



Habeo

Sustainability Report 2025



Sustainability Report 2025

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On a Sustainable Journey

Sustainability is often referred to in terms of values and principles. For us at Habeo, it is fundamentally about practical action. We operate in a sector where our solutions directly impact how people live, work, and use built environments.



Building technology plays a key role in and has a significant impact on the safety and energy efficiency of buildings, and on reducing the emissions buildings produce.

The energy consumption of buildings accounts for a significant proportion of society's total emissions, and this is precisely why our work is a concrete part of the solution.

Habeo was founded in 2022, and the systematic planning, implementation, and measurement of our sustainability activities began at the same time.

This report brings together the results of this work in a concise manner for the first time. Sustainability is not just about what we do, but also how we operate.

For us, sustainability means looking after our people, above all. A safe working envi-

ronment, continuous skills development, and open communication are essential to our success. We want to ensure that everyone at Habeo can take pride in their work, develop within our shared journey, and return home with a sense of well-being after every working day.

A growing group needs common operating principles, however. During 2025, we have strengthened group-level emissions accounting, developed reporting practices, and promoted common operating models for occupational safety and skills development. Our next step is to refine our long-term climate targets during the course of 2026.

Habeo Group Oy
Kari Kohvakka
CEO



Habeo Group

Habeo is a Finnish group specializing in building technology and renovation construction. Habeo's core expertise includes heating, water and sewer systems, ventilation and air conditioning, electrical work, refrigeration, fire safety, and automation. Habeo also undertakes smaller renovation and repair projects where building technology plays a key role.

Habeo Group's Sustainability Report

Habeo's Sustainability Report has been drafted in accordance with the EU's Voluntary Sustainability Reporting Standard for unlisted SMEs (VSME). The report applies the VSME standard where applicable.

The report excludes the following:

- Data on water withdrawal, as Habeo does not operate in water-stressed areas.
- Data on the volume of waste generated is incomplete due to limited data available from the value chain. Within Habeo's operations, the sorting of construction, demolition, and installation waste is the responsibility of the main contractor. The volume of other waste generated is negligible.

Habeo Group

Parent company	Habeo Group HoldCo Oy (Business ID: 3269024-5)
Address	Runeberginkatu 5, 00100 Helsinki, Finland (60.1692625, 24.92853)
Company form	Limited company (Oy)
Industrial classification (NACE)	64210 Activities of holding companies
Country of registration	Finland
Group reporting	Reporting carried out on a consolidated basis
Reporting period	1 January 2025 – 31 December 2025

During the reporting period, Habeo completed six acquisitions. The acquired companies have been consolidated into Habeo's reporting from the month of acquisition.

Turnover in 2025

265 M€

Balance sheet total

181 M€

Number of employees at
the end of financial year

1,302

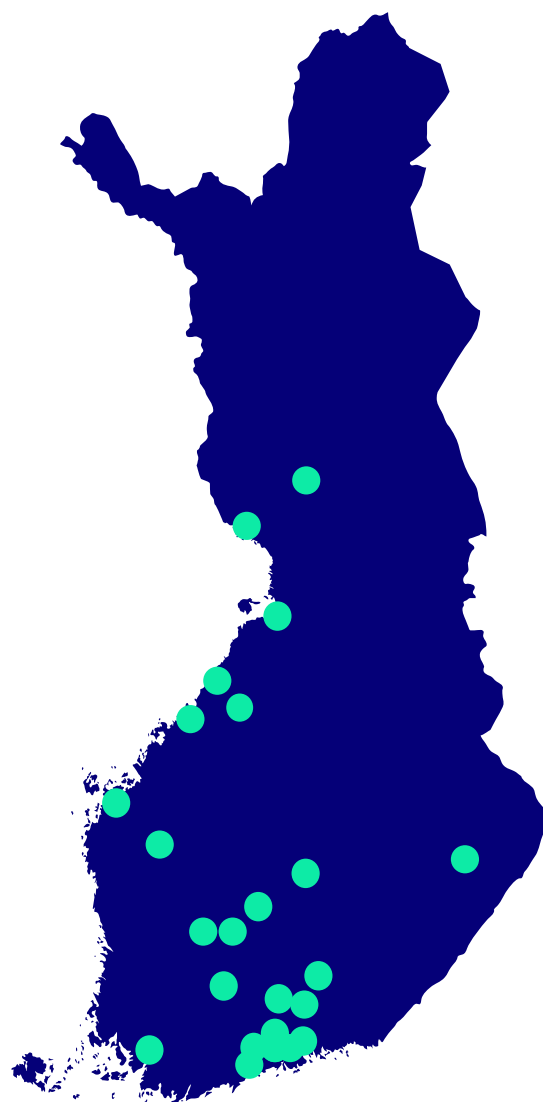
Sustainability certificates held by the
Group's subsidiaries

