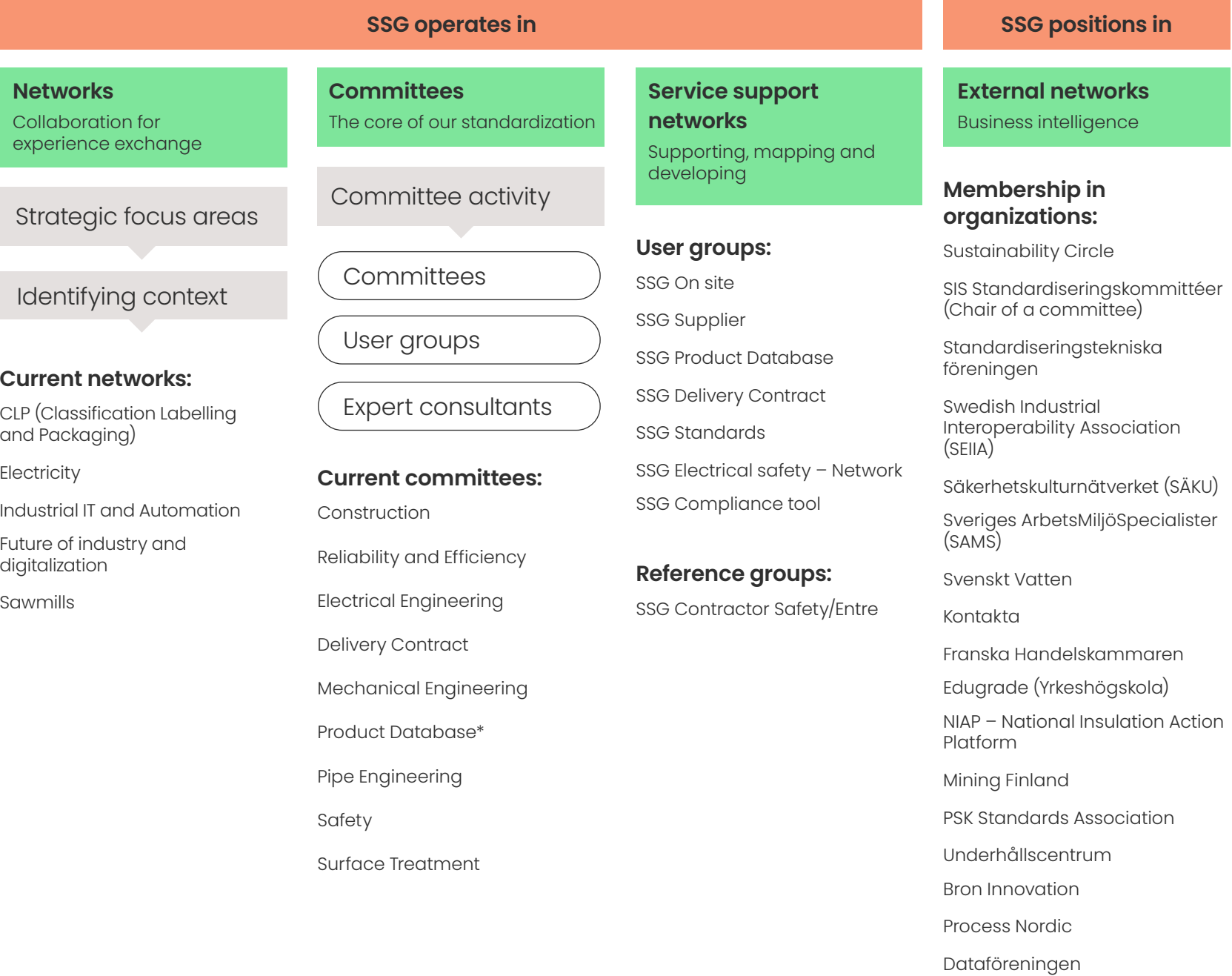
SSG’s committees and networks bring together representatives from the entire industry to exchange knowledge and experience, monitor the world around us and find the best solutions to the industry’s common challenges.

SSG is a member of a number of external networks and is certified according to ISO 14001 Environmental management systems and ISO 27001 Information Security.

### Committee meetings in 2024



\*The committee has been on hold during 2024 and therefore no meetings have been held.





# How we contribute to the Global Goals for a more sustainable future

As part of the business community, SSG has a responsibility to operate sustainably and responsibly, as well as to take into account social, environmental and economic factors.

Here are the UN Global Goals that SSG is particularly focused on and where we see a potential to make a difference.



### Good health and well-being

- 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
- 3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

### SSG contributes by

- To safeguard the health and well-being of its employees. SSG offers a wellness allowance and wellness hours as well as health insurance.
- To provide training on safety in workplaces that handle chemicals. For example such as the SSG Chemical Safety course, which can help to improve safety in the industry.

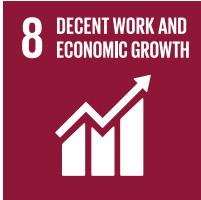


### Gender equality

- 5.1 End all forms of discrimination against all women and girls everywhere.
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

### SSG's contribution includes

- Offering women and men the same conditions and opportunities for development.
- Equal organization and management.
- Prevention of discrimination in the workplace.



### Decent work and economic growth

- 8.1 Sustainable economic growth.
- 8.2 Diversify, innovate and upgrade for economic productivity.
- 8.4 Improve resource efficiency in consumption and production.
- 8.5 Full employment and decent work with equal pay.
- 8.8 Protect labour rights and promote safe working environments.

### SSG's contribution includes

- To contribute to a safer workplace by providing qualitative and cost-effective safety training to the industry.
- To provide services that promote productivity, resource efficiency and strengthen industry's competitiveness.
- Collective agreements for all employees, systematic work on salary mapping, etc.
- Work on a sustainable performance culture and good working conditions.





**Industry, innovation and infrastructure**

- 9.2 Promote inclusive and sustainable industrialization.
- 9.4 Upgrade all industries and infrastructures for sustainability.

**SSG's contribution includes**

- Offers services that promote productivity, resource efficiency and strengthen industrial competitiveness and safety.
- Stated code of conduct for employees and suppliers.



**Responsible consumption and production**

- 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.
- 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**SSG contributes by**

- Using public transport as much as possible.
- Enabling recycling in the workplace.
- Educating employees on sustainability issues.
- Using our services to help industries set sustainability requirements for their suppliers, promote good stocking of spare parts, contribute to standards to reduce consumption and contribute to sustainable industrial facilities.



**Partnerships for the goals**

- 17.6 Knowledge sharing and cooperation for access to science, technology and innovation.

**SSG's contribution includes**

- Driving collaboration for the exchange of experience and strengthening the competitiveness of the industry.



# Our sustainability work in practice

**At SSG, we take responsibility for our impact on the world around us. As a unifying force in the industry, we want to make the industry safer and more sustainable.**

For us, sustainable development has been part of our business since the beginning. Starting in 2021, we have also chosen to describe the work we do in a sustainability report. The choice was made to report according to the Global Reporting Initiative 2021 (GRI) regulations, as all of SSG’s owner companies report according to this model.

**Processes to address negative impacts**

We explore, we go beyond and we care are our core values that guide us in all our activities – from the Board to every employee. Since 2022, with a revision in 2024, SSG has a Code of Conduct that also describes how our core values are applied in our operations. The Code of Conduct is expected to be followed by all employees as well as business partners.

In our work on the sustainability report, we have identified the areas that we need to develop and

continue to focus on. In the long term, we will continue to work actively with these important issues and annually follow up the effect of this work, from business planning to daily work.

