

SUSTAINABLE FUTURE,  
BUILT ON TRUST – 2024



**ABLOY**

# Securing a more sustainable future — real action, real impact

**2024 has been a year of resilience, adaptation, and measurable progress for Abloy. While global uncertainties challenged industries, we chose to innovate, refine, and push forward on our sustainability journey. We believe our commitment to sustainability secures a future that is both responsible and forward-thinking.**

One of the year's key milestones was the creation of our Nordic organization, uniting operations in Finland, Sweden, Norway, and Denmark. This transition has strengthened collaboration and sustainability efforts across markets. Working within the ASSA ABLOY Group, we are building long-term impact through shared expertise and strategic alignment.

This Sustainability Review 2024 provides a transparent look at our actions, ongoing challenges, and next steps.

## **Smart security, smarter sustainability**

Sustainability is not just a requirement—it drives progress. Just as we design locks to be secure and seamless, we integrate sustainability into product development and operations.

In 2024, we expanded our Sustainability Compass, ensuring that environmental impact is central to product development. Customers increasingly expect solutions that support security while reducing emissions. Our keyless ABLOY CUMULUS system is a great example—eliminating physical key exchanges reduces travel, saves energy, and lowers emissions. A facility manager no longer needs to drive across town to hand over a key—small change, big efficiency gains.

Through Lifecycle Assessments (LCAs), we ensure our sustainability claims are data-backed and measurable, making innovations more than just aspirations.

## **Cutting emissions where it matters most**

We are making steady progress toward our 2025 sustainability targets, prioritizing real, lasting improvements. Key reductions come from energy efficiency, optimized processes, and the amount of hazardous and non-hazardous waste.

However, our greatest environmental impact lies in the supply chain and product lifecycle. Reducing Scope 3 emissions remains a critical challenge, requiring deep cooperation with suppliers. In 2024,

we expanded supplier engagement, integrating sustainability criteria into sourcing and logistics—creating lasting industry impact.

We remain committed to raising the bar for emissions reduction, resource efficiency, and supply chain sustainability.

The field of sustainability is continuously developing, and we aspire to keep up with the changes and updates. Therefore, we have decided to update our environmental goals as well as the terminology we use. We will no longer use the term “carbon neutral” in our environmental goals. Despite this change, our environmental work continues at full speed, and we focus on decreasing our emissions in our own operations and across our value chain.

## **Safe workplaces, stronger communities**

A workplace should be as secure as the locks we create. In 2024, we strengthened our proactive safety culture, improving workplace well-being through risk identification and preventive measures. Employee safety and well-being remain a top priority as we enhance workplace policies.

Beyond our organization, we recognize our role in the wider community. Through our partnership with Heureka, we inspired young people to take responsibility for the future, shaping a culture of sustainability from an early age.

## **What's next: raising the bar for sustainability**

Our mission is clear: driving sustainability through innovation, collaboration, and transparency. While we have made significant progress, Scope 3 emissions and supply chain sustainability require continued focus and improvement.

Together with ASSA ABLOY, we are advancing shared sustainability goals, ensuring that our progress is measurable, data-driven, and impactful.

The choices we make today shape tomorrow. We remain committed to leading by example, setting ambitious goals, and driving meaningful change.

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**Our mission is clear: driving sustainability through innovation, collaboration, and transparency. While we have made significant progress, Scope 3 emissions and supply chain sustainability require continued focus and improvement.**



JARI TOIVANEN  
SVP & Head of Nordics

**Sustainable Future, Built on Trust**

## Abloy is shifting focus from targeting carbon neutrality regarding own operations to cutting its value chain emissions

Abloy set its goal in 2021 to make the Joensuu factory carbon-neutral by 2025. The goal was based on the PAS 2060:2014 standard, which authorized companies to set uniquely identified carbon neutrality targets, such as achieving carbon neutrality regarding scopes 1 and 2.

The standard stated that after emissions are first reduced based on a goal-oriented reduction plan the remaining emissions must be offset with purchasing high-quality carbon credits. Abloy has made the decision to discontinue the use of the term carbon neutral in our goal setting order to ensure its climate communications remain up to date, credible, and in line with the latest sustainability communication practices, such as the EU Consumer Rights Directive, UCPD directive and the upcoming Green Claims directive. "What matters most to us is that our communication reflects current expectations and standards – even when it means re-evaluating our goals or terminology. We want to communicate transparently about our progress regarding our emission cut journey and to not use terminology that can be misleading or misunderstood.", says Enssi Savolainen, Health & Safety and Sustainability Manager at Abloy.

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**Our message is simple: our climate work continues at full strength. We're no longer using the term carbon neutral, but not because we care any less about our emissions – quite the opposite. We want to do this the right way", concludes Enssi Savolainen.**

under ISO 14068, we would also have needed to take our Scope 3 emissions into account. According to the emissions hierarchy, companies must first avoid, then reduce and replace emissions before considering offsetting. Therefore, we have to tackle our Scope 3 emissions in these three ways before we can even begin to think about compensation. We still have a lot of work to do on our Scope 3 emissions," says Anna Varis, Environment and Sustainability Specialist at Abloy Oy.

"The way the term 'carbon neutral' is used and perceived has also changed significantly in recent years. Using it no longer aligns with responsible communication standards, so we no longer want to use it in this context", she continues.

For these reasons, Abloy does not see offset-based compensation as a realistic

or meaningful solution within its strategy at the moment.