HSK Sähkö Group:

ISO 14001, ISO 9001, ISO 45001

Paretec Oy | Safety Technology:

ISO 9001



Key Operational Locations

Company	Address	New acquisitions in 2025
Afire Oy	Vapaudenkatu 6, 15110 Lahti	
Airdone Oy	Atomitie 1, 00370 Helsinki	
ESP Lahti Oy	Kiitokatu 6, 15210 Lahti	
ESP Suomi Oy	Atomitie 5 A, 00370 Helsinki	
ESP Tekniikka Oy	Jasperintie 334 D, 33960 Pirkkala	
Exsane Oy	Pienteollisuustie 23, 06450 Porvoo	
Habeo Group HoldCo Oy	Runeberginkatu 5, 00100 Helsinki	
Habeo Group Oy	Runeberginkatu 5, 00100 Helsinki	
Habeo Ref Oy	Tuottajantie 67, 60100 Seinäjoki	
Helsingin LVI-Huolto Oy	Porvoonkatu 53, 00520 Helsinki	09 2025
HSK Sähkö Oy	Yrityskalliontie 1, 85100 Kalajoki	
Jäämatic Oy	Aurinkokuja 5 B, 33420 Tampere	
Kaakkurin Putki Oy	Rusasenkuja 3, 90410 Oulu	06 2025
KRS-Yhtiöt Oy	Ruosilantie 3, 00390 Helsinki	
LVI-Pitkälä Group Oy	Tetрилäntie 1 B, 90460 Oulunsalo	
LVI-neluset Oy	Arentitie 7-9, 00410 Helsinki	
LVI-Palvelu Pitkälä Oy	Tetрилäntie 1 B, 90460 Oulunsalo	
LVI-Pitkälä Etelä Oy	Suutarilantie 61, 00750 Helsinki	
LVI-Pitkälä Lappi Oy	Häklinkatu 2, 95420 Tornio	
LVI-Pitkälä Newair Oy	Suutarilantie 61, 00750 Helsinki	
LVI-Pitkälä Pirkanmaa Oy	Tietohallinnonkatu 15, 33840 Tampere	
LVI-Pitkälä Rovaniemi Oy	Teollisuustie 40 V 36, 96320 Rovaniemi	
Neluset Yhtiöt Oy	Arentitie 7-9, 00410 Helsinki	
Paretec Oy	Taivaltie 5, 01610 Vantaa	01 2025
Pasilan LVIS-Palvelut Oy	Autotallintie 11, 00770 Helsinki	06 2025
Putkityö KV Oy	Sileesuonkatu 4, 33330 Tampere	
Rakennus-neluset Oy	Arentitie 7-9, 00410 Helsinki	
RAU-neluset Oy	Arentitie 7-9, 00410 Helsinki	
Respect Project Oy	Terästie 11, 04220 Kerava	
Respect Talotec Oy	Terästie 11, 04220 Kerava	
SFT Finntekniikka Oy	Tuottajantie 67, 60100 Seinäjoki	
Sähkö Oy Helsinki	Fonseenintie 1, 00370 Helsinki	
Sähkö Oy Turku	Sammalkallionkatu 9, 21200 Raisio	
Sähköpalvelu neluset Oy	Arentitie 7-9, 00410 Helsinki	
Säätö ja Asennus Grav Oy	Nuutinkatu 2, 40270 Palokka	06 2025
Terawatt Oy	Tiilipojanlenkki 9, 01720 Vantaa	
TRP Group Oy	Sammalkallionkatu 9, 21200 Raisio	
Vaasan Kylmäkone Oy	Kairatie 7, 65350 Vaasa	
Vieskan Sähköpalvelu Oy	Ruutihaantie 13, 84100 Ylivieska	04 2025
We-Group Oy	Tiilipojanlenkki 9, 01720 Vantaa	