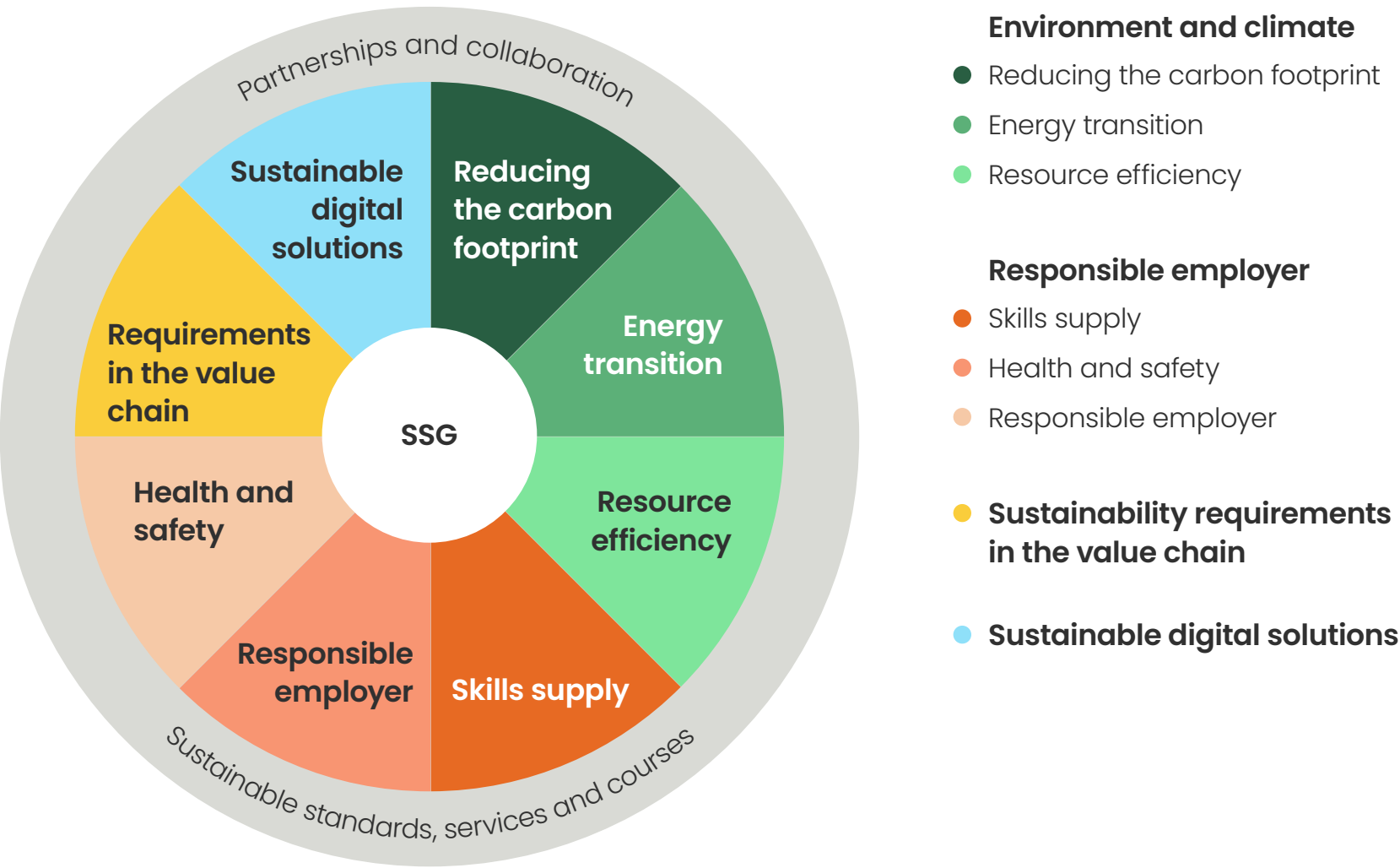
**Priority areas and stakeholders**

It is important for us to listen to the expectations and requirements of our stakeholders. Our largest and most important stakeholders are:

- Customers
- Users of our services
- SSG Board and employees
- Collaborative partners in committees and networks
- Suppliers

At SSG, we are used to having a close and continuous dialog with our stakeholders. This dialogue takes place through our committee activities and in daily contact with our customers. We do this to jointly develop the best services and products for the industry. In other words, it is natural for us to turn to our stakeholders for help in defining what we should focus on in our sustainability work.

SSG’s sustainability work – key sustainability topics



**Environment and climate**

- Reducing the carbon footprint
- Energy transition
- Resource efficiency

**Responsible employer**

- Skills supply
- Health and safety
- Responsible employer

**Sustainability requirements in the value chain**

**Sustainable digital solutions**



# Materiality assessment

**The materiality assessment has aimed to identify SSG’s material issues, based on the company’s most significant economic, environmental and human rights impacts.**

In order to comply with the revised GRI standards, SSG conducted a materiality analysis and stakeholder dialogue in autumn 2021 and spring 2022. This analysis has formed the basis for future sustainability reports, including for 2024.

In April 2024, a dialogue was conducted during SSG’s management meeting to validate the validity of the previously developed materiality analysis, which was deemed to be still relevant.

After the summer of 2023, SSG formed a working group to enable more people in the organisation to contribute to the operational objectives. The aim was to become more active in the work on the sustainability report and to follow up activities and results for the sustainability goals on a quarterly basis.

The work on the materiality analysis resulted in SSG’s actual and potential negative and positive impacts being mapped, and several different stakeholders’ perspectives were included during the process. The process to identify material issues included the following steps:

## 1. Mapping SSG’s sustainability context

To understand the impact that SSG has or can have on the outside world, SSG’s value chain, activities and business relationships were mapped. This step created an understanding of the industry in which SSG operates, the industries that we come into contact with in the value chain and the challenges that exist in these industries and also in society at large.

## 2. Identification of actual and potential impacts

In order to develop a preliminary list of SSG’s actual and potential impacts, a desktop analysis of impacts based on the industry and value chain was conducted. The analysis was based on a review of internal documentation and external sources.

In connection with this step, a stakeholder dialogue was conducted with the aim of identifying all the impacts that SSG has on the outside world, how big those impacts are and what is important to our stakeholders. The dialogue was conducted through qualitative interviews, round table discussions and an interactive workshop.

Eleven qualitative interviews were conducted with board members, SSG employees and customers. The round table discussions was conducted with SSG’s management team and the interactive workshop was conducted with the management team and the newly formed sustainability project team. The results of the stakeholder dialogue were used to inform what direct impact SSG has and how significant it is.

## 3. Assess the significance of the impact

The mapping and stakeholder dialogue resulted in a gross list of SSG’s positive and negative impacts that we have or may have on the environment, economy and people, including their human rights. The significance of the impacts was then assessed quantitatively using the results of the stakeholder dialogue and external sustainability experts.

SSG’s different types of impacts were compared with each other and negative and positive impacts were analyzed separately. The significance of negative impacts was assessed based on severity:

a combination of scale, scope and remedy. Significance of positive impacts was assessed based on scale and magnitude. For potential impacts, probability was also taken into account.

## 4. Prioritization of the most significant impacts

Based on the analysis in step 3, the impacts were prioritized from highest to lowest significance. A threshold was set based on discussions both internally and with external sustainability experts. Eight areas (page 11) were identified as essential and these are the areas that the SSG will focus on going forward. These areas thus also govern the content of the sustainability report. The table (next page) shows the results, which have also been validated by the management team.



The materiality assessment identified a number of areas of positive and negative impacts that SSG may have on the environment, economy and people, including human rights.

