



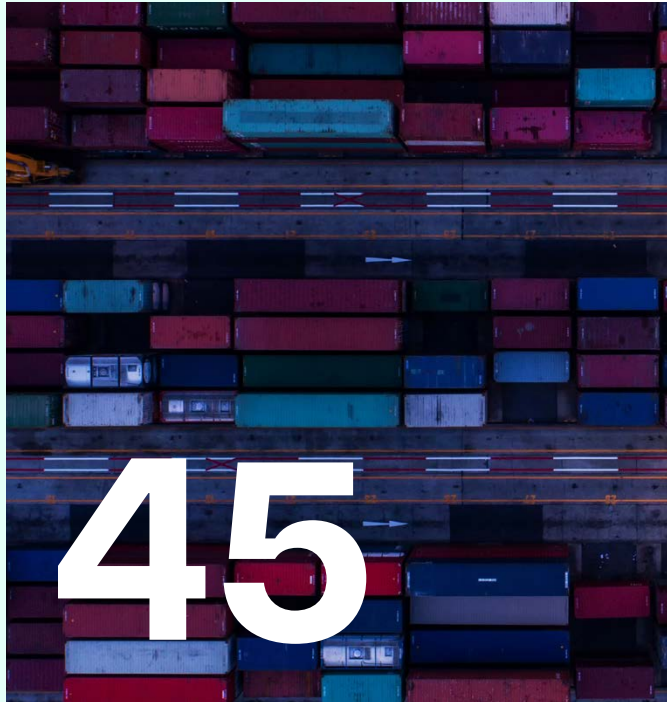
Huoltovarmuuskeskus
Försörjningsberedskapscentralen
National Emergency Supply Agency

24

Times of crisis highlight the importance of security of supply

ANNUAL REVIEW 2024

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The social significance of security of supply

Security of supply means preparing for crises and disruptions

Security of supply means that the livelihood of the population and the production, services and infrastructure essential for the economy and national defence are ensured in the event of severe disruptions and emergencies.

Continuous security of supply work is being carried out under normal conditions, both by preparing for crises and disruptions and by taking continuity management measures.

A unique feature and the greatest strength of the Finnish security of supply model is the mutual cooperation of the private and public sectors and organisations. The majority of society's critical infrastructure and services is privately owned, meaning that the private sector has a significant role in preparing for crises. As regards the public sector, ministries are responsible for the preparedness of their own administrative branches.

The National Emergency Supply Agency (NESA) is an organisation of around 100 people, the majority of whom are experts in various fields. Its operations are steered by the Ministry of Economic Affairs and Employment, which has the overall coordination responsibility for Finland's security of supply. The NESA has its own Board of Directors with representatives from both public administration and companies. The NESA coordinates and develops security of supply together with its extensive network.

VISION:

Shockproof Finland

MISSION:

We work together to build a crisis-resistant society so that even in a crisis, Finnish society will keep functioning and life will continue with minimal disruptions.

OUR VALUES:

Expertise

Cooperation

Sustainability

Human orientation

From the Board of Directors

Strategic objectives of the National Emergency Supply Agency have been achieved well

The international security environment has remained unstable. The risks and threats to security of supply are more concrete, more serious and more multidisciplinary than before. As such, the renewed strategy of the National Emergency Supply Agency (NESA) examines the types of crisis resilience and preparedness necessitated by the highly uncertain global situation and the increased threat from Russia.

The tasks assigned to the NESA by security of supply legislation are safeguarding the livelihood of the population, safeguarding the functions and systems essential for the economy and safeguarding the functions and systems essential for national defence. These tasks must be viewed against the backdrop of a new more challenging threat environment.

In 2024, the annual targets of the National Emergency Supply Agency were divided into two categories. Firstly, they were related to the basic operating conditions, which measure how the NESA meets its objectives according to the performance agreement. On the other hand, the objectives fo-

cused on strategic capabilities, the development of which is essential for achieving the strategy's objectives, thereby ensuring the effectiveness of security of supply work.

Each main objective was clearly assigned to different departments of the NESA. Both a biannual and final assessment of their implementation was issued to the Ministry of Economic Affairs and Employment. Both the basic conditions for the NESA's operations and the development of strategic capabilities progressed well in 2024. The Ministry of Economic Affairs and Employment stated in its own assessment that the goals set in the performance agreement had been achieved well and the reporting had improved.

In its strategy, the NESA defines six capabilities, the promotion of which is critical to achieving the strategic goals:

- development and standardisation of the planning system and continued renewal of operating models
- development of performance for effective operation as a preparedness and emergency management organisation and scaling operations during disruptions
- situational awareness of risks and threats over different time frames and continuous monitoring of the situation
- development of international activities
- knowledge-based management
- deepening of security of supply expertise.



All strategic capabilities were promoted and some of them form the basis for the NESA's productivity and development programme launched at the end of the year, whereby their monitoring and management follow the steering models already adopted by the NESA. This ensures high-quality project management and enables transparent monitoring of capability development for the NESA's Board of Directors and the guiding ministry.

I would like to thank the personnel of the National Emergency Supply Agency and everyone working in the National Emergency Supply Organisation for their important work for our shared security.

Riku Huttunen
Chair of the Board of Directors, Director general,
Ministry of Economic Affairs and Employment

From the National Emergency Supply Council

Security of supply operations must be future-oriented

Established by the Finnish Government, the National Emergency Supply Council operates in conjunction with the National Emergency Supply Agency, and its 26 members represent the central government, private companies and societal operators.

I became the Chair of the National Emergency Supply Council in summer 2024. As the Chair, I expect the Council to have an open-minded approach and engage in discussion. This is necessary in order for the Council to realise its role as a strategic and advisory body.

I want to encourage the members of the Council to express their opinions. This way, we can learn a great deal from each other, and this openness in particular also provides us with new insights into Finland's security of supply operations.

It is essential for us to make use of the expertise and insights of different sectors of society in developing security of supply. In my view, the cross-pollination of insights from different sectors is the driving force of this development in the Council's work. A meeting of different parties results in learning, insights and advice alike.

A period of change and risks requires alertness

Security of supply is organised well in Finland – Finland is one of the best in its comparison group. However, this does not mean that we can settle for the current situation.

We are living in a time of technological transformation and geopolitical risks. Artificial intelligence strongly impacts our operating environment and brings major cyber risks. This increases the vulnerability of all sectors of society and poses new requirements for society's preparedness.

Because of such changes and risks, security of supply operations must also be future-oriented.



The Council, which comprises representatives of different organisations, ensures that we better understand the big picture.

We must make sure that our preparedness represents today's world in all respects. It requires us to be alert. As our operating environment is currently subject to specific risks, we must develop our operations continuously.

The Council in particular, comprising representatives of different organisations, can ensure that we better understand the big picture. This allows us to use the information not only for the common good but also in our operations.

Of course, it is also important to ensure that the central government shares information with companies and organisations. This is another area where we have room for improvement.