Habeo in Figures 2025

Turnover 2025 (2024)

265 M€ (180 m€)

Adjusted EBITA 2025 (2024)

5.3% (4,8%)

Number of projects per year

~1,500

New build

81 M€ (30 %)

Renovation and maintenance

185 M€ (70 %)

NPS 2025 (2024)

71 (61)

eNPS 2025 (2024)

30 (22)

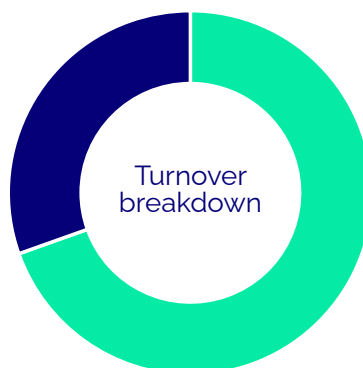
Emissions 2025

Scope 1

2 115 tCO₂e

Scope 2

110 tCO₂e



New build

30%

Renovation and maintenance

70%



Employees:

Women 6%

72

Men 94%

1,230



Employment contract type:

Fixed-term 3%

39

Permanent 97%

1,263



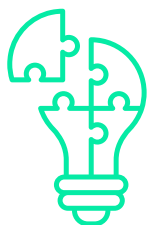
Sustainable Habeo

Our Sustainability Strategy



The operational capability of buildings is at the heart of our sustainability

We ensure that buildings and properties function safely, energy-efficiently, and cost-effectively throughout their entire lifecycle. With our expertise and solutions in building services engineering, we improve the technical performance of buildings, reduce energy consumption, and support the reduction of emissions as part of climate impact management.



Our solutions serve owners, users, and the society

We serve property owners and users, and even more broadly the society as a whole. Our solutions support the preservation and enhancement of building value, and ensure safe and functional conditions for those who work, visit, or spend their daily lives in the spaces we have helped to create.



Local expertise, managed growth

We combine strong local technical expertise with stable ownership. By working closely with our customers, we take responsibility for the quality and safety of our work, and of long-term collaboration.

This enables the systematic and continuous investment in our people, skills development, and energy-efficient solutions across all our group companies. Our operations are guided by business objectives, strategy, transparent governance, industry standards, ethical guidelines, and sustainability targets and indicators based on our key sustainability priorities.

Habeo's values:

Collaboration

Entrepreneurship

Development

Solution Orientation



Business Model

Comprehensive building services

Habeo is a Finnish group specializing in building technology and renovation construction. Habeo's core expertise includes heating, water and sewer systems, ventilation and air conditioning, electrical work, refrigeration, fire safety, and automation. Habeo also undertakes smaller renovation and repair projects where building technology plays a key role. We offer solutions that meet our customers' requirements and provide end-users with a safe, pleasant, functional, and energy-efficient environment.

Local expertise, nationwide

The strategy of Habeo Group is centered around strong local expertise and comprehensive building technology knowledge close to the customer. In line with this strategy, Habeo has acquired successful, locally operating companies specialized in building technology, which have a strong role and proven track record in their respective operational areas.

Habeo offers its group companies a wide range of strategic and operational expertise. The Group's functions create value to the group companies by developing and harmonising common operating models. Sustainability in finance, procurement, occupational safety, and skills development are at the heart of Habeo's collaborative approach.

Value chain

Habeo's value chain includes material suppliers, subcontractors, its own employees, customers, and end-users. The top of the value chain includes material collection, manufacturing, and processing. Habeo has limited visibility into this part of the value chain, and the company generally does not have direct contractual relationships with operators at this stage. Materials are mainly procured through wholesalers.

Procurement is coordinated at the Group level through shared principles and a common partner network, while companies carry out purchases directly from approved partners. The most significant group of Habeo's subcontractors consists of subcontractors working on projects. The Group utilises subcontractors in different projects, and its operations are not dependent on individual suppliers.