### **Abloy's own operations emissions near zero – equivalent to approximately seven Finns**

While the terminology has changed, the target has not: Abloy remains committed to eliminating all own operation emissions including all emissions from Joensuu factory. We have been committed to an ambitious long-term climate work for over a decade, and the results are now visible. By the end of 2024, our own operations annual emissions are down to approximately 51,2 tCO<sub>2</sub>e – equivalent to the approximate average annual emissions of just seven Finns.

### **These reductions have been achieved through a broad set of measures:**

- **100 % renewable electricity and district heating.**
- **Cooling system modernization:** In 2023, Abloy invested in replacing old refrigerants and cooling units with alternatives that have a lower Global Warming Potential (GWP).

ENSSI  
SAVOLAINEN  
Health & Safety  
and Sustainability  
Manager at Abloy



### **Why we moved away from carbon neutrality target**

The original carbon neutrality target regarding our own production was based on PAS 2060, which has been withdrawn since the 1st of January 2025. It has been replaced with ISO 14068-1:2023 standard, which requires taking into consideration all emissions of an organization (scopes 1, 2 and 3) to reach carbon neutrality.

While the original goal was realistic when focused solely on Abloy's operational emissions, meeting the new requirements would demand large-scale offsetting across the entire value chain.

"We explored various options together with experts from Sweco. If we had continued to aim for carbon neutrality



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Reducing Scope 3 emissions doesn't happen overnight, but we are now building the systems and partnerships to make it possible. This is a shared challenge across our industry, and we want to be among the leaders”, says Anna Varis.

- **Company-car electrification:** Starting in 2025, all new company vehicles will be fully electric, unless a justified exemption is granted. The last hybrids and combustion engine vehicles will be phased out by 2027.
- **Facility energy efficiency upgrades and accurate emissions tracking.**

“We've come a long way to reach this point. Even though the remaining emissions are small, we continue to look for ways to reduce them – for example through further upgrades to cooling systems and building infrastructure”, says Enssi Savolainen.

#### **Shifting focus to value chain emissions (Scope 3)**

More than 99 % of Abloy's total emissions come from Scope 3 sources: purchased materials, logistics, product use, and end-of-life treatment. In other words, a big part of the work is still ahead.

As part of the ASSA ABLOY Group, Abloy is committed to the Science Based Targets initiative (SBTi). At Group level, the target is to reduce Scope 3 emissions by 28 % by 2030, compared to a 2019 baseline.

“Reducing Scope 3 emissions doesn't happen overnight, but we are now building the systems and partnerships to make it possible. This is a shared challenge across our industry, and we want to be among the leaders”, says Anna Varis.

#### **Responsible participation in carbon markets – research before claims**

While Abloy is not currently using carbon offsets in its climate strategy, the company is carefully exploring under what conditions it could participate in domestic climate initiatives in the future. To support this, Abloy has launched a master's thesis collaboration with LUT University. The study will assess how the company might credibly engage with carbon markets – without risk of misleading claims, double counting, or questionable additionality. The goal is to lead by example in responsible, evidence-based climate action.

#### **The outcome: credible long-term sustainability work**

Abloy's decision to move away from carbon neutrality target demonstrates its commitment to responsible climate communication. The focus is even more than before on transparently reported actions, measurable progress, and continuous improvement. This builds trust and lays the foundation for our long-term SBTi goal: achieving net-zero emissions across the entire value chain no later than 2050.

“Our message is simple: our climate work continues at full strength. We're no longer using the term carbon neutral in our sustainability targets, but not because we care any less about our emissions – quite the opposite. We want to do this the right way”, concludes Enssi Savolainen.

ANNA VARIS  
Environment &  
Sustainability  
Specialist at Abloy Oy



# Innovation

## Innovating for smarter, more sustainable future

In 2024, Abloy has continued to advance the locking industry by introducing solutions that enhance operational efficiency, optimize energy use, and reduce material waste. New products and updates are designed to support existing systems, allowing customers to upgrade their security solutions without unnecessary investments while promoting a circular economy model.



FREDRIK JOHANSSON,  
R&D Manager at Abloy

“We strive to provide solutions that are both long-lasting and resource efficient. Every new product is designed to minimize material waste and energy consumption while maintaining high functionality”, says **Fredrik Johansson**, R&D Manager at Abloy.

#### **Future-proof access solutions designed for longevity**

As part of our commitment to long-term usability and resource efficiency, Abloy has expanded its portfolio in 2024. The keyless ABLOY CUMULUS product family now includes a Key Deposit and Swing Handle, improving access management while supporting sustainable maintenance practices by reducing the need for travel, physical keys and energy consumption.

Additionally, ABLOY OS access management software has been enhanced with new features that extend the lifecycle of existing security infrastructure, making system upgrades more cost-effective and adaptable. These improvements ensure that customers can modernize their security solutions without discarding fully functional components.

#### **Sustainability compass – a more precise tool for material efficiency**

ASSA ABLOY Group’s Sustainability Compass has been upgraded to provide a more detailed analysis of materials and manufacturing processes. By refining the tool, we can now make data-driven decisions to reduce material waste. This means selecting materials that optimize recyclability, adjusting manufacturing methods, and ensuring product durability with minimal resource use.

#### **The improved tool allows us to:**

- **Compare current and future products** to identify the most impactful material and production choices.
- **Break down product structures** to target the most significant areas for carbon footprint reduction.
- **Reduce virgin material usage**, enhance recyclability, and optimize manufacturing processes.

“With this tool, we can reduce material waste and focus development on the elements that have the greatest impact on a product’s lifecycle sustainability”, says **Vesa Tuunainen**, Project Manager in Mechanical Core Nordics at ASSA ABLOY.

Products like the CUMULUS family are now designed from the outset to be resource efficient without compromising quality or durability.