Negative impact

- Anti-corruption and business ethics
- Energy
- Health and safety
- Information security and privacy
- Climate
- Equal treatment, diversity and non-discrimination

Positive impact

- Working environment and working conditions
- Energy
- Digitalization
- Sustainable purchasing practices
- Social responsibility and quality
- Health and safety
- Knowledge sharing
- Skills supply
- Climate
- Sustainable production and industry

Methods of stakeholder dialogue

Stakeholders	Forum for dialogue	Key sustainability topics	
Supplier	Survey*	<ul style="list-style-type: none"><li>Emissions to air and water</li><li>Environmentally conscious travel</li></ul>	<p>*Stakeholders who responded to the survey were asked to select two of the following areas below that they consider most important for SSG to prioritize in our sustainability work:</p> <ul style="list-style-type: none"><li>Reduced climate footprint (incl. CO2 neutrality) in operations</li><li>Energy consumption</li><li>Emissions to air and water</li><li>Environmentally conscious travel</li><li>Others</li></ul>
Customer	Survey*	<ul style="list-style-type: none"><li>Reduced climate footprint</li><li>Energy consumption</li></ul>	
Committee	Survey*	<ul style="list-style-type: none"><li>Emissions to air and water</li><li>Reduced climate footprint</li></ul>	
Employee	Survey*	<ul style="list-style-type: none"><li>Reduced climate footprint</li><li>Energy consumption</li></ul>	
Board	<p>Individual interviews, 30-45 minutes</p> <p>Workshop, approximately 60 minutes</p>	<p><b>SSG’s business operations</b></p> <ul style="list-style-type: none"><li>Health and safety</li><li>Business ethics</li><li>Reduced carbon footprint</li><li>Data security</li><li>Partnerships</li><li>Working conditions and work environment issues</li><li>Sustainable digital solutions</li><li>Sustainability requirements and follow-up in the supply chain</li><li>Skills supply</li><li>Attractive employer</li><li>Social responsibility and quality</li><li>Sustainable purchasing practices</li></ul>	<p><b>SSG products and services</b></p> <ul style="list-style-type: none"><li>SSG products and services</li><li>Sustainability in product development</li><li>Sustainable standards, products and services</li><li>Products to help companies minimize their carbon footprint</li><li>Training and standards on environmental issues (e.g. environmental measurement systems)</li><li>Training and standards in sustainable production and industry</li><li>Social sustainability - human rights and working conditions in training and standards</li><li>Sustainability requirements in the value chain</li><li>Health and safety</li><li>Sustainable purchasing practices</li><li>Business ethics</li></ul>
Management team	<p>Round table discussion (3 hours)</p> <p>Workshop, approximately 60 minutes</p>	<ul style="list-style-type: none"><li>Supporting the green transition</li><li>Resource efficiency</li><li>Life cycle perspective</li><li>Emissions</li><li>Working environment</li></ul>	



Type of negative impact	Management and comments for the year	Current guidelines
<b>Anti-corruption and business ethics</b> Unethical behaviour or actions that may promote corruption damage the SSG brand and credibility. Such behaviour may also result in the company being subject to fines or legal sanctions. By acting in accordance with SSG’s values and maintaining good business ethics, the company can contribute to sound business operations in the value chain and minimise the risk of irregular activities.	SSG has a large growth of both new customers and employees around the Nordic region. As part of the development and strategic work going forward, new values and mission have been defined together with employees, the management team in the organisation and approved by the Board. Important areas in the code of conduct in addition to the new core values are human rights, sustainability issues and anti-corruption. The code applies to all SSG employees, from the board and management to individual employees. The code of conduct must also be followed by our business partners, such as customers, partners and suppliers, which is monitored through ongoing supplier assessments by SSG’s purchasing manager. In addition to the code of conduct, the SSG Competition Guidelines are used to ensure that competition law is upheld in connection with committee activities and other network forums. SSG also has a whistleblowing system, updated in 2024, where both internal and external stakeholders can report suspected violations.	<ul style="list-style-type: none"><li>• Code of Conduct</li><li>• Purchasing policy</li><li>• Competition guidelines</li><li>• Whistleblowing policy</li></ul>
<b>Energy</b> Using energy in an inconsiderate way both wastes natural resources and drives up costs. Depending on the energy source, it can lead to environmental problems such as climate change and the depletion of our natural resources. SSG’s energy consumption is generally low and consists primarily of heating office premises and transport. We aim to reduce energy consumption and ensure that the electricity we use is fossil-free.	Over the past two years, SSG has increased the number of employees at the head office, which has meant that we have also expanded the office space. Total energy consumption has therefore increased, but consumption per employee is the same as in 2023. The building is classified as a Green Building and fulfils energy class B according to the Swedish National Board of Housing, Building and Planning’s classification. The building has solar panels and in 2024 charging posts were installed in the car park to promote and facilitate the charging of electric and hybrid cars. To reduce the negative impact of travel, there is a travel policy that steers employees towards travelling primarily by train when travel is deemed necessary. Company cars should be plug-in hybrids or electric cars.	<ul style="list-style-type: none"><li>• Travel policy</li><li>• Car policy</li></ul>
<b>Health and safety</b> Work environment issues affect all operations and represent both risks and opportunities for SSG. For employees, it is mainly a matter of psychosocial risks such as stress and to some extent linked to business travel, for example in traffic. For the company, various forms of standardisation, safety training and information services in the field of occupational health and safety represent a major opportunity as they represent the main delivery to our customers.	SSG works to be a sustainable employer. In addition to the statutory systematic work environment programme, SSG has a number of activities to reduce work environment risks in the company. We work to maintain a sustainable performance culture, which is measured and followed up annually via the employee survey and regularly via employee interviews. We allocate funds annually to strengthen individual and group development. In addition to wellness allowances and wellness hours, there are several internal initiatives for health-promoting activities. Thanks to our long-term work environment efforts, we see positive figures on reduced sick leave, zero people experiencing victimisation and more hours used for skills development. We have also improved our induction programme, which gives new staff a good start and introduction to SSG. Thanks to the fact that a large part of our service offering is in the field of occupational health and safety, we have access to our own experts, who contribute their knowledge both internally and with customers. SSG’s safety courses and other services make a significant contribution to educating both our own staff and the industry’s labour force in issues of work environment and safety.	<ul style="list-style-type: none"><li>• Personnel policy</li><li>• Working environment policy</li><li>• Wellness policy</li></ul>
<b>Information security and integrity</b> Negative sustainability impacts in information security can result in data breaches leading to the loss, dissemination or impact on SSG data. If such an event were to occur, it would have a far-reaching impact on trust in the organisation and also lead to financial damage. SSG prioritises information and cyber security work to ensure that data is protected.	SSG works in a structured way to control our own and our customers’ information in our services so that we can provide the information with relevant protection. We are certified according to ISO 27001 Information Security and have a risk-based approach and carry out ongoing risk assessments when making major changes or purchases. IT environments and services are constantly being developed to keep them updated and relevant to threats and current security requirements. We also have a structured management and escalation of incidents, in accordance with ISO 27001. In 2023, SSG hired a CISO and has strengthened the department with three employees in 2024. To contribute to our customers’ security and awareness, this year SSG, together with industry user groups, launched a Cybersecurity Annex in SSG Delivery contract.	<ul style="list-style-type: none"><li>• Information security policy</li></ul>
<b>Climate</b> Climate change is one of the most important issues of our time, and in order to reach the Paris Agreement’s target of no more than 1.5 degrees of warming, we all need to contribute in the ways we can. SSG’s emissions come primarily from heating, travelling and the cloud solution used to provide and develop services to our customers.	SSG is certified in Environment ISO 14001. During the year, we have worked to reduce business travel by both car and train. More meetings have taken place digitally and we have therefore reduced CO2 emissions. We have also worked to reduce the number of cars in the fleet that run on fossil fuels, which has resulted in us having only electric and plug-in hybrid cars in 2024.	<ul style="list-style-type: none"><li>• Environmental policy</li><li>• Travel policy</li><li>• Purchasing policy</li></ul>
<b>Equal treatment/diversity</b> A safe and inclusive work environment that respects the equal value of all is essential for a sustainable workplace. In order to safeguard current employees and ensure the supply of skills for the future, it will be important to strive for diversity and ensure that discrimination does not occur in the company.	SSG has worked for many years to have an equal gender distribution among employees and management, something that has been challenging when recruiting IT skills where the male dominance in the industry is high. We work actively to develop our culture and endeavour to offer a safe working environment where everyone can be themselves. When recruiting, we always strive to ensure that the recruitment process is competence-based and free from discrimination. In our employee survey, we annually measure the experience of victimisation and in 2024 no cases were reported.	<ul style="list-style-type: none"><li>• Work environment policy</li><li>• Policy against discrimination</li><li>• Recruitment policy</li><li>• Wage policy</li></ul>



Environment and climate

**By connecting industrial competences, we can build a better future together.**





# Environment and climate

**Electrification, electrically powered vehicles, fossil-free steel production and the production of renewable fuels are some of the areas in which major investments are being made in industry, both in Sweden and globally.**

With our products and services that industry uses, we contribute to a positive impact on the environment and climate. Through the SSG Standards service, we help the industry to increase its resource efficiency by providing proven methods for designing and maintaining an industrial plant throughout its life cycle.