Employees and their expertise are Habeo's key asset. The company's aim is to secure the availability of skilled labour by positioning the company as the best workplace for top specialists in the field. This aim is supported by responsible operating practices, continuous skills development, and motivating remuneration. Employee satisfaction is measured annually through a comprehensive employee satisfaction survey. In 2025, the eNPS score was 30. This part of the value chain benefits most from the company's positive impacts.

Habeo build, renovate and maintain safe, high-quality solutions for its users in accordance with its customers' requirements. End-users benefit from positive impacts through, among other things, a pleasant working environment and improved energy efficiency. Habeo's customer satisfaction score (NPS) was a very high 71 in 2025, clearly exceeding the industry average.



CSRD Double Materiality Assessment

Habeo Group is not required to comply with CSRD* reporting. We have, however, carried out the double materiality assessment required by the CSRD Directive to identify both the sustainability themes most relevant to our business and the areas in which our operations have a significant impact on the environment, people, and stakeholders.

The assessment combined the perspectives of financial materiality and impact materiality, and formed the basis for the Group's sustainability work. Based on the assessment, Habeo's key sustainability themes are the well-being, safety, and skills of its own workforce, alongside mitigating climate change. From the perspective of impact materiality, the greatest impacts of our operations are on employees, customers, end-users, and the environment.

Ensuring the well-being, occupational safety, and competence of our employees has a direct impact on the quality of our work, the level of our service, and, in the long term, our competitiveness and business continuity.

Our operations have a direct impact on the energy efficiency and emissions of buildings, both during construction and throughout their lifecycle.

When it comes to materials and supply chains, the impacts are concentrated at points in the value chain where Habeo's scope for influence is more limited.

The themes defined within the double materiality assessment will continue to guide the Group's sustainability goals, indicators, and reporting. The assessment helps us to ensure that development measures are targeted at the areas most relevant to our key sustainability goals.

***CSRD** (EU's Corporate Sustainability Reporting Directive)



Caring about the Environment

Habeo Group is committed to continuously developing its operations to be more environmentally sustainable and to mitigate climate change in its own operations. We recognise the key environmental aspects of our operations and assess their impacts throughout entire life cycles. We set environmental targets and monitor their achievement based on the principle of continuous improvement.

Environmental sustainability is an integral part of our daily work. The company's leadership and employees are committed to acting sustainably, and the leadership together with management lead by example to encourage more sustainable choices.

In all our operations, we comply with current environmental legislation and other applicable requirements. We strive to prevent environmental incidents and respond to any situations that arise quickly and responsibly.

The Group's Climate Commitment

Habeo is reducing its carbon footprint

We have identified the most significant sources of emissions from our operations at group level. As a part of Habeo's sustainable growth we are making our climate action a managed, measurable, and continuously evolving part.

The aims of our climate action are to

- expand Scope 3 emissions accounting in stages, in collaboration with our stakeholders;
- implement emission reduction measures as part of the Group's governance; and to
- by 2030, achieve a 30% reduction in emissions relative to turnover (Scope 1 and Scope 2 greenhouse gas emissions) compared to 2025.

Habeo is helping to improve the energy efficiency of buildings

Habeo's climate action is not limited to our own operations. Through our building services solutions, we improve the energy efficiency of buildings, and support our customers' targets to reduce emissions, thereby influencing the entire built environment. In this, we operate based on the same principles as in the rest of our work: we take responsibility, work closely with our customers, and develop solutions that improve the performance of buildings safely and for the long term.

Habeo's Climate Risks

Climate change, emissions, and energy efficiency

Climate change is a key factor also for Habeo, as Scope 1 and Scope 2 emissions result from the fleet of service vehicles that use fossil fuels and from energy consumption, whilst indirect Scope 3 emissions result from raw materials such as steel and copper. Scope 3 emissions are not reported for the 2025 reporting period, as the available data is not sufficiently comprehensive and does thus not allow for reliable calculations. We are currently developing data collection and calculation models in collaboration with our partners so that we can also report Scope 3 emissions in the future.

Our energy-efficient solutions, such as ground-source heat pump systems, heat pumps, and system modernisations, have positive impacts and also provide economic possibilities. Demand for energy-efficient solutions is growing in line with customer requirements, regulations, and energy price trends.