Topi Manner
Chair of the National Emergency Supply Council,
CEO of Elisa Corporation





Strategically aiming for shockproof Finland



CEO of the National Emergency Supply Agency **Janne Kähkönen**

The CEO's report

The National Emergency Supply Agency's new strategy responds to the changing security situation

The fact is that a fundamental change has occurred in our operating environment. The strategy and priorities of the National Emergency Supply Agency must correspond to the current security situation. It is our duty to secure critical functions for society and citizens, and our new strategy, prepared in spring 2024, is the response to this need.

Our strategy aims to respond to three key scenarios: military threat, broad-spectrum influencing, and severe disruptions of the global economy.

Broad-spectrum influencing targeting Finland is increasing and the possibility of military force exists.

Alongside its military activities in Ukraine, Russia has supported its own activities with measures such as extensive hybrid influence activities targeted especially at Ukraine, but also countries supporting Ukraine, which may also include information and cyber influencing.

The strategic vision of the National Emergency Supply Agency is 'Shockproof Finland.' The five focus areas of the strategic period are energy supply, food and water supply, transport and supply chains, digital security and security of supply of information, and industrial engineering arrangements for serious crises.

The focus areas we have chosen are strongly interconnected. As such, they are all essential for the functioning of civil society and therefore also an important part of comprehensive national defence.

The example of Ukraine shows us in a concrete way that, in addition to military defence, the resilience of civil society is of pivotal importance. How quickly we recover from attacks, how we ensure that mobile phones work, how we ensure that electricity is restored quickly, how we ensure that stores have goods – these are fundamental issues for society and the functional capability of all Finnish citizens.

Risks have increased

Threats to security of supply have increased. The strategy work is based on an operating environment analysis, as a result of which the National Emergency Supply Agency wants to strengthen preparedness for more threat scenarios.

It goes without saying that we must prepare for the threat posed by Russia. Furthermore, we must prepare for threats created by the uncertain geopolitical situation, for example. We have seen recently that the world is not as benevolent as we previously thought. Geopolitical developments are shaking up world trade, which also impacts Finnish society. Various hybrid threats have also already partially materialised, and we must constantly prepare for the new situations they create.

The threats and unforeseen events we have highlighted are unlikely, but this does not eliminate the need to examine them and make appropriate preparations. Many things that were previously unlikely have already happened. We have experienced a pandemic, Russia's invasion of Ukraine, potential electricity and gas shortages – and many other events. Surviving them has demonstrated our capability for preparedness. We have already done a great deal, and Finland

continues to be an exemplary country in organising security of supply.

However, the focus areas of the strategy period are such that the National Emergency Supply Agency cannot secure them alone. The efforts will require networks and cooperation with companies and authorities.

In my view, the National Emergency Supply Agency is the hub of national preparedness. We are tasked with providing data and information, conducting analyses and research, and acting as a hub that brings together companies and authorities in a common network. We need a shared understanding of threat scenarios and well-thought-out preparedness plans so that we can ensure critical functions together as a society. In addition to this, it is important for us to practice and test operations together so that we can react correspondingly if something happens.

Demand for security of supply work is growing

The better prepared companies are for various threats, the better off Finland will be. This work is important right now, and it also requires resources. When the threat level is higher and the possibilities for various malicious acts are diverse, civil society's preparedness must also be improved. This is also a deterrent to threats and malice. The better our systems are secured, the fewer people are interested in damaging them. The resource needs of security of supply are growing rapidly, but securing resources is challenging. Competition for public financial resources is becoming fiercer, but at the same time the public acceptability of and demand for security of supply operations are increasing. Securing operating condi-

tions and strengthening resources are essential elements in the reform of security of supply legislation that began in 2024.

The NESA's sustainability report is published for the first time in connection to this annual review. In our reporting, we take into account both the handprint and footprint of our operations. This means that we examine the good things we do in society and where we still have room for improvement in terms of resource use, for example.

Our work must be as transparent and responsible as possible. Our strategy states that from the perspective of normal conditions in particular, it is also important for all of the NESA's activities to be seen as socially responsible.

The changing operating environment has a silver lining, however, which is related to the opportunity to implement security of supply operations across borders through international cooperation. On the other hand, development in the EU also creates new opportunities in terms of security of supply. These opportunities must be seized vigorously, and systematic work must be carried out to strengthen and crystallise international cooperation for security of supply.

Thanks go to those who build security of supply – at the NESA and more broadly in companies, organisations and our network that are critical to security of supply. And we must not forget our government partners, with whom we are increasingly working to ensure national preparedness.

Janne Känkänen
Chief executive officer



”
The legislative reform must ensure the operating conditions for security of supply and strengthen resources.

Strategy

Vision

Shockproof Finland

Key phenomena in the operating environment

Changes in the security environment

Climate change

Requirements for critical infrastructure

Changes in the regulatory environment

Economic preconditions for security of supply

Mission

We work together to build a crisis-resistant society so that even in a crisis, Finnish society will keep functioning and life will continue with minimal disruptions.

Focus areas during the strategy period



Energy supply



Transport and supply chains



Digital security and security of information



Food and water supply



Industrial engineering arrangements for serious crises

Strategic priorities: Energy

Energy is needed in all functions of society

Head of Energy Supply Team at the NESAs **Anssi Paalanen**:

What does it mean that energy is a strategic focus of the NESAs?

Energy is a natural focus area for the NESAs. Energy is needed for all functions in society, and when energy supply fails, the effects are immediate and significant. The importance of electricity in particular is increasing each year. Energy supply has traditionally taken up a large part of the NESAs's budget, and this was also the case in 2024. In other words, the energy sector is highly important to the functioning of society as a whole in normal and emergency conditions, and the NESAs can take measures that bolster security of energy supply.

What typified the year 2024 for energy from a security of supply perspective?

The year 2024 was calmer than the previous two years, but there was still plenty to do. The year started off very cold and the tense situation relating to the electricity system marked the early part of the year. Due to damage to the Balticconnector gas pipeline, the situation in the gas system was also difficult during the winter and early spring. The strikes in spring also affected the availability of fuels. The security of energy supply was not compromised, however.

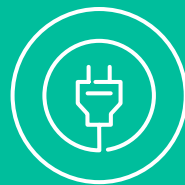
The energy sector is characterised by constant change due to the energy transition and the uncertainty created by war. This is why preparedness must increasingly take into account both rapidly developing crises and broad fundamental changes in the energy sector.

What were the main results of the Energy 2030 program in 2024?

In relation to new technologies and electrification, issues such as the security of supply of wind power were examined. Background analyses to develop material preparedness progressed. The exercises covered both testing emergency operations in the energy sector and cross-sectoral operations in the event of a regional disruption. In addition, guidelines were implemented to support companies' independent training.

A cross-sectoral energy review covering industries critical to security of supply identified energy-related interdependencies. The study will help in developing energy supply preparedness measures for actors critical to security of supply. We also progressed the TOIMIVA project, which ensures the distribution of transport fuel in the event of a power outage, for example.

Anssi Paalanen,
lead preparedness
specialist, energy
management



A cross-sectoral energy review covering industries critical to security of supply identified energy-related interdependencies. The study will help in developing energy supply preparedness measures for actors critical to security of supply.