SSG Standards specify and clarify solutions to complement regulations, directives and other standards on function, safety, reliability, environment, energy efficiency and documentation.

## **Standards support industrial sites:**

- by choosing standardized and proven solutions for new construction
- in the maintenance of production equipment and related equipment
- to carry out systematic safety work

## **Our standards are used in the following industries:**

- Paper and pulp industry
- Biogas production
- Hydrogen production
- Bio-fertilizer production

## **Increased sustainability focus for SSG Standards**

Several SSG standards contribute significantly to sustainable development. For example, painting work carried out according to SSG guidelines extends the life of metal structures. Insulating pipes and tanks according to SSG standards reduces heat loss and CO2 emissions. Electrical accidents are prevented through systematic electrical safety work

Improving SSG Standards is an ongoing process with the ambition to create sustainable development. The need to revise and produce new standards varies from year to year. From around 30 to over 100 standards per year can be published.

Decisions on which standards to develop or rework are taken on an ongoing basis in close cooperation with industrial partners. In 2023, 34 standards were published, 13 new ones and 21 revised. The goal is that 70% of the standards should not be older than 5 years. For 2024, the level is 75%.

## **A new era for efficient spare parts management**

SSG Product Database can be compared to a community for articles or article data, where all users can utilise the data in the database, saving time, money and resources. The service allows users to buy and borrow articles from other users of the service, which can reduce the volume of purchases. SSG Product Database has a long history within SSG and in order for it to continue to support the industry's spare parts inventory, we have decided in 2024 that SSG Product Database from 2025 will be run in a separate company by former SSG employees.

## **Environmental awareness among employees**

In 2024, an internal environmental training programme is included in the course package that all SSG employees must complete. The training is digital and covers topics such as the existing environmental management system and why we have it. It is also intended to create the conditions for an environmental mindset among our employees.

## **Charging stations for eco-friendly journeys**

During the year, we invested in charging stations at our workplace to make it easier for employees to travel in an environmentally friendly way using electric and hybrid vehicles. This initiative is part of our efforts to reduce climate impact and promote sustainable transport, both at work and when travelling to and from work.



Energy use and emissions

SSG’s direct negative impact on the environment and climate is relatively small. The main areas where we can reduce our climate footprint are business travel and our cloud-based data storage. SSG has the following guidelines for reducing energy use and emissions:

- 1. To reduce the negative impact of travel, SSG has a clear travel policy that primarily encourages evaluating whether travel is needed to achieve business objectives. Digital meetings are preferred, but if the trip is justified by the needs of the business, train should be the main option on routes with good connections.
- 2. To reduce carbon emissions from SSG’s car fleet, the car policy steers towards plug-in hybrids or pure electric cars. A positive change for 2024 is that SSG’s car fleet has 100% electric cars or plug-in hybrids. For 2024, the ratio is 44% electric car, 56% plug-in hybrid.

Based on the Swedish National Board of Housing, Building and Planning’s energy declaration, it can be seen that SSG’s premises have energy class B. Heating is mainly via geothermal heating. Total energy consumption for 2024 was 180 MWh. In 2024, we increased the area of the office premises from 2500 m2 to 2830 m2.

In order to keep energy consumption for data storage and utilisation as low as possible, SSG has

chosen a cloud-based solution. This type of solution is considered energy efficient.

In previous sustainability reports, we have expressed a goal to reduce CO2 emissions from cloud-based storage by 10% per year by 2025. Due to our increased customer traffic, security efforts and infrastructure reorganisation this goal has not been achieved.

SSG company cars, amount

	2022	2023	2024
Fossil fuel	7	1	0
Plug-in hybrid	6	7	10
Electric car	3	10	8

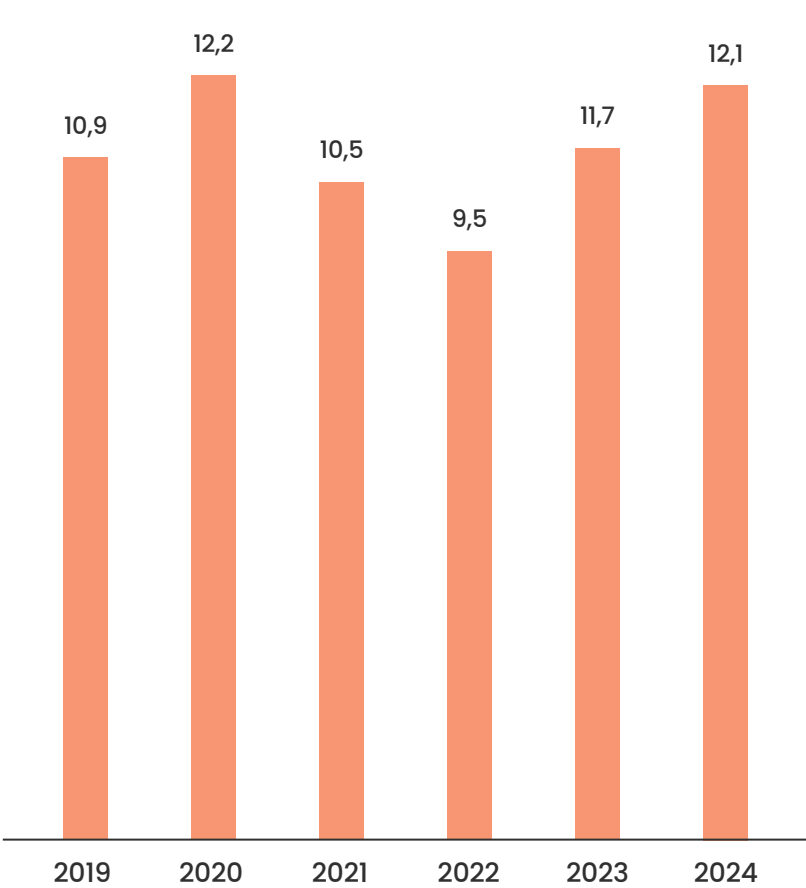
SSG’s greenhouse gas emissions  
(Emissions kg CO2e)

	2022	2023	2024
Business trips and returns by flight Sundsvall – Stockholm*	3 148	4 980	3 120
Business trips by car**	24 541	24 419	16 756
Emissions per 100 km by car	24	15	12

\* Scope 2, 12 trips by flight for the Sundsvall–Stockholm route.  
\*\* Scope 1, calculated on 62 203 km (calculated for car with internal combustion engine, due to exclusively long journeys the electric drive from plug-in hybrids is considered negligible.

CO2 emissions from SSG’s cloud usage

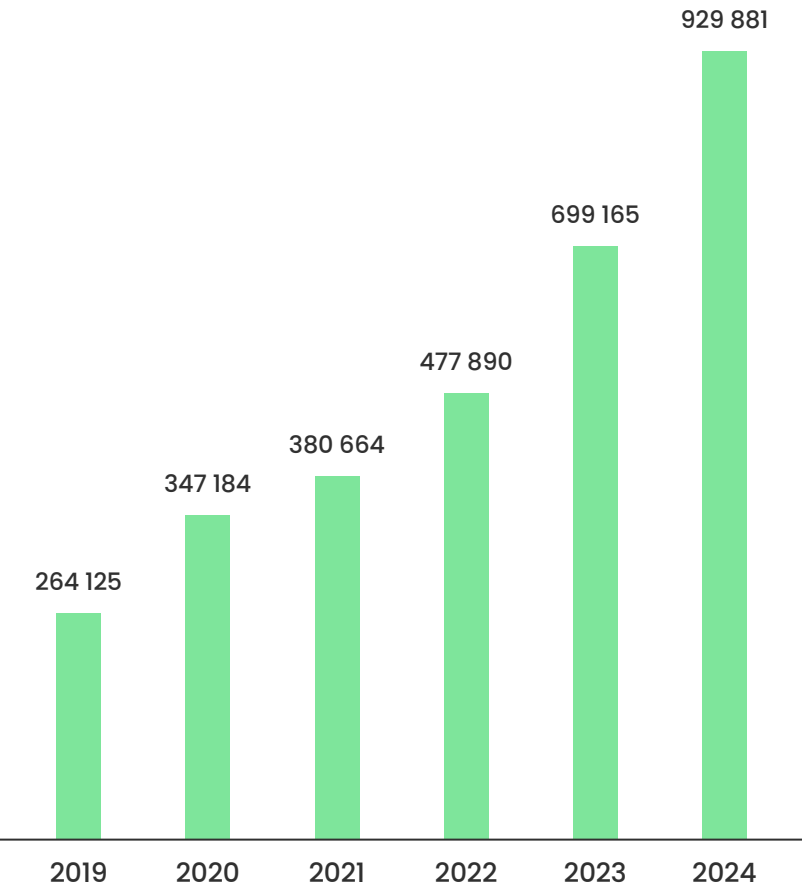
The unit is metric tonnes of carbon dioxide equivalent (mtCO2e)\*.