Circular economy

Negative impacts result from the use of non-renewable natural resources, such as metals and plastics. Positive impacts, on the other hand, result from the reuse of materials and waste recycling, as well as the opportunity to expand service business operations through maintenance and lifecycle management, which can reduce waste and emissions. However, the materiality of these impacts remains below the set threshold.

Water and marine resources

For water and marine resources, the identified impacts are not considered material, as the Group's operations do not have a significant impact on water and marine resources, and water scarcity is low in Finland. In plumbing installation projects, however, solutions that reduce water consumption, such as automatic taps, bring minor positive impacts as well as business opportunities.

Operational sustainability and adaptability

Risks related to the supply chain, particularly the availability and price trends of critical materials such as copper and steel, were identified as factors affecting the sustainability and adaptability of the business, although they were not assessed as material.

Sustainable procurement and the supply chain

Key impacts relate to Scope 3 emissions caused by procured materials, where the company's ability to influence the sustainability of the supply chain is limited. At the same time, this highlights the need to increase supply chain transparency and develop sustainable procurement practices.

Emissions

How we calculate our carbon footprint

Habeo's carbon footprint has been calculated in accordance with the Greenhouse Gas Protocol (GHG). Our calculation covers Scope 1 and Scope 2. Scope 2 emissions have been calculated using a location-based method.

Scope 3 emissions are not reported for the 2025 reporting period, as the available data is not sufficiently comprehensive and does thus not allow for reliable calculations. We are currently working with our partners to develop data collection and calculation models so that we can also report Scope 3 emissions in the future.

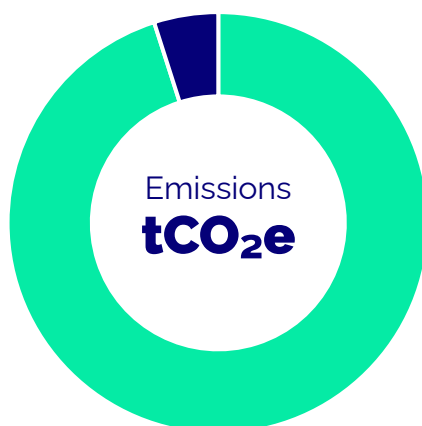
Total emissions | tonnes of CO₂e

Scope 1

2,115 tCO₂e

95.1%

Direct emissions result from the use of fuel for vehicles. Diesel, My Diesel, petrol.



Scope 2

110 tCO₂e

4.9%

Indirect emissions from the procurement of energy related to Habeo's operations resulting from energy production. These emissions relate to the heating of our rented premises and electricity consumption.

Heat

41%



Electricity

59%

Scope 1 energy consumption

8,313 MWh

Scope 2 energy consumption

992 MWh

Total energy consumption

9,305 MWh

Total Scope 1 and Scope 2 emissions

2,225 tCO₂e

Emissions intensity (Scope 1 and Scope 2)

8.4 tCO₂e / M€ turnover



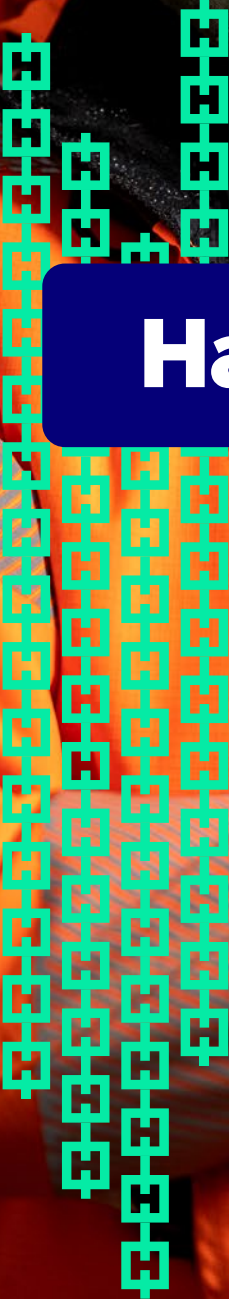
Our 2030 emissions reduction target:

By 2030, achieve a 30% reduction in emissions relative to turnover (Scope 1 and Scope 2 greenhouse gas emissions) compared to 2025.