#### **VA/VE innovation: cutting carbon one product at a time**

Abloy’s sustainability targets are guided by VA/VE (Value Analysis/Value Engineering) processes, which set measurable goals for product development. Each new product is designed to have a carbon footprint at least 20 % lower than its predecessor.

#### **This is achieved by:**

- **Reducing material usage** – particularly in components with a high environmental impact, such as keys.
- **Increasing recyclability** through material selection and improved design.
- **Optimizing structural efficiency** to maintain durability while using less raw material.

“For example, optimizing key design by reducing material thickness within durability limits has already shown a measurable impact—when applied across thousands of units, this single improvement results in significant emissions reductions and less raw material use”, explains Tuunainen.

Procurement teams work closely with VA/VE experts to identify the most sustainable manufacturing methods and material choices for future products, ensuring that environmental impact is minimized at every stage of the production process.

#### **Energy optimization: more security, less power use**

By optimizing energy consumption across products and cloud services, Abloy not only reduces environmental impact but also ensures customers benefit from lower operational costs and longer-lasting technology.

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We strive to provide solutions that are both long-lasting and resource efficient. Every new product is designed to minimize material waste and energy consumption while maintaining high functionality”, says **Fredrik Johansson**, R&D Manager at Abloy.

CUMULUS locks are designed to operate without constant network connectivity, reducing unnecessary power use and enabling functionality in remote locations.

Additionally, our cloud services dynamically scale based on demand, preventing excess energy consumption. Meanwhile, our algorithms have been refined to reduce computational power needs, lowering energy use across devices and server infrastructure.

#### **Longevity and upgradability reduce waste**

Abloy designs its security solutions for upgradability and long-term use, reducing unnecessary replacements. Many existing doors can be upgraded with smart features by replacing only parts of the lock, minimizing both material waste and installation costs.

Similarly, backward compatibility is a key focus in digital systems, ensuring software updates extend the lifespan of existing hardware, reducing electronic waste. This approach means that customers can adapt their systems over time rather than replacing them entirely, leading to both cost savings and reduced environmental impact.

#### **Shaping the future: security that lasts and innovates**

Customers expect security solutions that go beyond traditional protection – they must also be energy-efficient, adaptable, and sustainable. Organizations increasingly include material efficiency and sustainability in procurement decisions, influencing Abloy's development strategy.

"We want to offer solutions that support our customers' sustainability goals without adding extra costs or complexity. This means long-lasting, adaptable, and energy-saving solutions that help them optimize operations", Johansson states.

By embedding sustainability into every stage of product development, Abloy is not just shaping the future of security but setting new industry standards for more responsible innovation.



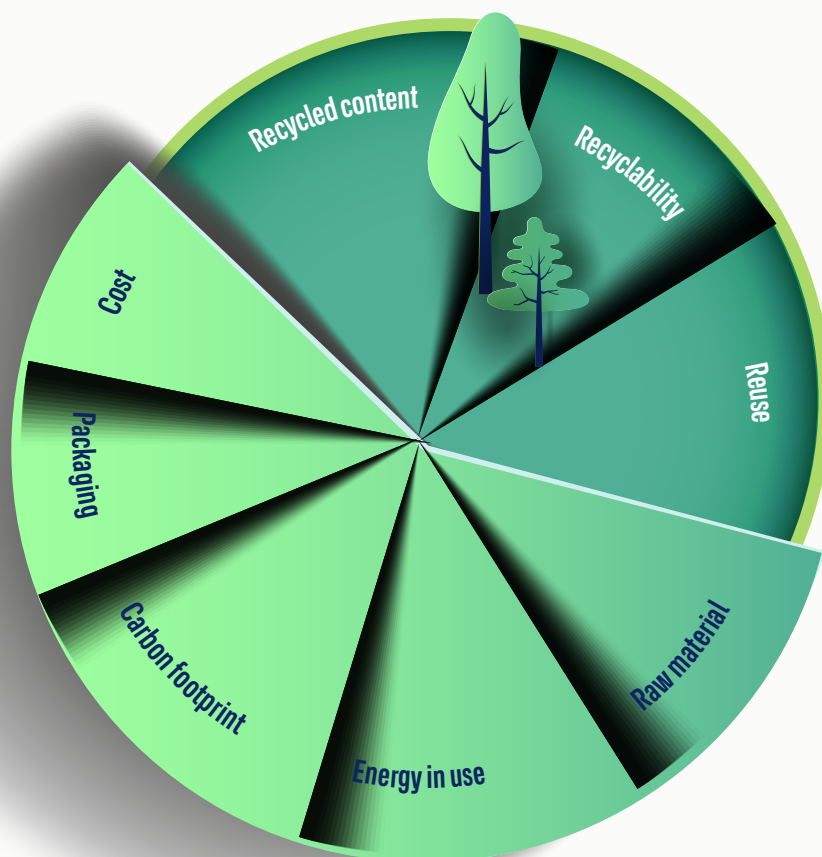
VESA TUUNAINEN,  
Project Manager in Mechanical Core  
Nordics at ASSA ABLOY

## The Sustainability Compass

Using the Sustainability Compass, an integral part of our product development and design criteria, we ensure responsibility and energy efficiency throughout the entire life cycle of products.

The compass includes eight dimensions: raw materials, packaging, virgin material, end-of-life reusability, recyclability, in-life energy consumption, carbon footprint, and financial cost.

Each dimension is evaluated from a life cycle perspective, with the goal of having a lower impact than the previous product.



## UN Sustainable Development Goals

As a part of the ASSA ABLOY Group, we are committed to the UN Sustainable Development Goals.

### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



We support the intention of SDG 9 by systematically exploring ways to reduce production materials, optimize product components and streamline production as well as transport methods. The Sustainability Compass is integrated into our product innovation process, organically embedding sustainable design into the development of new products.

### 11 SUSTAINABLE CITIES AND COMMUNITIES



We are contributing to SDG 11 on making cities and human settlements inclusive, safe, resilient by offering sustainable products and services related to openings and entrance automation solutions. Environmental product declarations (EPDs) contribute points towards higher ratings in global green building certifications such as LEED and BREEAM.

# Operations

Optimized operations:  
minimizing emissions through  
automation, efficiency and  
continuous improvement

KIMMO KUUSELA  
Plant Manager  
at Abloy





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We have already minimized our factory emissions to an exceptionally low level, but we will continue pushing for even more improvements”, Kuusela affirms.

Our investments in energy management and process efficiency have resulted in improvements in energy efficiency. From renewable energy adoption to waste reduction, we have systematically worked towards more efficient operation. “We have transformed the way we manage our resources, and the impact is visible in both our sustainability performance and operational efficiency”, says **Kimmo Kuusela**, Plant Manager at Abloy.

#### **Smarter energy management and facility automation**

A key achievement this year was implementing advanced facility automation, allowing precise control of energy use. “We have significantly improved our ability to monitor energy consumption and optimize heating and ventilation systems”, Kuusela explains. “By partnering with automation experts, we can now remotely adjust ventilation and heating based on operational needs, reducing unnecessary energy use and cutting emissions.”

With facility automation we have managed to reduce our district heating energy consumption. Real-time tracking and adjustments have improved our factory’s energy efficiency, allowing us to optimize resource use and reduce waste. Optimizing heating and ventilation through smart automation has reduced district heating energy consumption by 6 %.

Also, our Joensuu factory generates about 1% of its energy needs from solar power, reducing reliance on external electricity sources. Overall, in 2024 we were able to reduce the CO<sub>2</sub> emissions of our own operations by 32% compared to 2023 by shifting from a fossil fuel forklift to an electric one,

updating our company car policy and modernizing refrigerants and cooling units.

#### **Reducing waste and optimizing production**

“We made significant changes in our production processes, improving productivity and integrating new measurement tools to enhance efficiency,” says Kuusela. One major focus has been compressed air production, a critical but energy-intensive function. “We’ve upgraded compressors, introduced better tracking systems, and worked with partners to identify and fix leaks, minimizing air loss. Next, we are planning to install magnetic valves to ensure air consumption only when necessary, eliminating waste.”

We also prioritized reducing chemical impact. “We successfully transitioned plenty components from Chromium 6 to Chromium 3, and this work will continue into 2025 as we move toward safer chemical alternatives”, Kuusela confirms. These improvements enhance workplace safety and reduce environmental risks, reinforcing our commitment to responsible material use.

Additionally, we initiated a facility condition assessment to identify further sustainability improvements, particularly in ventilation systems to minimize machinery needs while maximizing energy efficiency. “We are mapping out the next steps in optimizing our infrastructure, improving sustainability even further,” says Kuusela.

#### **Collaboration driving operational excellence**

We strengthened Nordic collaboration, ensuring best practices are shared across sites. “We exchange insights on everything from energy efficiency



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to workplace safety, and it’s been a mutually beneficial process”, Kuusela notes. “For example, our structured approach to safety walks has helped our Nordic colleagues improve their observation and reporting processes.”

We also introduced new sustainability expertise to product development. “A dedicated product sustainability manager has joined our product teams, focusing more on Scope 3 emissions and steering us toward the next sustainability targets”, says Kuusela.

#### **Looking ahead: continuous improvement toward net-zero**

Despite significant reductions in emissions and waste, we remain committed to continuous improvement. “Although we still generate emissions, we are steadily moving toward zero. Our next improvement plan is to further modernize our facility energy recovery systems, especially regarding ventilation, which will bring us even closer to our sustainability goals”, Kuusela explains.

With a clear roadmap toward net-zero, our 2024 advancements set the stage for an even more sustainable and efficient future. “We have already minimized our factory emissions to an exceptionally low level, but we will continue pushing for even more improvements”, Kuusela affirms. We remain committed to proving that operational excellence and environmental responsibility go hand in hand.



## Abloy's own wastewater treatment plant: EFFICIENT SURFACE TREATMENT IN ACTION

Sustainability extends beyond emissions and energy efficiency—our in-house wastewater treatment plant is a key part of our commitment to more responsible manufacturing. Managing hazardous materials requires careful planning, expertise, and continuous optimization, ensuring that our surface treatment processes meet the highest environmental standards.

"Operating our own wastewater treatment plant allows us to take full responsibility for purification, rather than relying entirely on municipal systems", explains **Tomi Tolvanen**, Process Operator at Abloy. The multi-stage treatment process ensures that acidic and alkaline wastewater streams are carefully separated and treated to remove impurities, making the water safe for discharge.

### Precision and continuous monitoring

Achieving this level of environmental responsibility requires constant monitoring and expertise. "There's no single solution that guarantees perfect efficiency—it requires continuous adjustments and learning", says **Kaisa Tikkanen**, Laboratory Technician. Regular wastewater analysis helps optimize chemical usage, reduce sludge, and improve treatment efficiency.

"Our wastewater contains some metal residues, but in many cases, the final treated water has lower metal concentrations than even drinking water standards", Tikkanen adds.