Strategic priorities: Logistics and transport



Supply chains and transportation as part of crisis preparedness

The NESAs Senior Preparedness Specialist **Jukka Etelävuori** and Preparedness Specialist **Pasi Soikkeli**:

What does it mean that transport and supply chains are one of the priorities of the NESAs strategy?

Continuity of transport, various supply chains, emergency stockpiling and commercial agreements are intertwined to form a logistical whole, all parts of which are needed to ensure security of supply. During the strategy period, we will deepen our security of supply work around the topic.

At present, we are largely focused on transportation but, as the name of the priority suggests, the aim is to be able to shift the focus

during the strategy period more towards supply chains as well. Through various research and development projects, we want to be able to consider ways to better rely on existing and identified alternative supply chains in crisis situations.

What typified the year 2024 for transportation and supply chains from a security of supply perspective?

Things were happening at a fast pace in the logistics field. Rapid changes in the operating environment were emblematic of the last year, especially in maritime transport. For example, earlier this year, unrest near the Suez Canal forced logistical transport routes to go around the African continent. Towards the end of the year, events in the Baltic Sea increased uncertainty. In other words, the changed security environment caused tensions related to transport and supply chains.

The global maritime transport system is very challenging, as disruptions to the system can have widespread impacts. More than 95 per cent of Finland's imports are transported by sea. Therefore, from the perspective of security of supply, it is particularly important to ensure the smooth and uninterrupted operation of international maritime transport chains.

What were the main results of the Logistics 2030 program in 2024?

Early in the year, the goals of the Logistics 2030 program were updated to reflect the changed operating environment and the goals of the NESAs new strategy. We will be implementing the programme in collaboration with operators in the field.

For example, we worked on the electrification of the Laurila-Tornio-Haaparanta railway section together with the Finnish Transport



NESA Senior Preparedness Specialist **Jukka Etelävuori**



NESA Preparedness Specialist **Pasi Soikkeli**

Infrastructure Agency and the municipalities in the region. We also promoted logistics projects important for comprehensive defence in cooperation with the Finnish Defence Forces.

Last year, we also signed a cooperation agreement with the University of Turku, which further improves our opportunities to obtain comprehensive research data on the security of supply related to transport and supply chains.



Strategic priorities: Food and water supply

The Food and Water 2030 programme was prepared with industry operators

The NESAs’s Lead Preparedness Specialist and Programme Director of the Food and Water 2030 programme **Miika Ilomäki**:

What does it mean that food and water supply is one of the priorities of the NESAs’s strategy?

The strategic priorities have been set so that we can clearly focus our work and resources on developing the industry’s security of supply. The new strategy is valid for the period 2024–2027. The fact that food and water supply has been set as a priority also means that the industry’s security of supply must develop significantly during these years.

To ensure development, we use the NESAs’s programme portfolio as a tool for implementing the strategy. In January 2025, we launched the new

Food and Water 2030 program to develop food and water supply and, at the same time, security of supply for Finland as a whole.

What typified the year 2024 for food and water supply from a security of supply perspective?

The security of supply work carried out at the NESAs regarding food and water supply was particularly affected by the preparatory work for the new Food and Water 2030 programme. We organised stakeholder workshops and considered concrete development and research projects. We strive to

ensure that the programme’s goals, projects and the development of food grain emergency stockpiling carried out within the programme will also have links to the NESAs’s responsibility work. The work was carried out in close cooperation with various stakeholders and the National Emergency Supply Organisation, and the work will of course continue while the programme is under way.

Changes occurred in the internal work of the NESAs when we combined the food and water supply teams. The change was necessary with the new programme: it is easier to drive and highlight the programme goals when we work as one team instead of two separate ones.

In 2024, the National Emergency Supply Organisation also gained two pools related to our industry and the Food and Water 2030 programme: The Waste Management Pool in the health care and social welfare sector and the Food Services Pool in the food supply sector.

What were the main results of the Food and Water 2030 programme in 2024?

The programme did not yet have its own projects in 2024. Projects from the Region 2030 programme, which concluded at the end of the year, were transferred, as applicable, to the Food and

Water 2030 programme, in which the projects will continue normally from the beginning of 2025.

One of the most important projects I referred to above is TOIMIVA (Toimintavarma myymäläverkosto, i.e. reliable shop and fuel distribution network). During 2024, the project achieved the goals set for the planning phase according to schedule. This included, among other things, the preparation of the piloting and testing phase to start in 2025.

Naturally, projects focusing on food and water supply have also been under way outside the programme. The food and water management team promoted them successfully during the year.

NESA Lead Preparedness Specialist **Miika Ilomäki**





Strategic priorities: Digital security and security of supply of information

The modern world relies on digital security

The NESAs Lead Preparedness Specialist and Programme Director of the Digital Security 2030 programme **Juha Ilkka**.

What does it mean that digital security is a strategic focus of the NESAs?

Modern society is completely dependent on a functioning digital infrastructure and its services. This is why ensuring digital security is a key requirement for maintaining the vital functions of society. Digital security as a strategic focus of the NESAs means that the necessary expertise and funding have been secured for operational development. Digital security is not separate from the sectors. Instead, it is an integral part of their preparedness planning and the competence of the National Emergency Supply Organisation.

What typified the year 2024 for digital security from a security of supply perspective?

With the heightened geopolitical situation, cybersecurity threats must be taken more seriously than before. In 2024, there were several different attacks on critical infrastructure in Europe. In Finland, key incidents affecting digital security of supply included damage to telecommunications cables in the Gulf of Finland and the Baltic Sea, GNSS disruptions affecting air and water traffic, and denial-of-service attacks targeting the financial sector. However, according to statistics of the Finnish Transport and Communications Agency Traficom, the overall cybersecurity situation has remained stable.

What were the main results of the DS 2030 program in 2024?

In 2024, the programme achieved several key results. Traficom’s National Cyber Security Centre (NCSC-FI) completed its multi-year cyber climate project, which will enable KTK to produce a more targeted and accurate situational picture for companies critical to security of supply. Digital Pool implemented the TIETO24 exercise, which was attended by approximately 600 people from different industries and public administration. More than 20 organisations participated in the financial sector cyber exercise organised by JAMK. The exercise piloted the industry’s joint cyber training and training environment. The Information Security Competence Centre pilot was continued when a decision was made to integrate the function into the activities of the NESAs. Development will continue at the NESAs until the end of 2026. The content and format of the campaign reviews prepared by the Competence Centre were established during the year of operation. The efforts explored inauthentic campaigns on social media. The campaigns found were minor in terms of their impacts, and no inauthentic activity was observed in connection with the presidential election, for example. The programme also involved several studies and projects on disruptive technologies, such as the in-

formation security implications of quantum computing. The aim of the guidelines was to clarify the benefits of quantum computing as well as the threat it poses to cybersecurity, and to present measures that organisations can take to secure their data against quantum threats. An attack surface analysis was carried out on municipally owned critical infrastructure with the help of NCSC-FI. The aim was to improve the basic cyber hygiene of organisations critical to the functioning of society, their ability to identify and protect themselves from cyber threats and to increase understanding of what kind of deeper cybersecurity-enhancing services are needed.