30%

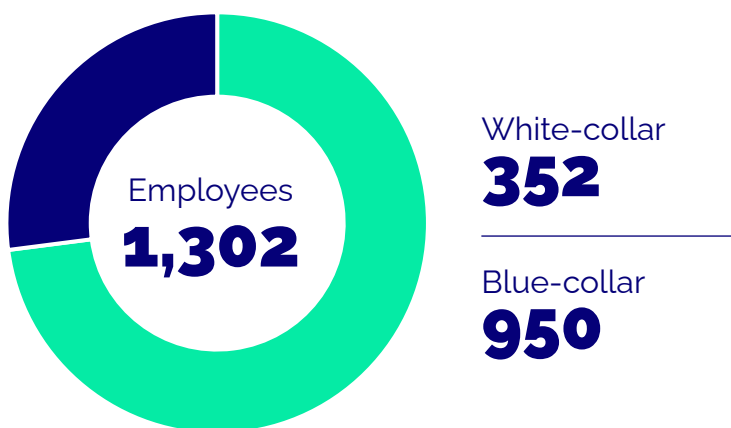
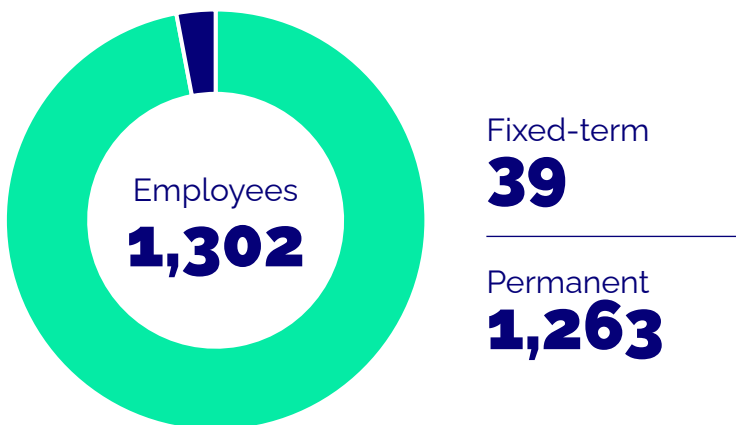


Habeo's People



Habeo's People

In 2025, we supplied, maintained, and built safe, functional, and energy-efficient properties together with a team of 1,302 Habeo employees. Of our employees, 950 were blue-collar workers and 352 were white-collar workers. The gender breakdown was 1,230 men and 72 women.



Interns per year
~150

Average age of employees
39 years

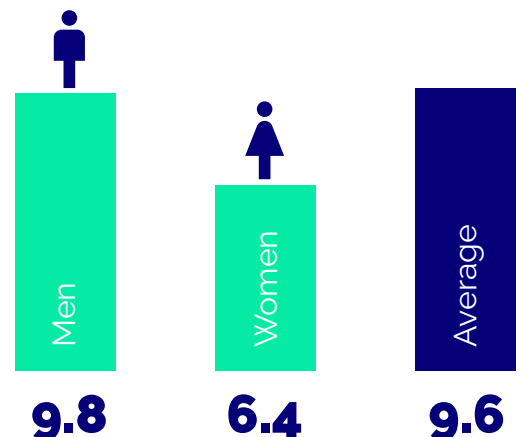
Sick leave %
2.9 %

Accident frequency rate
14.3*

Absences due to accidents
0.1 %

*The accident frequency rate (LTIF) reflects the number of workplace accidents that have occurred in relation to the number of hours worked. At Habeo, the rate is calculated per million hours worked.

Training hours per person:



Habeo's People

Our 2025 employee survey revealed significant improvements in employee experience and workplace engagement.

The response rate rose to 85 per cent, reflecting our employees' growing desire to participate and make a difference. The overall workplace experience strengthened: 88% of respondents are satisfied with Habeo, and the eNPS score rose to 30 which was a clear improvement on the previous year (22).

The results particularly highlighted open communication and line manager support. The vast majority of employees feel that they can discuss matters openly with line managers and that any issues can be raised safely. At the same time, employees felt that sufficient attention was being paid to health and safety and related guidelines. These themes represent the strongest aspects of the employee experience.

The survey also confirmed a positive trend among employees: 28% felt that the working atmosphere had further improved, and 82% believe they will still be employed by the company in two years' time. The words 'good', 'pleasant', 'flexible', 'fair', and 'reliable' were the most frequently mentioned in the responses.