### Exceeding standards and driving innovation

Abloy's wastewater treatment goes beyond regulatory compliance, with stricter internal limits ensuring the highest safety standards. "Over the last decade, we've never exceeded regulatory limits, and our proactive approach means we are always improving", Tolvanen notes. Quarterly independent testing and municipal inspections verify the effectiveness of our system.

Through continuous optimization, Abloy has significantly reduced water consumption, lowering both environmental impact and operational costs. "We are constantly developing better ways to treat water, because the cleaner

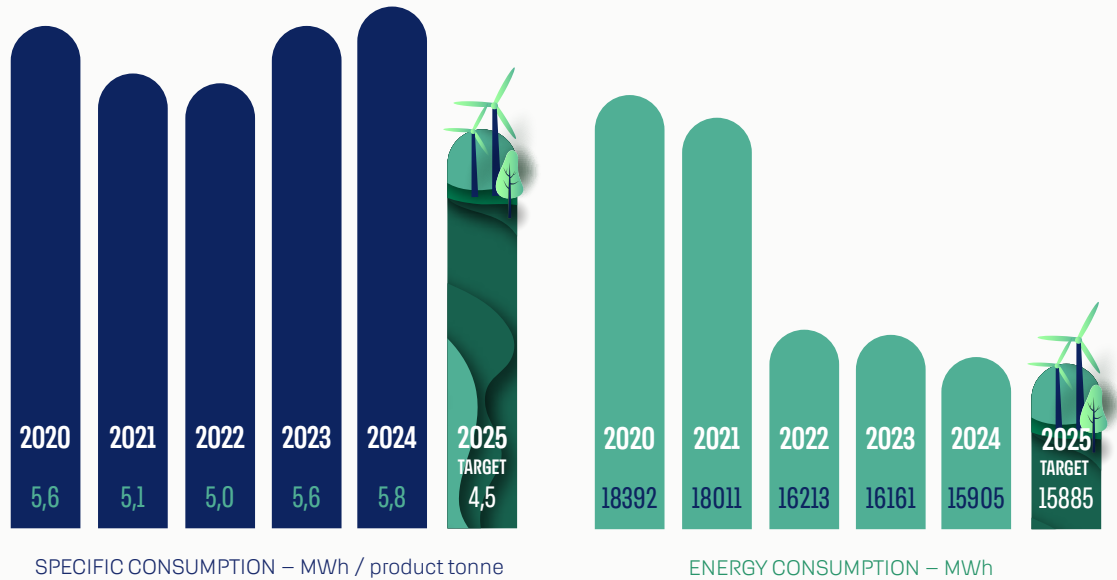
it is when it leaves our facility, the better it is for everyone", says Tikkanen.

The fields of surface treatment, wastewater treatment, and laboratory activities are highly diverse and constantly evolving. Alongside working, Tikkanen is also studying advanced laboratory studies.

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## Achievements and targets

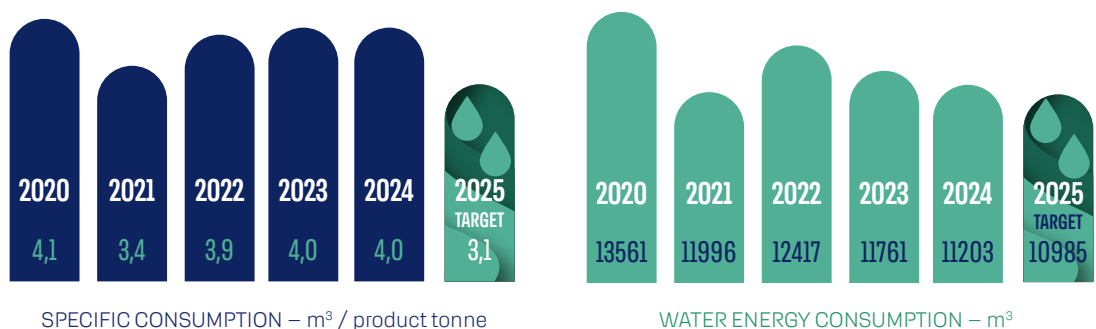
### ABLOY OY ENERGY



#### Reducing our energy consumption

We are constantly aiming to energy savings. As an acknowledgement of our persistent efforts, we hold an ISO 50001 energy management certificate, which requires a strong commitment and systematic approach to improving energy efficiency. Due to production structure changes and increased amount of digital products and services, our specific energy consumption has increased in recent years. However, we have been able to decrease our total energy consumption and we continue to improve our energy efficiency with various actions, such as improvements to property energy efficiency and better control of compressed air leakage.

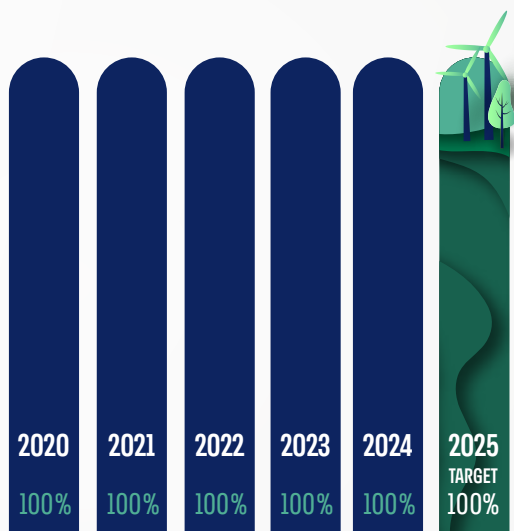
### ABLOY OY WATER



#### Saving water

Our goal is to decrease our absolute water consumption –25% by the end of 2025 (ref. 2019) and we are moving towards this goal at a good speed. In 2024 our specific water consumption remained at the same level as the previous year while our absolute water consumption decreased almost already reaching our 2025 target. Our work continues towards the 2025 goals focusing especially on process water consumption savings.