\*The figures from 2021–2023 differ marginally from the 2023 sustainability report as the data from our supplier has been updated.

SSG’s cloud usage

Hours of use, based on the sum of estimated data storage and data transfer in the Microsoft Azure cloud solution\*.





A responsible employer

**Health and wellbeing  
is an important part of  
our company culture.**





# A responsible employer

**Everyone needs to feel safe in their work. A safe and healthy working environment is essential if we are to continue to have a successful industry with thriving companies and safe employees.**

Work enviroment and safety is our home ground, and here we run everything from networks where participants develop solutions to common challenges, as well as services that help create a safer everyday life. This applies not least to ourselves as an employer, where we promote a sustainable performance culture and encourage wellness.

**Safety and competence**

Swedish work environment legislation requires employers in Sweden to conduct a systematic work environment management that is a natural part of their daily operations. The aim is to identify and prevent risks of health problems and accidents and to promote things that lead to a good working environment and good health at work. Feeling safe and competent in your work is a contributing factor to good health, both in our own organisation and in the industry, where our services and products are largely used.

**Working responsibly**

Even though SSG provides industry with tools to work more safely and sustainably, there is a risk of false security where people think that, for example, attending a safety course is enough to work safely and securely. Ultimately, it is always the site and everyone on it (employees, contractors and visitors) who are responsible for ensuring a safe and secure working environment. We all have our own responsibility.

**Safer working environment**

In 2024, 393 002 courses were delivered across SSG’s range of online training programmes. This has contributed to increased knowledge of the work environment and safety required to perform work at an industrial site.

Number of completed online training courses*		
2022	2023	2024
408 787	392 925	393 002

**Visits in SSG On site**



+ 82,3 %

Increased number of visitors to SSG On site compared to previous year\*

\*In previous sustainability reports, we have reported the number of unique users in SSG On site. However, statistics for ‘unique users’ have proved difficult to analyse and have been inconsistent, while reporting the number of visits is a more accurate metric. Based on this, we are now moving to reporting the number of visits to the service. In 2024, the previous statistical tool was replaced with the Matomo tool to ensure fair and comparable figures, as Matomo is already used for SSG’s other websites and services.



Sustainable performance culture

SSG works to be a sustainable employer where we focus on a sustainable performance culture; if we are to perform well, we need to feel well. We manage our systematic work environment management by continuously measuring and developing all employees’ conditions for a sustainable work environment. Our overall goal is linked to conditions for performance, such as clarity and competence for their mission. It is also linked to our basic human needs to belong, contribute, be acknowledged and grow. All employees at SSG are covered by collective agreements.

We allocate funds annually to strengthen the development of individuals and groups, as well as to strengthen the competences of our own profession. In 2024, an average of 17 hours per person were spent on skills development.

Creating a safe and productive working environment is important for our well-being. We introduce our new recruits via our new digital induction programme, which takes place in the Hailey HR system. All new employees complete a selection of health and safety related e-learning courses that are part of the SSG course programme. These courses should be kept up to date and renewed after one to three years depending on the content.



Total number of hours spent by the organisation’s employees on skills development\*

Gender	2022	2023	2024
Female	826	1 226	1 206
Male	322	585	849
Total	1148	1 811	2 055

\*From 2024 onwards, the figure for skills development also includes time for company-wide activity days.

SSG’s main work-related risk is linked to the psychosocial work environment. Openness and transparency are important for people’s self-leadership, so we attach great importance to internal communication. In addition to annual employee interviews, managers and employees have a close dialog via individual, regular employee interviews to follow up on how things are going and how we feel.

Guidelines, work environment goals and our systematic occupational health and safety work form the basis for our procedures and working methods to create a sustainable environment.

We have a system for reporting incidents and accidents, and we work with preventive and

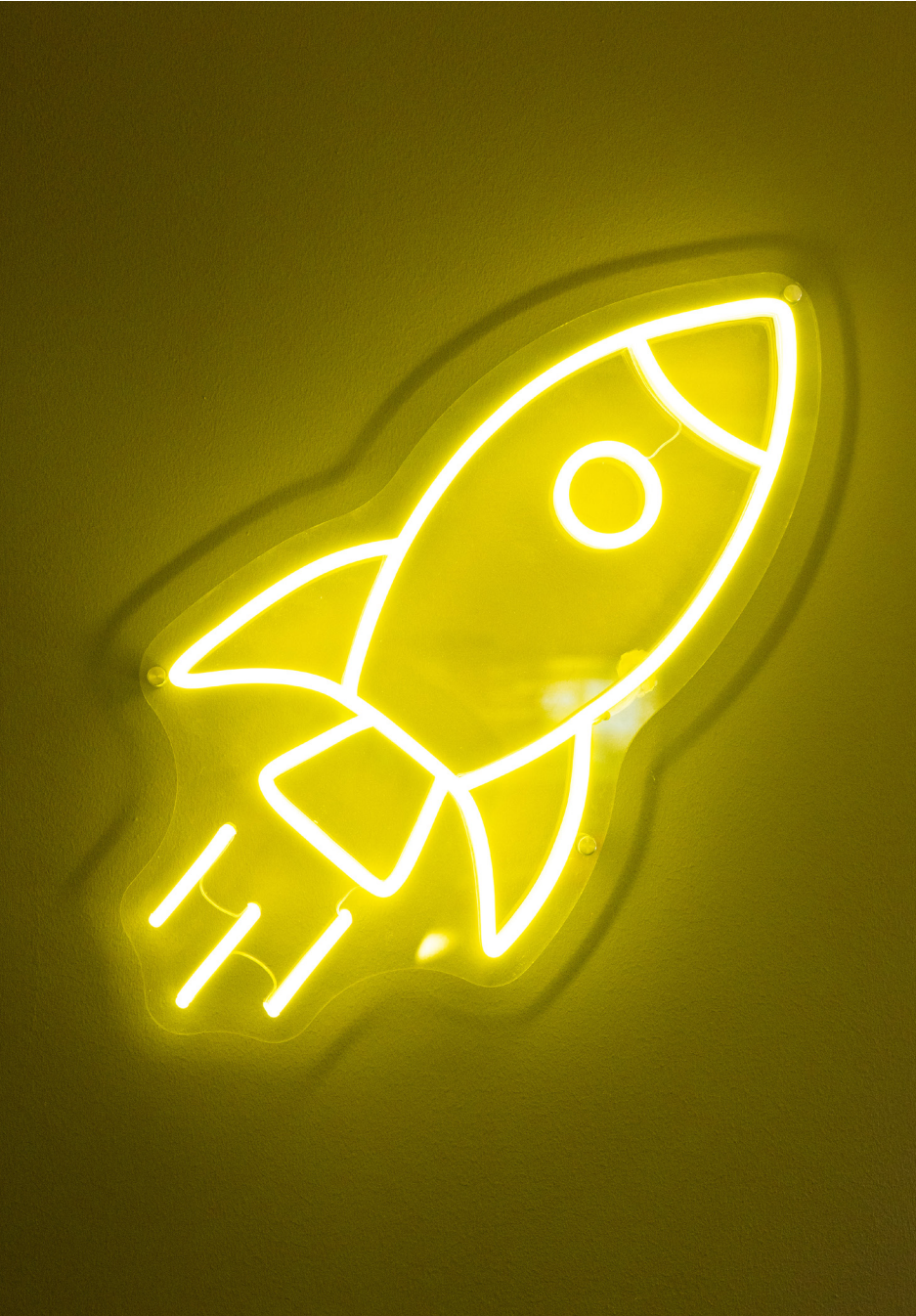
follow-up work environment in our co-operation group. Risk assessments are carried out regularly in the organisation to identify issues that need to be addressed. SSG strives to be an open and transparent workplace, where misconduct should not occur. By offering employees and external parties the opportunity to whistleblowing via the HR system Hailey HR, we maintain this together.