The results point to a strong and cohesive team of 1,302 Habeo employees, 97% of whom are in permanent employment. The survey serves as clear evidence that investing in openness, skills development, and a safe working environment is reflected in the employee experience and in fostering long-term commitment.

Employee survey

2025

Response rate

85%

Employee satisfaction with Habeo

88%

eNPS (2024)

30 (22)

% of people who felt workplace atmosphere had further improved

28%

% of people who believed they will still be with the company in two years' time

85%

Habeo's People

Employment contracts and employee turnover

Our employee headcount, grew significantly: over the course of the year, our team expanded by a net total of 517 professionals. This reflects a strong growth phase and successful recruitment across the Group.

Employee turnover rate in 2025 was 6.4%, which reflects a total 83 people resigning of their own accord.

Remuneration 2025

At Habeo, remuneration is based on fair and clear principles. All Habeo employees' salaries are at least at the level defined in collective agreements. In our remuneration practices, we adhere to our sectors' collective agreements and Finnish labour legislation. We ensure that changes in job duties, skills, and areas of responsibility are appropriately reflected in remuneration. We have reviewed remuneration as a whole and, based on the available data, no unjustified pay gaps have been identified.

Collective agreement coverage

100%

Employee turnover

6.4%

Employee headcount growth

517



Habeo's People

Accidents

For the Habeo Group, safety and a healthy working environment are at the heart of our strategy, and one of our most important operational objectives.

In 2025, we harmonised our occupational safety work at group level. We aim to prevent occupational safety risks in advance. We introduced a common operating model and, for example, record all safety observations in the same system. All hazardous situations and accidents are reported and investigated. Every Habeo employee has a duty to promote a safe working environment. At all levels, our operations are guided by the principle that we look after people – taking into account the impact of physical, mental, and operational safety on the Group's operations as a whole.

During 2025, we recorded 31 workplace accidents. The accident frequency rate was 14.3 accidents per million working hours.

The accidents were minor in nature, and the sick leave resulting from them accounted for only 0.1% of total working hours.

Our aim is to strengthen a safety-conscious culture and ensure that every Habeo employee returns home safe and well at the end of the working day.

Safety work will continue systematically to further reduce the number and frequency of accidents.

Workplace accidents
in 2025 / million
working hours

14.3

Total workplace
accidents

31

Absences due
to accidents

0.1 %

No fatal accidents.



Habeo's People

Development initiatives – towards a shared vision

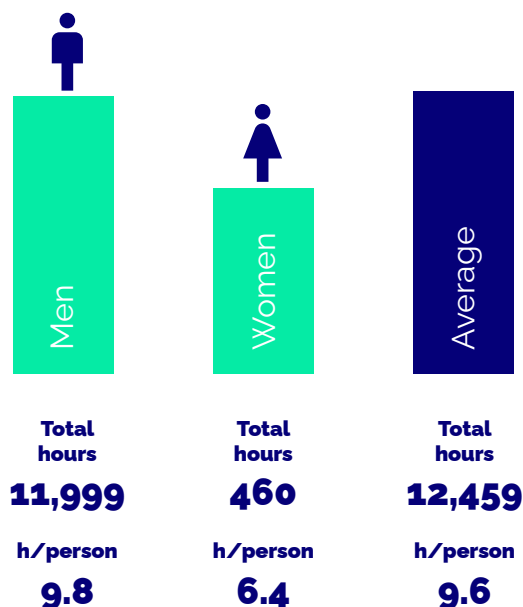
The competence of our employees was significantly strengthened through the acquisitions carried out during the year, particularly in the areas of maintenance operations and technical expertise.

We also launched Habeo Academy to support skills development, clarify career paths, and promote internal mobility. Our succession planning work revealed an increase in the sharing of expertise within the Group, which supports continuous improvement and business continuity.

In terms of well-being at work, we focused on providing comprehensive support to our employees. We standardised our partner network's insurance and occupational health services to ensure that all employees receive consistent, high-quality services regardless of their location.

We have also developed a system for managing work ability, which enables us to identify factors that threaten work ability at an early stage and reduce sick leave through clear care pathways and practices.