NESA Lead Preparedness Specialist **Juha Ilkka**



Strategic priorities: Adapting industry to crisis conditions

Shifting focus to domestic critical production

Industrial engineering arrangements form one of the strategy’s priorities, as the threat of serious crises has increased.

According to **Aki Laiho**, director of the Implementation of Security of Supply Measures Unit, this means comprehensive arrangements to prepare for serious and long-term crises. This means ensuring that Finland has ready-made solutions for longer-term situations too – its own critical production arrangement, for example.

“In addition to storage, we must have arrangements that ensure security of supply even if the crisis lasts a year or even three years,” says Laiho.

The threat of long-term disruptions has increased

Industrial engineering arrangements have been made a priority area of the strategy because the threat of serious and longer-term disruptions has increased.

“The National Emergency Supply Agency has always been prepared for crises. Now our environment has changed and there are always a range of looming disruption threats, which individually or together can create disruptions that are serious and long-lasting enough that different solutions must be sought.”

If realised, industrial engineering arrangements require resources. In practice, this means time and money. According to Aki Laiho, the actual practical implementations rely heav-

ily on cooperation between the NESA and various sectors of domestic trade and industry.

“During 2024, we conducted an extensive analysis on how and where different implementation models are promoted. In practice, a large number of individual projects will be implemented in carefully selected critical sectors, the first ones of which will be implemented during this strategy period. Some of the projects may already exist but in connection to this broader whole, while others may be entirely new,” he says.

“In addition to investments, we are also negotiating on various logistical entities, entering into comprehensive cooperation and procurement agreements with companies, and building partnerships. In some cases, the arrangements may also include international cooperation.”

Aki Laiho emphasises that the cooperation between the National Emergency Supply Agency, the pools and the sectors is extremely important in preparing for disruptions caused by serious and long-term crises.

“This long-prepared collaboration supports continuity in preparedness throughout society. When it is in order and we all have the understanding and ability to prepare for various crises, we also have the opportunity to build preparedness and functional solutions for increasingly serious situations. It is fortunate that our cooperation is already smooth and companies are actively involved in it.”



Director of the Implementation of Security of Supply Measures Unit **Aki Laiho**



If realised, industrial engineering arrangements require resources. In practice, this means time and money. The actual practical implementations rely heavily on cooperation between the NESA and various sectors of domestic trade and industry.

Highlights of 2024



AIMING TO DEVELOP SECURITY OF SUPPLY IN THE CULTURAL SECTOR

The National Emergency Supply Agency brought together cultural operators to discuss the sector’s security of supply and psychological crisis resilience in spring 2024.

The discussion at the seminar on psychological resilience and security of supply in the cultural sector was based on the NESA’s preliminary study and survey on security of supply in the cultural sector.

Psychological crisis resilience is an absolute prerequisite for overall security. Culture – broadly speaking – is the foundation on which the crisis resilience is built. As such, the seminar participants agreed that the cultural sector’s preparedness for crises must be strengthened and, at the same time, awareness of the necessity of psychological crisis resilience must be improved.

According to **Janne Känkänen**, CEO of the NESA, who spoke at the seminar, good preparation would bring peace of mind to the entire field, even though security of supply in the cultural sector may seem abstract in day-to-day life.

“The ways in which security of supply in the cultural sector could be strengthened must be considered within the sector. Naturally, the National Emergency Supply Agency can offer support, help and advice in this regard,” he stated as a promise.

MATTSSON’S ANALYSIS: SECURITY OF SUPPLY MUST BE STRENGTHENED

Major General (Ret.) **Kim Mattsson**’s report emphasised the importance of a common situational picture in public and private sector security of supply cooperation.

Even though Finland’s comprehensive security concept is strong, there is a need to improve information flow and cooperation. Mattsson raised concerns about the financing of the National Emergency Supply Agency. The analysis proposed a solution that would involve directing more resources from the state budget towards security of supply.

According to Mattson, the NESA’s new strategy was on the right track, but he emphasised its successful implementation. The report emphasised implementing the NESA’s new strategy, increasing training and clarifying the concept of security of supply. Mattsson also recommended the establishment of a ministerial group on security of supply and comprehensive security.

The analysis emphasised the role of companies in terms of security of supply and highlighted that businesses need a better situational picture, preparedness guidance and cooperation with the public sector.

The analysis, commissioned by the NESA and the Ministry of Economic Affairs and Employment, serves as background material for the reform of security of supply legislation.

TIETO24 DEVELOPED NATIONAL CRISIS RESILIENCE

The TIETO24 exercise, which began in the spring and culminated in an intensive phase in the autumn, developed cooperation between authorities and the private sector. This time, the exercise addressed a large-scale disruption affecting the energy sector, and special attention was paid to the importance of cooperation and information exchange. Nearly 800 experts from approximately 170 different companies and organisations participated in the exercise.

THE REGION 2030 PROGRAMME WAS DISCONTINUED AT THE END OF 2024

The Region 2030 program was discontinued as part of the implementation of the NESA strategy at the end of 2024. The programme involved developing intersectoral cooperation to improve regional security of supply and preparedness, taking into account the special characteristics of different regions.

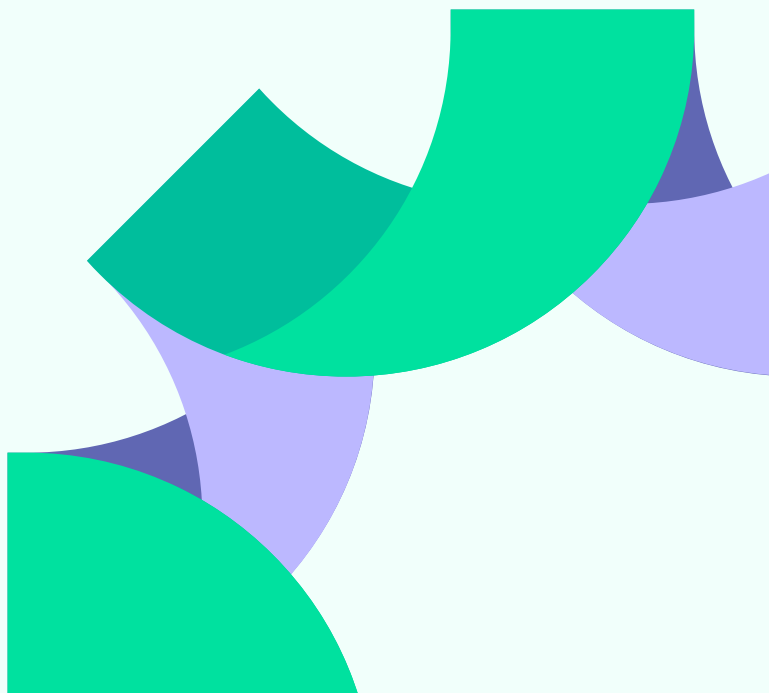
Even though the programme ended, the work carried out during it will continue to serve as a good framework for further development of regional security of supply activities. Regional development work and the ongoing projects of the programme will continue as part of the work of the NESA’s regional team and the other 2030 programmes of the NESA’s strategy period. Cooperation with the key stakeholders of the programme will also continue.