A healthy workplace

At SSG, health and wellbeing is an important part of our corporate culture. All employees have access to occupational health care and are covered by health and medical insurance. To ensure a good start for new colleagues, all new employees undergo a health check.

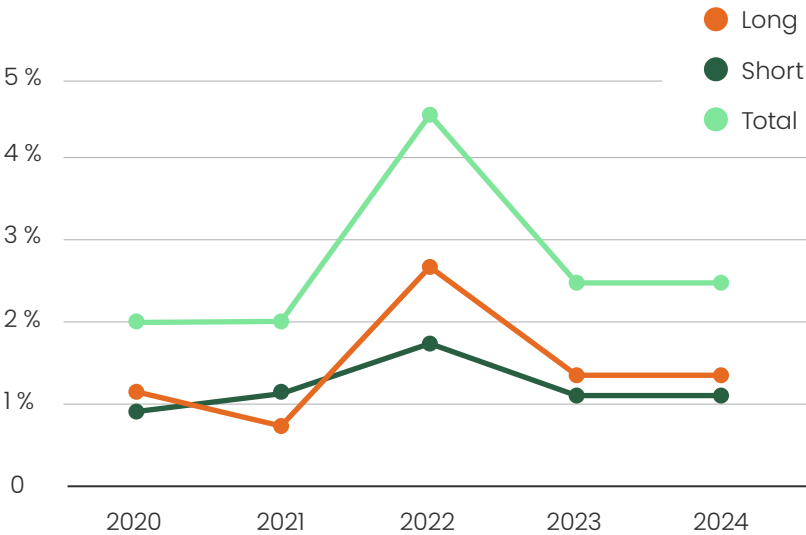
We encourage our staff to prioritise their health by offering one hour of wellness during paid working hours each week and by using their wellness allowance. The utilisation rate of the wellness hours is measured and used to follow up and strengthen our work in wellness.

Our wellness group, SSG Active, works actively to improve health within SSG. SSG Active offers a range of health-promoting activities such as group exercise, yoga, floorball, massage and padel. Through these initiatives, we not only create opportunities for exercise and recovery, but also for community and increased well-being among employees.





Sick leave



In 2024, sick leave remained unchanged compared to the previous year. This is the result of our long-term efforts to create a healthy, safe and sustainable workplace that is fulfilling and stimulating for all employees.

We treat everyone equally and with respect. Zero tolerance of offences is something we clearly describe in our policy against victimisation. Through preventive measures, a strong set of values and clear structures, we continue to create a work environment where our employees can feel good, develop and thrive. The low level of sick leave is an important step towards SSG being a sustainable and engaging workplace for everyone.

In our employee survey, we annually measure the experience of victimisation and in 2024 no cases were reported. We have an equality plan and will produce a new equal treatment plan in 2025, as well as conducting an annual pay survey to

promote diversity and combat discrimination.

Presence and contribution to the local community

According to SSG’s sponsorship policy, the company supports staff involvement in local sports clubs with contributions to various youth sports. In 2024, we sponsored 17 different local sports clubs.

During one of Sweden’s largest fundraising activities, Musikhjälpen, SSG sponsored the world’s longest ski relay. The relay lasted six days, with each

skier skiing for one hour each. During this activity, SSG acted as a day sponsor, with our contribution going in full to Musikhjälpen.

As regards our presence in the local community, CEO Pål Bakken attended the Northern Railway Forum at the beginning of the year. During this forum, where SSG contributed its knowledge of the industrial sector, the future of sustainable transport and the importance of a functioning railway network in northern Sweden were discussed.

Composition of SSG staff

SSG has employees in Sweden, Finland and Norway. The number of employees in 2024 is presented below, based on gender and age distribution as well as distribution between forms of employment.


Age	Amount		
	2022	2023	2024
Under 30 years	6	10	12
30–50 years	44	70	77
Over 50 years	21	25	29
Total	71	105	118

Distribution	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Permanent	34	35	52	52	53	64
Temporary	2	0	1	0	0	0
Hourly	0	0	0	0	0	1
Totalt amount*	36	35	53	52	53	65
Full time	31	35	48	51	49	64
Part time	5	0	5	1	4	1
Sweden	35	34	51	50	52	62
Finland	1	1	1	2	1	2
Norway	0	0	0	0	0	1

\*From 2022 onwards, we count the number of employees at year-end and do not include consultants. Previously we have reported the number of employees by the average number. For 2024, consultants correspond to 19 FTE.





A wide-angle photograph of a calm lake at sunset. The sun is low on the horizon, casting a warm, golden glow across the sky and reflecting on the water's surface. In the foreground, a person is swimming, with only their head and shoulders visible above the water, creating concentric ripples. The background features a dark, silhouetted forest line under the twilight sky.

Sustainability in the value chain

**Small steps create  
the big value.**



# Sustainability in the value chain

**SSG offers a range of services, including making it easier for industry to set the right requirements in procurement. We are also keen to become even more sustainable in our own value chain – from how we use our premises to the demands we make on our suppliers.**

For global industry, it is becoming increasingly important to be able to control their value chain. Setting the right requirements in procurement and purchasing simplifies the work of ensuring compliance with laws and regulations on environmental requirements, ethical business principles and human rights.

**Value chain and business principles**

As a predominantly services company with 118 employees, SSG’s value chain is relatively simple. Our main purchases are for consultancy services, premises and IT services such as the infrastructure and operation of the digital services we deliver to customers.

The value stream consists of employees and consultants producing standards, courses and services, which are made available to customers through various digital solutions.

**Requirements for suppliers**

A detailed review of suppliers is always carried out for major procurements. To improve our own monitoring of suppliers in terms of environmental and social responsibility, criteria have been established for requirements for our major suppliers. We have not yet reached the point of getting the follow-up process completely up and running. The next step will be to establish processes, procedures and system support for systematic monitoring of existing and new suppliers.

For the environment, our requirement is that the supplier either has ISO 14001, uses the EU Eco-Management and Audit Scheme (EMAS), or has its own environmental policy. For social requirements, we expect the supplier to accept SSG’s code

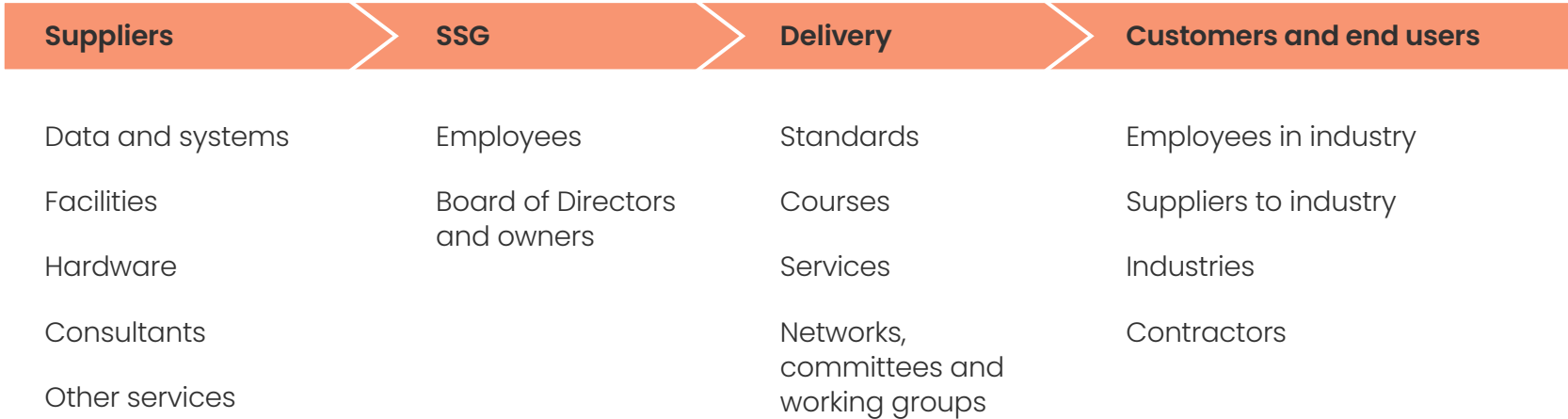
of conduct and to have their own policy and/or organisation for ethical issues and social responsibility.