Training hours per person





Governance

Sustainable Business Development

Responsibility for sustainability matters lies with Habeo's Board of Directors, CEO, and Executive Management Team. Our operations are guided by business objectives, strategy, legislation, and the group companies' common operating practices and guidelines. Our corporate culture is aligned with our values which emphasise collaboration, entrepreneurial spirit, development, and a solutions-focused approach. Across the entire Group, we operate in accordance with common ethical guidelines.

Sustainability impacts are an integral part of the Group's governance. We strive to strengthen and promote positive impacts at all levels of the organisation, as well as to prevent and manage potential negative impacts in accordance with defined processes and operating principles. Habeo has no fines or convictions relating to the environment, corruption, or bribery.

Sustainability risk management forms part of our comprehensive risk management. We actively make use of opportunities arising from sustainability in the development of our business. We regularly review our strategy in relation to changes in our operating environment so that we can continue to meet the challenges posed by changing requirements and expectations.

We also lead sustainability through our targets. We set targets in relation to our business, our strategy, and our core sustainability themes. In this way, we ensure that impacts, risks, and opportunities are taken into account comprehensively, and that our sustainability work supports the Group's long-term development.

Board

Habeo's Board of Directors is the company's highest authority on sustainability, responsible for monitoring impacts, risks, and opportunities. Among other things, the Board approves the ethical guidelines governing the company's operations, as well as its key policies and plans. Habeo's Board of Directors is responsible for establishing the company's sustainability targets as part of the company's strategy and for monitoring the achievement of these targets. Operating principles and targets are updated if changes occur in the operating environment that require a response, and key policies are reviewed annually.

CEO and Executive Management Team

Habeo's CEO is responsible for the company's risk and sustainability management across the whole Group, in accordance with the guidelines issued by the Board of Directors. The CEO is responsible for ensuring that operations are managed in accordance with the strategy, taking sustainability considerations into account.

In addition to the CEO, other members of the Executive Management Team are responsible for implementing sustainability actions within the scope of their own business or support organisation.

Habeo Group's Board of Directors has four members, of which:

Women

 **1**

Men

 **3**

Proportion of women on the Board

25%

Habeo Group's Executive Management Team has 17 members, of which:

Women

 **1**

Men

 **16**

Proportion of women on the Executive Management Team

6%

Reporting Principles

Preparation and content of reporting

Habeo Group's Sustainability Report 2025 has been drafted to describe its sustainability action in the financial year from 1 January to 31 December 2025. The report applies the voluntary VSME sustainability reporting standard where applicable. The report is based on a double materiality assessment carried out by Habeo.

Content of the sustainability report

The report covers Habeo's key sustainability themes from the environmental, corporate social responsibility, and good governance perspectives.

The content focuses on the themes identified in a double materiality assessment, particularly climate change and the well-being, safety, and skills of the employees.

The report combines quantitative data with qualitative descriptions to ensure a clear and understandable overview of our operations.

Emissions accounting

Habeo reports its greenhouse gas emissions in accordance with the GHG Protocol framework, where applicable.

Scope 1 and Scope 2 emissions are based on the use of the Group's fleet and energy consumption. Scope 2 emissions have been calculated using a location-based method.

Scope 3 emissions are not yet reported, as the relevant data is currently incomplete. At present, Habeo utilises available supplier data, particularly emissions data obtained from wholesalers. The calculation of emissions in the value chain will be developed in the coming years in collaboration with Habeo's stakeholders.

Report scope and notes

Habeo's sustainability report applies the VSME sustainability reporting standard where applicable. Information not relevant to Habeo's operations has been excluded from the report.

Information concerning water withdrawal has been excluded from the report, as Habeo does not operate in water-stressed areas.

Data on the total amount of waste is insufficient due to the limited amount of data available through the value chain. Within Habeo's operations, the sorting of construction, demolition, and installation waste is the responsibility of the main contractor. The amount of other waste generated is negligible.

All information presented is based on the best available data at the time of reporting. If certain information has not been available or is not material to Habeo's operations, it has been excluded from the report.

Development phase and continuous improvement

This is the first sustainability report in Habeo's history. Habeo is committed to developing its sustainability work and reporting in stages. Data collection, indicators, and reporting practices are an integral part of continuous improvement in collaboration with Habeo's stakeholders.