## ABLOY OY RENEWABLE ENERGY



### Favouring low carbon energy sources

The electricity we purchase has come from 100% renewable sources since 2013 and we have used carbon-neutral district heating since the beginning of 2018. In 2020, we installed 604 solar panels on the factory roof with a rated capacity of 200 kW. Since their installation, the panels have produced 642 MWh of electricity. Our local deliveries in Joensuu around factory area are handled with electric car. Starting in 2025, all new company vehicles will be fully electric, unless a justified exemption is granted. The last hybrids and combustion engine vehicles will be phased out by 2027.

## ABLOY OY JOENSUU FACTORY WASTE TO LANDFILL



### Zero waste to landfill

Our Joensuu factory is landfill-free. Our waste management is guided by The Carbon Trust Standard for Zero Waste to Landfill. These requirements also apply to our waste operators. The amounts of hazardous waste we produce are being reduced through training and anticipatory maintenance of machines. Production waste is sorted and recycled wherever possible – for example brass chips from production are recycled to brass bars and they will get a new life as a valuable raw material.

## UN Sustainable Development Goals

As a part of the ASSA ABLOY Group, we are committed to the UN Sustainable Development Goals.



**6 CLEAN WATER AND SANITATION**

In order to reach ASSA ABLOY's overall goal of reducing its environmental impact, implementing water reuse and recycling systems, with a more efficient use and management of water is a critical step.



**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

We are committed to adopting sustainable practices into our operations with a strong focus on resource efficiency and waste reduction through prevention, reduction, recycling and reuse.



**8 DECENT WORK AND ECONOMIC GROWTH**

We promote inclusive and sustainable economic growth by integrating sustainability into the sourcing processes. Labour rights, decent work with equal pay, health and safety and gender balance are key priorities at all levels throughout the ASSA ABLOY Group and the supply chain.



**13 CLIMATE ACTION**

Continuous efficiency improvements in production processes reduce our climate impact and is linked to SDG 13 on urgent action to combat climate change and its impacts by considering lifecycle environmental impacts of a product through more efficient resource use, and by applying the reduce reuse recycle principle.

## Advancing carbon transparency and sustainability through collaborative partnerships

For Abloy, 2024 marked another pivotal year in our mission towards a more sustainable supply chain. Driven by precise data collection, enhanced transparency, and strengthened collaboration with suppliers, we continued advancing towards ambitious sustainability goals.

In 2024, we made progress in reducing Scope 3 emissions, which originate from our supply chain. Recognizing that these emissions constitute the majority of our carbon footprint, we intensified efforts to achieve greater data accuracy and transparency. Building upon 2023's shift towards more precise methods—carefully considering product mass and production waste—we have now begun expanding our assessment to include the full material input per product. While a complete gross mass analysis is still underway, we have moved beyond net product mass alone and are beginning to map the raw materials used in production.

“By focusing on precise material inputs and production waste, we've enhanced our ability to target areas with the greatest environmental impact, leading to meaningful and focused improvements”, explains **Pia Rätty**, Head of Nordics Procurement at ASSA ABLOY.

### Strengthening supplier collaboration

Collaboration with our suppliers matured significantly in 2024. Structured engagement processes were implemented to raise sustainability standards across our entire value chain.

By successfully gathering recycling rate certifications from our primary suppliers, we've enhanced the precision of our sustainability assessments. Additionally, collecting detailed data on supplier energy mixes, particularly renewable energy usage, has revealed clear opportunities for further reducing our Scope 3 emissions.

We have also engaged our suppliers through sustainability-focused workshops, training sessions, and regular dialogues, strengthening mutual understanding and commitment to shared sustainability goals.

“This approach not only improves transparency but also fosters innovation and proactive collaboration, creating stronger partnerships that contribute positively to the entire value chain”, Rätty says.

### Innovation driving sustainability

Integrating sustainability and emission analysis tools at the early stages of product development ensures that environmental considerations are embedded from the very beginning. This proactive approach leads to lower overall environmental impacts across the entire product lifecycle. Strategic design and material selection have played a key role in advancing sustainability. Through Value Engineering initiatives, we have systematically optimised product designs to enhance manufacturability, reduce complexity, and minimise environmental impact.

“Tangible results have been achieved through component reduction, more efficient material use, and decreased waste generation. For instance, replacing single-function parts such as fasteners and prioritising low-energy, low-scrap manufacturing methods—like powder metallurgy—have helped us move towards more sustainable solutions,” says **Toni Turhanen**, VA/VE Manager at Abloy.

TONI TURHANEN  
VA/VE Manager at Abloy

The addition of a Product Sustainability Manager in 2024 further strengthened our analytical capabilities, allowing detailed assessments of top product groups and identifying impactful sustainability improvements. This role has facilitated enhanced communication between procurement, design teams, and suppliers, ensuring sustainability considerations are embedded into every aspect of product planning and production.

#### Sustaining momentum towards net-zero

Looking forward, we continue to improve our supply chain sustainability practices. With systematic data collection now firmly established, we are well-positioned to meet our ambitious targets and support the goal of achieving net-zero emissions across our value chain by 2050.