**About SSG’s Code of Conduct**

The SSG Code of Conduct was updated in 2024 with the new core values ‘we explore, we go beyond and we care’ that guide us in everything we do. Key areas for us are human rights, sustainability and anti-corruption.

Our Code of Conduct applies to all SSG employees, from the Board and management, to individual employees. We also expect the Code of Conduct to be respected and adhered to by our business partners such as customers, business partners and suppliers. Since the Code of Conduct was decided in 2022, it has been included in the supplier agreements that have been signed or renewed.

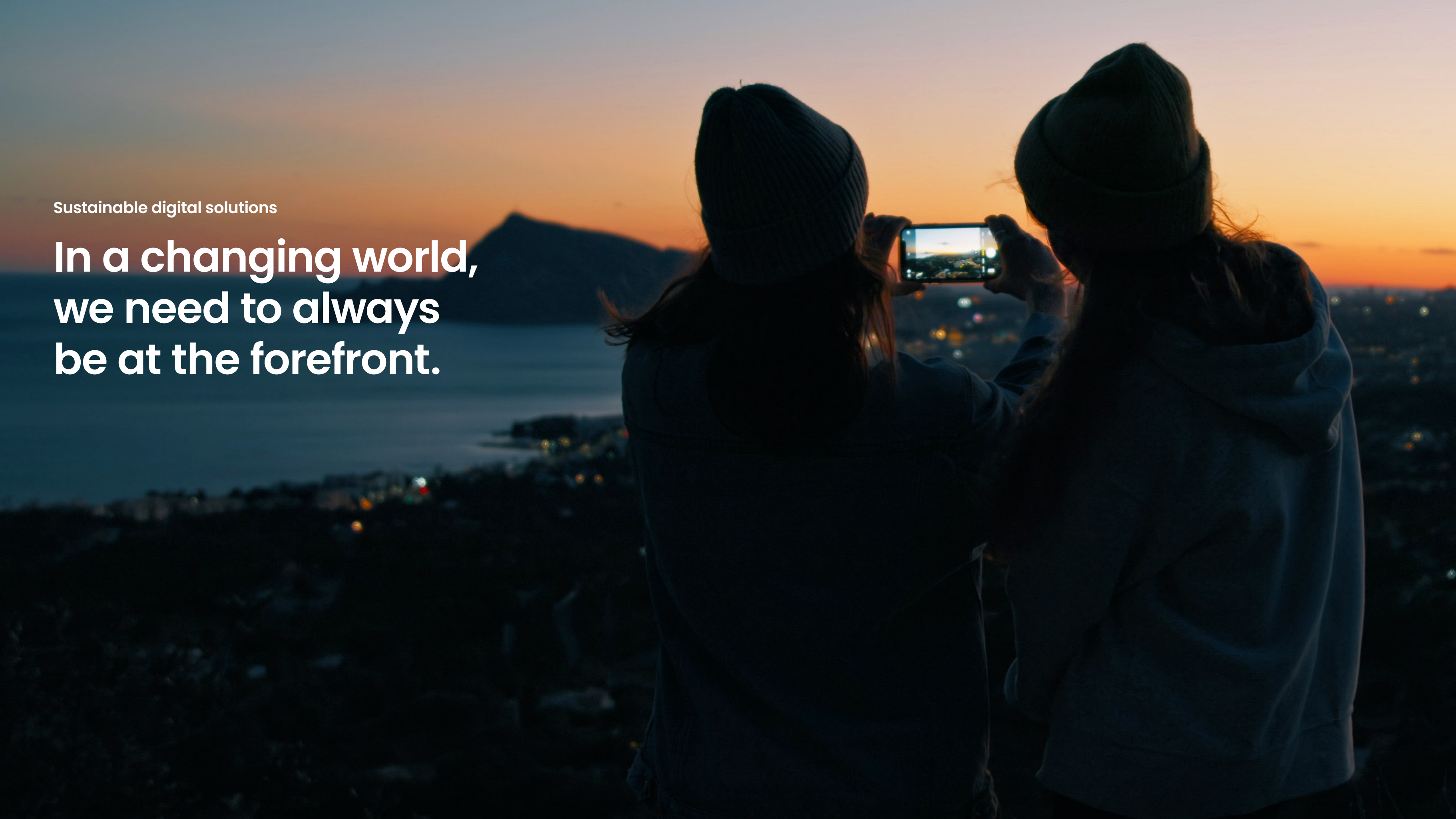
**SSG’s value chain**





Sustainable digital solutions

**In a changing world,  
we need to always  
be at the forefront.**





# Sustainable digital solutions

**Working with sustainable digital solutions means a great responsibility towards both our employees and our customers. We make work easier for those we serve and ensure that data and information storage is handled securely.**

SSG's digital solutions help the industry to communicate important information both internally and externally and to set (the right) requirements for their suppliers, for example through the SSG On site and SSG Supplier services and the SSG Entre and SSG Employee Safety courses.

However, with digital solutions come potential security risks in the form of data breaches, improper handling of personal data, etc. We need to be at the forefront and minimise the risks and ensure the handling of any incidents.

## Information security

Sustainable digital solutions is a strategic area for SSG where we will be a trusted party for our customers and partners when we meet and collaborate on common issues and challenges. SSG's ambition is to be a Trusted Third Party for our customers and stakeholders. Our customers should want to entrust SSG with their information

and we should be able to further process it to create benefits for our customers, without revealing where the information was obtained.

## Our work with information security

Our service support is available to help our customers with questions, orders, fault reports and more. Of the approximately 45,800 cases received in 2024, only about 620 of them were classified as incidents, representing 1.35% compared to 1.4% in 2023. A case is classified as an incident even if it is customer-experienced but not necessarily 'caused by SSG'.

To identify possible attempts at cheating, we monitor how long it takes a user to complete the course knowledge test. If the time is shorter than what can be assumed to be reasonable, it is reported for follow-up and possible action.

We must also be able to manage our own information securely and comply with laws and agreements. SSG's goal is to always have control of our own and our customers' information in our services so that we can provide the relevant protection. We have an information security management system and are certified to ISO 27001.

Since 2023, internal training is provided in the form of an online course on information security, which is easy to complete and follow up. The course is

valid for one year and must then be repeated by all employees. The course is also complemented by continuous micro-training in information security for everyone to keep their knowledge up to date.

SSG has a risk-based approach and carries out ongoing risk assessments, for example in connection with major changes or purchases. IT environments and services are constantly being developed to keep them updated and relevant to threats and current security requirements. During the year, SSG has strengthened its own IT security staff and expertise to enhance and manage the security culture that SSG has created.

## Management of complaints

SSG has not had any identified information leaks in 2024. Nor have we had any substantiated complaints, thefts or losses of data during the year.

We have a process for managing and escalating incidents, according to ISO 27001. If any issue is detected externally, it is normally handled via our support function, which will report to the SSG Data Protection Officer (DPO) if necessary.