TWO NEW POOLS FOR THE SECURITY OF SUPPLY ORGANISATION

The Food Services Pool and the Waste Management Pool were added to the National Emergency Supply Organisation at the beginning of the year.

The aim of the Food Services Pool is to ensure the continuity of the food service sector in the event of serious disruptions and support operators in the field. They produce statutory food supply and daily consumer goods services, systems or logistical entities for the needs of actors classified as critical to the functioning of society. The pool’s key tasks are to create a situational picture of the industry and to identify organisations and protected targets that are critical to security of supply.

The Waste Management Pool replaced the previous waste sector security of supply committee. The new pool’s task is to develop preparedness and continuity management in the waste sector. The goal is to ensure the appropriate operation of waste management services required by society, both under normal conditions and in serious disruptions.



Network efforts

NESA Director of the
Network Cooperation Unit
Heli Tammivuori

A functioning
network organisation
makes security of
supply shockproof

The security of supply organisation helps develop security of supply performance among companies. In the new strategic period, the NESA will strengthen the structures of the security of supply network, create more detailed operating models for cooperation, and define the tasks and roles of the actors involved. This is how we move from preparedness to readiness in the collaboration.

“During the new strategy period, we will be increasingly seeking clarity, guidance and uniform management practices for our network operations. All of our development efforts are geared towards boosting performance,” says Heli Tammivuori, director of the Network Cooperation Unit at the NESA.

Tammivuori emphasises that, in the increasingly bleak security environment, building the preparedness of the network model together is sensible and profitable.

“The capability of society as a whole to respond to threats to security of supply must be increased to match our new strategy. This requires a well-functioning security of supply organisation so that, based on the information, companies can improve their continuity management and practise different situations, for example,” she explains.

The network’s impact is immense

The range of sectors in the different pools of the National Emergency Supply Organisation is immense, and their operations cover all areas

critical to society. As such, the director of the network cooperation unit emphasises that the existence of the entire network and the amount of activity and expertise flowing through it have wide-reaching impacts.

“Representatives of several hundreds of companies, authorities and third sector operators are involved in the operations of the sectors, pools and committees. Networking and the systematic development of security of supply work in multidisciplinary cooperation generate enormous value for society and individual actors/companies.”

A broad and diverse network requires its driver, the NESA, to have a deep understanding of different industries and sectors but, at the same time, services also need to be streamlined.

“A certain consistency is extremely important when collecting situational information, for example. Information related to the situational picture has been collected from the pools using a joint application. There is also plenty of room for development in training and education activities, as well as continuity management services for pools and companies.”

Example of network cooperation

Cybersecurity in critical sectors improved through cooperation

Digitalisation brings massive benefits while opening up new vulnerabilities to cyber attacks. Attacks can target the partnership networks of companies in critical fields and paralyse entire supply chains, which can, in the worst case scenario, seriously disrupt the functioning of society.

The National Emergency Supply Agency funded a project, which involved the University of Jyväskylä developing new solutions to enhance the cybersecurity of the partner networks. The project created concrete tools and operating models that help companies identify and manage their cybersecurity risks.

Practical solutions through collaboration

For the purposes of the project, postdoctoral researcher **Hanna Paananen** from the University of Jyväskylä brought together companies operating in fields critical to security of supply. As an example, representatives from the logistics, health care and energy fields were involved.

Paananen says that the project aimed to find solutions that are genuinely useful and easily applicable in the day-to-day activities of companies.

One of the companies participating in the project was Suur-Savon Sähkö. Head of the Technology and Information Security Unit Pekka Nurmi praises the practicality of the project:

“Researchers at the University of Jyväskylä knew how to combine research data with our practical challenges. We would not have had the time or expertise to do this kind of thing ourselves. The university had the necessary resources to process the data.”

Among other things, the project developed models for risk assessment and management, information security training and information sharing among partners. The project yielded educational materials and guidance that companies can use to develop their cybersecurity and launch similar partner projects independently.

The goal is that the project results will be widely utilised and that they will help improve cybersecurity in critical sectors throughout Finland.



Postdoctoral Researcher **Hanna Paananen** from the University of Jyväskylä

Example of network cooperation

“There’s a situation on the railway tracks!”

The Yhdistelmä24 preparedness exercise brought together chemical, health care and waste management operators in Satakunta in March 2024. The simulated chemical accident tested how activities, such as the treatment of large numbers of patients, safety communication and aftercare, work in a crisis situation.



Stock photo

The experts from three different industries were put to a real test – how did the collaboration go in a tough situation? The Yhdistelmä24 exercise was funded by the National Emergency Supply Agency’s Region 2030 programme, and roughly 50 organisations or companies from all over Finland took part.

The fictional accident took place in a railway track area, in which large quantities of hazardous chemicals had to be safely deposited somewhere, for example.

Environmental Manager **Satu Kuutti** from Pirkanmaan jätehuolto was one of the waste industry professionals who participated in the exercise. She found the preparedness exercise an eye-opening and rewarding experience.

“The exercise taught me that, when an accident like this occurs, there are many things that require effective cooperation between different authorities and parties.”

High motivation and a high bar

Normally, companies practise at their own locations, but there is clearly a need for joint exercises, too.

NESA Preparedness Specialist **Ossi Heino** participated in the overall coordination of the exercise. According to Heino, the exercise presented situations in which a decision made by one sector could have consequences for the operating conditions of another.

“Identifying such connections requires the ability to look beyond one’s own immediate job description. This is easier said than done.”

International operations

Finland's security of supply model draws international interest

The year 2024 included both the development of existing cooperation and new initiatives in the international affairs of the National Emergency Supply Agency.

The deteriorating security environment and Finland's location as Russia's neighbouring country, on the outer border of both the EU and now NATO, have made the international public interested in the Finnish security of supply model. In the day-to-day activities the NESAs, this has been reflected in the huge number of international visitor groups, representing state leaders, armed forces, experts and journalists from different countries.

Numerous international expert meetings, both sector-specific and cross-sectoral, are also a daily occurrence for the NESAs experts, and the ability to describe and interpret the basic principles and operating models of the security of supply

model improved in 2024. These efforts will continue in the coming years. Since there are no direct equivalents to security of supply in other countries, the activities cannot simply be translated into a new language. Instead, they require interpretation and identifying correlations in the similar structures of other countries.

Finland's closest and most important international partner is Sweden – including in matters related to security of supply – is Sweden, with which we succeeded in expanding networks at the sector level towards the country's competent agencies. A testament to the deepening cooperation with the Swedish Civil Contingencies Agency MSB is the fact that, in 2024, an agreement was reached on the exchange of experts between the agencies. In addition to Sweden, security of supply cooperation among all Nordic countries is shifting to a higher gear. This is promoted by the Nordic security of supply network established at the proposal of Finnish Prime Minister **Petteri Orpo**.

New types of cooperation were also initiated with Ukraine, in particular. At the heart of the

NESA's cooperation with Ukraine is a partnership with the Ukrainian state authority for special communications and data protection. A memorandum of understanding on the cooperation was signed in Kyiv in November 2024. The cooperation focuses on the protection of critical infrastructure, repair capacity and the development of preparedness in general.