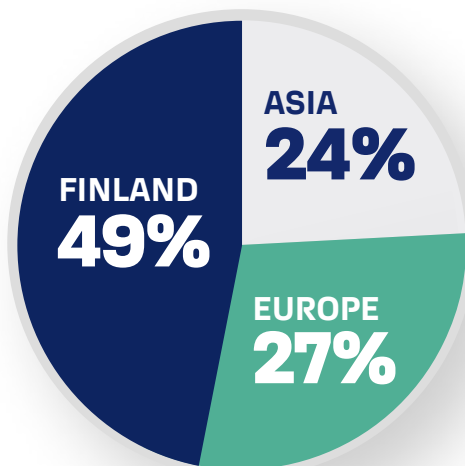
Future efforts will emphasize further advancing renewable energy usage within our supply chain, increasing material circularity, and enhancing our digital tools for even more precise data collection and transparency. Transparency, innovation, and collaboration remain central as we continue building a responsible future together with our suppliers, customers, and stakeholders.



PIA RÄTY  
Head of Procurement Finland

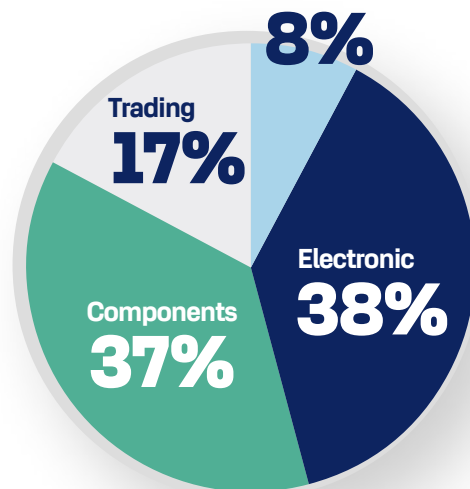
## 2024 procurement figures

Share of annual direct purchases



We strive to make as many purchases as possible from Finland and Europe.

Raw Materials



# People

## People make it happen

When it comes to safety, efficiency, or responsibility, it's the people who make it happen. At Abloy, we understand that our personnel are the cornerstone of our operations. Beyond providing a safe, supportive, and equitable workplace, we invest in continuous skill development, without losing sight of our responsibility to help our community.



Our safety performance in 2024 surpassed ambitious goals, with employees reporting over 1,500 safety observations. Importantly, these weren't just numbers: over 90% resulted in tangible improvements. Observations have led to concrete enhancements, such as clearer pedestrian pathways, improved workstation ergonomics, and better lighting in critical areas.

"Our employees aren't just reporting safety issues—they're actively shaping solutions. Each observation reflects genuine care for colleagues, creating practical and sustainable improvements" explains **Enssi Savolainen**, Health & Safety and Sustainability Manager at Abloy.

One significant initiative, launched in cooperation with Liikenneturva, was the Arjenreitti project aimed at improving commuting safety. Beginning with an extensive employee survey to identify risks, we implemented targeted measures such as enhanced lighting, awareness campaigns through QR-coded information, flyers, and training sessions.

Internally, we introduced practical solutions like our new "4K safety rules," which include prohibiting mobile phone usage while walking, avoiding noise-canceling headphones, ensuring eye contact with forklift drivers, and strictly using designated walkways. These simple rules have directly decreased near-miss incidents, making factory navigation safer for everyone.

"The 4K rules are effective because they're easy to understand and apply. Employees quickly adapted, and we're seeing immediate benefits with fewer incidents" explains **Jari Jormalainen**, Health and Safety Specialist at Abloy.

To further encourage participation, we implemented an incentive program rewarding proactive safety observations, noticeably improving both the quantity and quality of observations. Employee suggestions directly led to improvements such as clearer pathways, enhanced lighting, and improved ergonomics. Additionally, we increased the number of safety walks and set a new target: each employee is expected to submit at least two safety observations annually.

### Growth through continuous learning and leadership

In parallel with our safety enhancements, 2024 was marked by significant organizational change due to the Nordic business transformation. To support this transition, we launched new Nordic-level Learning & Development sites on our intranet, Avenue. These pages are designed to support everyone's learning journey, providing resources and opportunities to develop skills and advance their career.

We further enhanced our learning environment by implementing the 70-20-10 learning model.

This approach is designed to optimize employee development by balancing formal training, social learning, and experiential learning. In this model, 70% of learning is derived from on-the-job experiences, emphasizing hands-on tasks, projects, and real-world challenges as the most effective ways to develop practical skills.

Additionally, 20 % of learning comes from social interactions, where engaging with colleagues, mentors, and leaders through feedback, coaching, and collaboration reinforces and expands learning. Finally, 10% of learning is obtained from traditional training courses. This practical approach has resonated positively among employees.

"Our employees tell us this model makes learning more relevant and immediately useful. They appreciate the chance to learn actively through real challenges," Manager, Learning and Development Nordics colleague **Johanna Kontio** adds.

To ensure the well-being of our employees, we have partnered with Varma Mutual Pension Insurance Company to develop a comprehensive work ability management training program in our production in Joensuu. This training was specifically designed to equip supervisors with practical skills to effectively support employees' wellbeing.

"Managing change effectively isn't about processes—it's about people. We've prioritized giving

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The 4K rules are effective because they're easy to understand and apply. Employees quickly adapted, and we're seeing immediate benefits with fewer incidents" explains **Jari Jormalainen**, Health and Safety Specialist at Abloy.

supervisors concrete tools to support their teams and maintain employee engagement and well-being” says HR Business Partner **Henna Järvinen**.

Further initiatives include the ongoing Unlock Potential leadership development program, which is designed to accelerate the growth of emerging leaders in the Nordics. We will continue our Leading for Success program, which is a leadership development aiming to equip participants with the knowledge and skills necessary for effective managerial work, with a focus on implementing a growth mindset and coaching leadership in daily tasks.