## Available services

To maximise the positive impact of SSG's services, we want as many people as possible to use them regularly to experience the benefits they bring to their everyday lives. In order to make the services

accessible to as many people as possible, the ambition is for the digital services to fulfil the so-called Accessibility Directive. This is currently a legal requirement for public services in Sweden and will apply to private businesses from 2025. For example, we already use speech synthesis in our digital courses, where anyone who wants to can have the content read aloud instead of reading it themselves.

## Promoting industry digitalisation

To contribute to increased digitalisation in the industry, SSG runs networks in Industrial Digitalisation and Industrial IT and Automation, with a particular focus on cybersecurity.

Today, we estimate that seven of SSG's nine services contribute to promoting the digitalisation of the industry. In 2024, we launched the SSG Skillnation service, a platform that brings together the skills of the entire industry. All certificates, competences and qualifications are collected digitally in one place. The SSG On site service has an additional Workflow function that digitises work permits and reduces paper handling.



# Governance structure

## How is SSG managed? What are our principles for remuneration? How do we work with risks? Here you can read more about our structure for governance of the business.

SSG is ultimately governed by its Board of Directors, which is chaired by an external Chairman. In addition to the Chairman, the Board consists of an owner representative from each of the six owner companies and an employee representative. The CEO is responsible for the day-to-day management and control of the business, supported by the management team.

The Board is composed of seven men and one woman, with the length of service ranging from 1-9 years. Of the members of the Board, one is aged between 30-50 and seven are over 50. The composition of the Board is governed by the owner companies appointing their respective owner representatives, SSG's trade union appointing an employee representative and the external Chairman of the Board being elected by the owner companies. There are no other agreed criteria for the composition of the Board. The Chairman of the Board is not a member of SSG's management team.

All company strategies are decided by the Board of Directors and, depending on the area, the

documents may be prepared by the CEO and other management. Through reporting by the CEO and reporting under ISO 14001 and ISO 27001, the Board is kept informed of the company's impact in terms of risks, finances, the environment and human resources. The Board has decided that SSG will report on sustainability according to GRI and has insight in the sustainability work from participants in the materiality analysis through interviews. It is also informed of the material issues that resulted from that analysis.

The Board has delegated responsibility for managing the company's sustainability impact to the CEO, which is governed by the company's systematic work environment management and individual job descriptions. The Board approves the company's annual report and sustainability report.

To prevent conflicts of interest, for example between competitors subject to competition law, SSG has established a set of Competition Guidelines that the Board of Directors, staff and committee members agree to follow. We do not have procedures for sharing information on potential conflicts of interest with stakeholders.

Communication on critical issues for the company is included in the Board presentations prepared for each Board meeting, which also include risk management. In 2024, no risk was assessed as

critical according to the risk and impact scale decided by the Board.

### Knowledge about sustainable development

The CEO informs the board about current sustainability issues. The Board is involved as a stakeholder in materiality analysis through personal interviews. There is currently no procedure for evaluating the Board's assessment of SSG's impact on its environment. In 2024, no cases of non-compliance with laws or regulations were identified. No fines were paid during the year.

### Principles of compensation

The board and chairman drive the pay process for the CEO. As the owner companies are part of the board, this stakeholder group is naturally involved in the process. The only member of the board who is remunerated is the chairman, through a fixed monthly fee. The CEO has a fixed monthly salary and bonus. The CEO has a bonus agreement based on financial and operational targets based on key development areas for the company. The Head of HR and the CEO approve salary revisions for other employees.

The ratio of the annual total remuneration of the highest paid person in the organisation to the annual average remuneration of all employees (excluding the highest paid person): 3. Ratio of the percentage decrease in annual total remuneration

of the highest paid person in the organisation (-15%) to the average percentage decrease in total remuneration of all employees, excluding the highest paid person (-3%): 5.

The CEO has a notice period of six months if he resigns and twelve months if the company chooses to terminate his employment. During the notice period, the CEO retains his salary and other employment conditions according to the existing employment contract. There are no sign-on bonuses or other recruitment incentives.

The CEO has an amount equivalent to 25% of his annual salary at his disposal to set aside for an occupational pension of his choice. Pension provisions for the CEO and Board of Directors amount to SEK 423 thousand. For others, there are two pension schemes. Everyone recruited in recent years is affiliated to the collectively agreed ITPI pension scheme. ITPI is a defined-contribution scheme amounting to 4.5% of monthly salary up to SEK 47,625 and 30% of monthly salary above SEK 47,625. The second pension solution applies to employees before 1 April 2012 who chose not to switch to ITPI when SSG joined the collective agreement.

The HR manager is responsible for ensuring the payroll process in accordance with SSG's payroll policy. The company conducts an annual salary survey in collaboration.



Risk management

To support the SSG’s operational management and long-term strategies, assessments of the current situation and operational risks are carried out annually or as needed. Current situation analysis according to SWOT (strengths, weaknesses, opportunities, threats) is carried out annually and anchored with the Board.

When assessing risks, an impact scale is used to ensure that impacts are assessed in the same way throughout SSG, regardless of who made the assessment. The impact scale is intended to support the assessment of impacts both in the analysis of risks and in connection with information classification within the framework of ISO 27001.

Overview of guidelines

The guidelines that exist as guidance and support in the business are available to all employees. Awareness and understanding of the content begins in connection with the introduction program for new employees. Each part of the business is responsible for monitoring compliance with the applicable guidelines and procedures and is also available as support for questions. If incidents or deviations are noted, the organisation’s system for handling deviations linked to the management system is used.

Guidelines

Material issue	Policy	Services
<b>Environment and climate</b> <ul style="list-style-type: none"><li>Reduced carbon footprint</li><li>Resource efficiency</li></ul>	SSG Environmental Policy SSG Travel Policy	SSG Standards SSG Product Database
<b>Responsible employer</b> <ul style="list-style-type: none"><li>Health and safety</li><li>Skills supply</li></ul>	SSG Employee Policy SSG Work Environment Policy SSG Policy against victimization SSG Recruitment Policy SSG Remuneration Policy SSG Health Care Policy SSG Fire Safety Policy SSG Whistleblower Policy	SSG Entre/Contractor safety SSG On site SSG Academy SSG Electrical Safety SSG Compliance tool SSG Skillnation
<b>Sustainability requirements in the value chain</b>	SSG Code of Conduct SSG Procurement Policy	SSG Supplier SSG Delivery Contract
<b>Sustainable digital solutions</b>	SSG Information Security Policy	



# About the sustainability report

SSG Standard Solutions Group AB is a company owned equally by Billerud Aktiebolag (publ), Billerud Skog & Industri Aktiebolag, Holmen AB, Metsä Board Sverige AB, SCA AB, Stora Enso AB and Södra Skogsägarna ekonomisk förening.

The company is headquartered in Sundsvall, Sweden and in 2024 it conducts its operations in Sweden, with a branch in Finland, and customers mainly in Europe. In addition to the head office in Sundsvall and the country office in Helsinki, there are sales offices in Drammen in Norway, Stockholm and Gothenburg, as well as individual employees based in home offices in other parts of the country.

The sustainability report for 2024 covers the operations conducted in Sweden, Norway and Finland, mainly at the head office in Sundsvall unless otherwise stated. Financial reporting refers to the same operations.

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This is SSG’s third sustainability report and we intend to report on sustainability annually, similar to financial reporting. The report was published in April 2025 and covers the period 1 January 2024 to 31 December 2024. For contact details, see [www.ssgsolutions.com](http://www.ssgsolutions.com).

Where there have been changes in accounting policies or other significant differences compared with previous years, these are commented on directly in connection with the relevant chart or table.

SSG’s Sustainability Report for 2024 has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021. The report has not been audited by an external party, but management and the Board of Directors have been involved in the work, primarily with stakeholder dialogue and to assess impact.





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\*Exceptions due to missing or incomplete information. The objective was to follow up these points in 2024. This was not realised but the objective is to review them in 2025.



The logo consists of the letters 'SSG' in a bold, white, sans-serif font. A registered trademark symbol (®) is positioned to the upper right of the 'G'.

**SSG<sup>®</sup>**

**Standard Solutions Group**