Within the EU, the NESAs actively participated in the discussion on the development of the Union's joint preparedness. A good foundation for this was provided by President **Sauli Niinistö's** report on the development needs of European crisis preparedness and the Preparedness Union initiative presented by Finland.

In the context of NATO-related security of supply cooperation, the NESAs monitor the work of the Resilience Committee. In addition, efforts were made to develop the shared national understanding of how our preparedness and defence structures should be developed so that we can fully support NATO's capabilities and operations in the Baltic Sea region.



The NESAs actively participated in the discussion on the development of the EU's joint preparedness. The efforts of the NATO Resilience Committee are being monitored.



Katri Liekkilä,
head of
international
relations

International operations

Finland and Sweden intensify their security of supply cooperation

Finland's National Emergency Supply Agency and the Swedish Civil Contingencies Agency (MSB) engage in close cooperation. In practice, this cooperation entails things such as sharing situational awareness and creating shared stockpiles and business networks.

The central governments of Finland and Sweden also prepared a cooperation policy in autumn 2024, stating that Finland and Sweden will develop their security of supply cooperation. The intention is to start preparations for joint security of supply planning, which is one way to strengthen resilience and increase cost efficiency.

Examples of concrete ways to intensify the

cooperation between the two countries include cooperation in material preparedness, particularly piloting joint stockpiling; the ability to repair undersea infrastructure, particularly submarine cables; Northern logistics cooperation; sharing situational awareness; joint assessment of the risk and threat environment; and analytical cooperation.

It is important to both countries to maintain peace in the Baltic Sea, and Finland in particular is dependent on imports and exports transported by sea. The growing threat of Russia has increased the risk of both military influence and various hybrid influence attempts. Moreover, broader shifts in the global situation and their impacts on global supply chains and systems are another cause for concern at the far end of the Baltic Sea. Therefore, it is natural for Finland and Sweden to uphold stability and prepare for any disruptions together.

The Nordic countries have been cooperating for years through research projects, for instance, but their communication is now more intensive.

The countries exchange information and experiences of the challenges and operating models related to security of supply. In Finland, the business community is involved in the security of supply efforts, and a corresponding cooperation network of public authorities and companies is currently being built in Sweden.

Companies play a crucial role during crises and wars because a significant part of the critical infrastructure is owned by companies. Similarly, the services essential for the population are largely provided by companies. Preparedness for disruptions safeguards the company's operations while simultaneously strengthening society's resilience.

Strategic business partnerships between the countries offer commercial potential not only in the defence industry but also in wider business related to preparedness and security. During severe crises, we must be able to offer and receive assistance. Disruptions may also occur underwater, as demonstrated by the criminal damage to

the submarine gas pipelines and telecommunications cables in the Baltic Sea.

This highlights the need to develop shared situational awareness as well as shared protection and repair capability.

Due to the changed security situation, NATO and the European Union have started to actively address questions concerning security of supply, preparedness and resilience. Sweden and Finland will try to make their voices heard together in international decision-making related to preparedness and crisis resilience.

A joint seminar on security of supply by NESA and MSB in Stockholm in October 2024.



Research activities

Disruptive technologies require expertise even in crisis situations

Disruptive technologies, such as artificial intelligence, quantum computing, cloud robotics, digital currencies and biotechnology, challenge prevailing practices and introduce new challenges. They increase dependence on international companies and expose information systems to vulnerabilities. A report by the Finnish Institute of International Affairs, completed in June 2024, reveals the importance of disruptive technologies for Finland’s security of supply.

“It is important to be able to anticipate how disruptive technologies can change society and what challenges this poses for future preparedness efforts. Modern society is, to its core, dependent on smoothly functioning technology. We need to understand the development of technologies and the impacts that disruptive technologies have on security of supply,” says NESA Chief Analyst **Heikki Laurikainen**.

The Finnish Institute of International Affairs’ research report ‘Murrokselliset teknologiat – teknologisen kehityksen dynamiikka ja kansallinen varautuminen’ (Disruptive technologies – Dynamics of technological development and national preparedness) was published in June 2024. The report was written by **Markus Holmgren**, a re-

searcher at the Finnish Institute of International Affairs. The study was carried out as part of a series of studies analysing the development of the strategic operating environment for security of supply, and the NESA has provided funding for the study.

National vision as the basis for preparedness activities

In the report, Holmgren states that, when examining disruptive innovations, it is not prudent to focus on small and individual elements, as they are difficult to predict. Instead, it is advisable to look at broader trends and innovations, as they can be predicted more easily and fairly

reliably. These include the transition to a knowledge-based economy, and the increasing prevalence of hybrid influence and geoeconomic means of influence.

According to Holmgren, it is crucial that, at national level, we keep our eyes on the future based on development trends and prepare for the biggest challenges instead of running after micro-level trends.

The basis for preparedness activities should be a national-level vision of what Finland’s crisis resilience and technological industrial competitive advantage will be based on in the future.



It is crucial that, at national level, we keep our eyes on the future based on development trends and prepare for the biggest challenges instead of running after micro-level trends.

Research activities

Companies' preparedness for threats posed by quantum technology was investigated

Only a few actors critical to security of supply are sufficiently prepared for the cyber security threats posed by quantum technology, reveals a survey carried out by the National Emergency Supply Organisation's Digital Pool. The survey report completed in June 2024 provides companies with recommendations for the path towards quantum-safe solutions.

Quantum technology can be used to quickly process massive amounts of data. In the future, quantum technology applications will make it possible to carry out currently impossible computational tasks, for example. It is hoped that these applications will eventually provide solutions to challenges related to climate change and energy, sustainable production and consumption and the design of new medicines, for example.

It is possible to set up protections against attacks

Quantum computing could also be used to solve the computational problems that contemporary cryptographic techniques protecting telecommunications and databases are based on. Once

these cryptographic techniques are broken, the telecommunications and databases protected by them will no longer be secure. The threat stems from the development of both quantum computers themselves and the decryption algorithms that they can be used to run.

Organisations can protect themselves against attacks aided by quantum computers by strengthening their existing symmetric cryptography by increasing the length of the encryption key. Public key methods, on the other hand, require entirely new algorithms. New methods already exist, and their standardisation was completed in 2024. Organisations should start preparing for the deployment of these methods now to ensure the security of critical information and systems in the future.

Few companies consider the quantum threat

According to the survey, few enterprises have taken concrete action to account for quantum threats. Although the threats associated with quantum technology are quite widely recognised, only 11 per cent of the companies that responded to the survey had considered the quantum threat in their procurements. Many companies lacked cryptographic schemes and strategies as well as an inventory of the cryptography they use. The survey was carried out by VTT and funded by the National Emergency Supply Agency's Digital Security 2030 programme.

11%

of the companies that responded to the survey had considered the quantum threat in their procurements.