#### Looking ahead – our commitment for 2025

As we move forward, our objectives for 2025 remain clear.

We aim to achieve a 95 % implementation rate for safety observations, further enhance internal mobility, and continue to introduce digital solutions that support employee growth and well-being.

“We want to create a workplace where safety, continuous learning, and collaboration are naturally integrated into daily operations. This way, everyone thrives, and Abloy thrives with them”, concludes Health & Safety and Sustainability Manager Enssi Savolainen.

“

Managing change effectively isn't about processes—it's about people. We've prioritized giving supervisors concrete tools to support their teams and maintain employee engagement and well-being” says HR Business Partner Henna Järvinen.

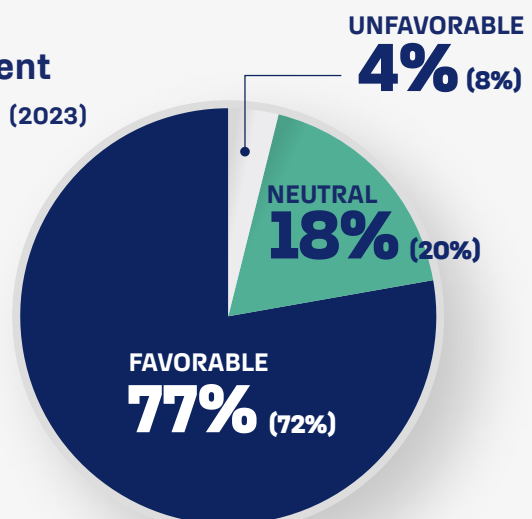


## Voice of the Employee survey

Participation  
rate 2024 (2023)

**92%** (87%)

Engagement  
rate 2024 (2023)



JOHANNA KONTIO  
Manager Learning &  
Development, Nordic

HENNA JÄRVINEN  
HR Business Partner,  
L&D, Nordic

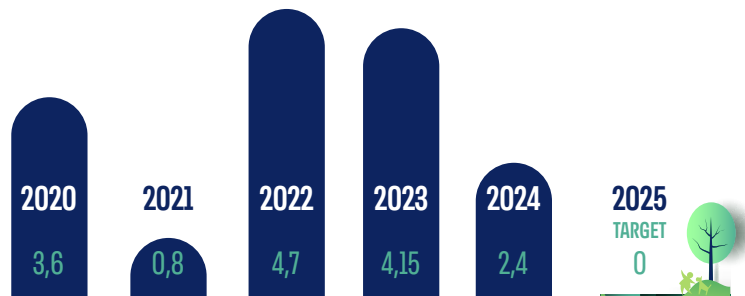


**"I am proud to work for  
ASSA ABLOY & I would  
recommend ASSA ABLOY  
as a good place to work."**

To continue to develop as a great place to work, the ASSA ABLOY Group gives great importance to our yearly global Voice of the Employee survey. The survey reaches all ASSA ABLOY employees, in all locations, brands and divisions including ABLOY. This survey gathers employees' perceptions, providing insights into the company's current state and future goals. The confidential results are used to improve teams, communication, and leadership. Participation is voluntary, and managers discuss the results with their teams to create action plans for the upcoming year.

In 2024 the VoE survey response rate in the Nordics business area increased significantly compared to 2023. Engagement rate which describes employees' satisfaction with their work and their willingness to recommend the workplace also increased considerably. The results show that we have been successful in taking action based on previous feedback and that our employees value working for the ASSA ABLOY Group.

## Achievements and targets



### Injury rate

Number of injuries per million hours worked  
LTA1 (an injury that causes a full day of absence or more)

In 2024, Abloy received a remarkable recognition: we achieved the highest possible safety level – Level I: Among the World's Best.

This milestone would not have been possible without our dedicated personnel – and the numbers from 2024 speak for themselves:

- **Accident frequency decreased by 42 %** (2.4/million working hours)
- **Over 1,500 safety observations of which more than 90% led to concrete improvements**

### Safety observations

# 1591

### Safety walks

# 237



## OUR JOURNEY

Sustainability Timeline

Sustainability programs of  
ASSA ABLOY Group:  
2010, 2015, 2020, 2025



Joensuu factory is  
landfill-free

Carbon neutral  
electricity and district  
heat in Joensuu factory



Get the full picture of our goals, targets and progress  
from ASSA ABLOY Groups's official annual report and  
sustainability summary

→ [www.assaabloy.com/group/en/sustainability](http://www.assaabloy.com/group/en/sustainability)

## Sustainability Contact

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TARGETS BY

**2025**

Energy & Water  
Consumption

↓25%

ref. 2019

Ordinary &  
Hazardous Waste

↓25%

Scope 3 greenhouse  
gas emissions

↓28%

ref. 2019

TARGET  
BY

**2030**

Net-zero emissions  
no later than

**2050**



6/2025

ABLOY offers security and locking innovations dedicated to creating more trust in the world. Combining digital and mechanical expertise, Abloy Oy develops industry-leading security solutions that protect people, property and business. Abloy is part of the ASSA ABLOY Group, the global leader in access solutions. Every day, we help billions of people experience a more open world.

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Abloy maintains a Product Security Center at [www.abloy.com/securitycenter](http://www.abloy.com/securitycenter). We recommend that You check the Center on a regular basis in order to be fully informed of product security updates, so that your knowledge of our products remains optimal. It is the customer's responsibility to define the required level of security, whilst taking into consideration relevant factors for its operations. To achieve the overall level of security required in the customer's operations multiple layers of security must be in place. These include for example locking system, key management system, access management, CCTV and alarm system as well as physical security in a manner and level specified by the customer.

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# ABLOY