Research activities

Industry-specific information on the impacts of climate change on security of supply

The joint situational picture report prepared in December 2024 by the National Emergency Supply Agency and the Finnish Institute for International Affairs (FIIA) discusses the cascading effects and transitional effects of climate change on Finland’s security of supply. Compounding impacts emerge when climate factors compound with political, economic and cross-border phenomena. Transition impacts are related to the consequences of climate change mitigation and adaptation.

The publication focuses on six different sectors: food supply, energy supply, finance and the economy, logistics, manufacturing and health care. All of these sectors have climate impacts critical to security of supply associated with them.

For example, in the food supply sector, extreme weather phenomena such as droughts and floods have the potential to reduce crop yields outside Finland, which may result in a shortage of food imports. In the energy sector, the impacts are linked to the green transition: wind and solar energy, which are dependent on the weather, need to be supplemented with methods for balancing the consumption and production

of electricity, in addition to which some energy technologies are subject to critical material and component dependencies. In the health care sector, climate change may increase medicine and equipment manufacturing disruptions, while extreme heat waves adversely affect people’s health.

Cooperation and a comprehensive approach are key

In Finland, preparedness for security threats is based on a cross-sectoral model of comprehensive security. While this model does, in principle, provide a good basis for preparing for climate

change, its primary focus is on sudden and short-term disruptions and a differentiation between normal conditions and emergency conditions. According to FIIA researchers and authors of the situational picture report **Emma Hakala** and **Helmi Räisänen**, this perspective is not sufficient in all respects when preparing for the longer-term impacts of climate change.

“An integrated approach and cooperation between different public and private actors are key to preparing for the security of supply impacts of climate change,” say Hakala and Räisänen.



Climate change and its impacts also pose a new kind of challenge to security of supply.

The first comprehensive picture of the security of supply impacts of climate change

The situational picture report is part of the Climate Change and Finland’s Security of Supply (ILHU) research project carried out by the FIIA and funded by the NESA an set to continue until 2026. According to Tapio Tourula, head of the NESA’s Climate and Space Team and lead preparedness specialist, the purpose of the research is first to find out the big picture and basic mechanisms of the political impacts of climate change.

“Climate change and its impacts also pose a new kind of challenge to security of supply. Climate change is altering the entire operating environment, and the change is continuous. This requires new thinking in relation to security of supply,” he says, reflecting on the situation.

The situational picture report released in December offers the first overview of the issue from the perspective of security of supply and provides more information on the impacts of climate change on society as a whole and on actors critical to security of supply in particular,” Tourula adds.

Research activities

The NESA investigated the operational capacity of the Ukrainian media during the war

Since spring 2022, the NESA has been monitoring the war in Ukraine in many ways and analysing the impacts and the needs that have emerged as a result of the events in terms of developing Finland's security of supply.

An extensive report on the continuity of the Ukrainian media sector during the war was completed in October 2024. It summarises the work carried out over three years. The report provides valuable information about the types of attacks that have targeted the Ukrainian media and the extent to which continued operations have been possible. In addition, the report highlights issues for which the media everywhere should be prepared.

The Ukrainian media sector is developing

The report indicates that the Ukrainian media sector has been becoming more Western in recent years, and it has increased its ranking in the Reporters Without Borders index, for example. On the other hand, the country continues to have problems unrelated to the war, such as oligarchic

ownership, the legacy of Soviet culture and resource shortages.

That being said, the media sector has been able to continue and develop its operations reasonably well. Journalistic idealism and the financial support received from the West have helped in these efforts.

There is demand for reliable news material

The purpose of monitoring and analysing events in Ukraine is to identify actions and events that require the media to prepare and be prepared. By adopting the lessons learned, the operational capacity and continuity of the Finnish media sector can be strengthened in the event of a serious crisis or even military assault.

In times of major crises, the demand for reliable news material increases. However, the need to limit

the spread of information that endangers security increases simultaneously. During wars, the aspirations of the state leadership almost always conflict with the activities of the media and the realisation of the freedom of speech to some extent.

Freedom of action even during a war

The report also discusses how the Ukrainian state leadership has implemented its communications and aligned them with the principles of independent media. It is possible for the media to maintain freedom of action during wartime, but with certain restrictions. The realisation of freedom of speech and operational security can be coordinated better the more thoroughly the authorities and media have planned their actions during a crisis.



Personnel

Professionals of all ages and extensive experience

The NESAs employs experts from many different fields, and the main strength of our work community is its unique combination of competencies. As global situations are constantly changing, it is important for us to ensure that our employees are well equipped to apply their own expertise in the context of security of supply.

At the end of 2024, the NESAs had just over a hundred employees, which shows that our organisation has grown rapidly in recent years. During 2024, we hired 20 new employees, four of whom work in fixed-term roles. Slightly more than half of those recruited were placed in preparedness work in various sectors, and the titles included preparedness specialist and lead preparedness specialist. The other recruits were placed in administrative and support positions.

The NESAs recruits and employs professionals of all ages. The age range of our employees is 27–65, with the largest age group being 40–49-year-olds. During the years 2022–2024, 20 per cent of those recruited to the NESAs were in the age group 50–59 when they started at the NESAs and 7 per cent were over 60 years old. Those recruited to the NESAs typically already have extensive work experience. Our 55+ veterans are allowed

to shine and develop in their expertise. As a result, they often continue working beyond the minimum possible retirement age. Sharing expertise between experienced professionals and those at the beginning of their career is particularly important to us.

Shockproof experts

In 2024, we launched our own customised training programme ‘Shockproof Expert’, which deepens our shared security of supply expertise and strengthens the working life skills needed in expert work, such as teamwork, communication skills and facilitation skills.

Our goal is to specifically support the development of competence and learning as part of day-to-day working life and increase the use of methods such as sparring, mentoring and infor-

mal learning groups in learning. We encourage teams to regularly assess their competence and identify competence development needs. As regards individuals, competence development measures are agreed upon with the supervisor in performance reviews or monthly discussions.

We strive to utilise a variety of methods for developing expertise. The standby system, introduced at the beginning of 2024, offers those participating in the on-call circle the opportunity to learn new task content beyond their own area of responsibility, for example. Our employees are also extensively networked: active network cooperation and the development of expertise through networks are particularly important to us due to the nature of our work.

RECRUITS OF 2022–2024 BY AGE GROUP AND STARTING YEAR

Age group at the start of employment	2022	2023	2024	Total	Share %
Under 30	3	2	4	9	16%
30–39	2	5	2	9	16%
40–49	4	8	10	22	40%
50–59	3	6	2	11	20%
Over 60	0	2	2	4	7%
All in total	12	23	18	55	100%

AIMING FOR THE WELLNESS OF OUR EXPERTS

Our goal is for our shockproof experts to do and feel well at work. We regularly monitor the workload and working hours of our personnel. Flexible working hours and partial remote work options facilitate flexible working hours and a balance between work and private life. We strive for smart everyday working methods and encourage our personnel to take care of their recovery, because only by ensuring our own well-being can we support society in times of crisis and emergency.

Finances

The National Emergency Supply Agency's finances and financial statements

In recent years, the changes in the security environment have been rapid, which has highlighted the importance of preparing for their effects during this financial period, too.

The resource need for security of supply is growing rapidly, but securing it is challenging. Competition for public financial resources is intensifying while demand for security of supply activities is increasing. The economic room to manoeuvre will not be improving in the NESA's current strategy period, as Finland's productivity has grown poorly. The development of the global economy and its forecasting are also uncertain.

The National Emergency Supply Agency manages a security of supply fund outside the state budget, into which the strategic stockpile fee charged on the use of liquid fuels, electricity and

certain fuels is paid. In 2024, the fee brought in EUR 38.3 million (EUR 37.7 million in 2023).

The fund is also used to cover expenses caused by security of supply measures, and the costs of emergency stockpiling, technical backup arrangements and preparedness planning. The return on the strategic stockpile fee has been declining for years. The accumulation of the fee is expected to continue to decrease as energy efficiency improves and consumption transitions to a lower strategic stockpile (e.g. electricity) and exempted consumption (e.g. solid biomass).

As in previous years, the National Emergency

Supply Fund was also dependent on its financing income in 2024 in order to be able to fund the activities required to achieve the current goals and to cover the costs of programmes currently in progress.

International cooperation has become more difficult in some respects, but on the other hand, development in the EU also creates new opportunities in terms of security of supply. A good example of this are the RescEU, CBRN and Medical stockpiles funded by the European Commission. These joint projects will improve the readiness of the Union and Finland to respond to various types of threats. In late 2024, Finland, for the first time, delivered assistance from an EU-funded RescEU stockpile to Ukraine, which had requested aid.

Cost-effective storage

In 2024, the turnover was significantly higher than in the previous year, at EUR 212.8 million (EUR 59.6 million in 2023). This was largely due to ensuring the distribution of aviation fuel for critical flights during the fuel distribution strike in spring 2024. This was done through product exchanges of energy products. Other operating income remained at the previous year's level of EUR 34.4 million and included costs reimbursed to the NESA for special assignments.

The costs of emergency stockpiling were EUR 39.3 million in 2024 (EU 40.9 million in 2023). In 2024, the storage arrangement was actively modified due to changing preparedness needs and to promote cost-efficiency.

Non-inventory expenses were EUR 63.9 million (EUR 54.1 million in 2023). As part of programme work, measures important for security of supply were carried out totalling EUR 15.5 million during the year (EUR 16.1 million in 2022).

The NESA's balance sheet total was EUR 2.14 billion, a decrease of EUR 14.8 million from the previous year.

Revenue EUR

MEUR 212.8

Yield of the strategic stockpile fee

MEUR 38.4

Other income

MEUR 34.4

Emergency stockpile system costs

MEUR 39.3

Other expenses

MEUR 63.9

Measures implemented as programme work

MEUR 15.5

Balance sheet total

BEUR 2.14

Finances

KEY FINANCIAL FIGURES

Income	2024	2023	2022	2021	2020	2019
Yield of the strategic stockpile fee	MEUR 38.4	MEUR 37.7	MEUR 40.3	MEUR 40.3	MEUR 40.3	MEUR 42.5
Revenue EUR	MEUR 212.8	MEUR 59.6	MEUR 222.8	MEUR 115.7	MEUR 48.3	MEUR 84.2
Other income	MEUR 34.4	MEUR 38.2	MEUR 16.2	MEUR 128.8	MEUR 179.4	MEUR 6.0
Balance sheet	BEUR 2.1	BEUR 2.1	BEUR 2.3	BEUR 2.3	BEUR 1.9	BEUR 2.0

Expenses	2024	2023	2022	2021	2020	2019
Purchases	MEUR 213.3	MEUR 134.4	MEUR 153.7	MEUR 224.3	MEUR 220.7	MEUR 77.7
Other expenses excluding depreciation	MEUR 103.2	MEUR 94.9	MEUR 80.5	MEUR 65.5	MEUR 87.3	MEUR 46.8
Share of stockpiling	MEUR 39.3	MEUR 40.9	MEUR 29.3	MEUR 28.5	MEUR 21.9	MEUR 17.5

A photograph of a woman with blonde hair tied in a bun, wearing a dark red sweater, holding a baby. The baby is wearing a brown jacket and a brown knit hat with a white pom-pom. They are in a forest with tall trees, and the sun is low in the background, creating a warm, golden glow and lens flare. The woman is smiling and looking at the baby.

Responsibility in security of supply

Sustainability vision and management

Sustainability is integrated into the organisation's activities

The aim of the National Emergency Supply Agency's sustainability vision is to integrate sustainability into all activities, decision-making, management and reporting of the organisation.

The NESA's strategy (2024–2027) highlights that social responsibility must be a cross-cutting theme in all activities, particularly from the perspective of normal conditions. This approach strengthens the NESA's role as a responsible and sustainably operating organisation that is able to respond to the expectations of society and stakeholders under all circumstances.

This vision guides the NESA towards holistic and anticipatory sustainability thinking in which sustainability is a key part of the security of supply efforts, management of environmental impacts and implementation of good governance and social responsibility.

Management of sustainability

Sustainability is a key part of the National Emergency Supply Agency's (NESA) strategy, and its implementation is integrated into the organisation's daily activities. In the NESA's strategic steering, sustainability is considered at the organisational level, and the administrative director is responsible for its management. The administrative director makes sure that the principles and actions for sustainability are visible in the organisation's activities and that they are regularly monitored.

The NESA's management team and Board of Directors address sustainability themes as needed. The consideration of sustainability is part of strategic management and is brought up at meetings of both the Board of Directors and management team, ensuring that the promotion of sustainability is prioritised at all levels of the organisation.

Sustainability is also part of the performance agreement between the NESA and the Ministry of Economic Affairs and Employment, and the NESA reports on sustainability to the ministry twice a year. This approach increases openness and ensures that the implementation of sustainability goals is continuously monitored.

The strategy team of the NESA's Strategic Development and Shared Services Department employs a sustainability specialist who plans, develops and coordinates the sustainability efforts. The sustainability specialist also works closely with the other departments to develop new practices that support the NESA's sustainability policy and its practical implementation.

Consequently, the management of sustainability at the NESA is based on a clear management structure and strong cooperation between different levels. Sustainability is a strategic factor that guides the NESA's activities and ensures its ability to operate in a manner that promotes sustainability and social responsibility.

Sustainability reporting in the central government

The shared framework for the central government's sustainability reporting is based on the UN's 2030 Agenda.

The NESA adheres to the State Treasury's recommendation and annually prepares a sustainability report describing the impacts of its activities on the key Sustainable Development Goals (SDGs).

The SDGs of the United Nations (UN) are at the core of this reporting. The NESA has identified the most relevant goals for the strategy period 2024–2027 and reports on the progress towards these goals to its stakeholders and personnel.

The central government's reporting framework is divided into two main elements: the handprint of activities and the footprint of activities, which respectively represent the positive and the negative impacts on the environment and society.

Through its sustainability reporting, the NESA demonstrates its commitment to the principles of sustainable development and assesses the effectiveness of its activities.



From the perspective of normal conditions in particular, it is also important for all of the NESA's activities to be seen as socially responsible.

KEY CONCEPTS OF SUSTAINABILITY REPORTING

1. Handprint of activities, meaning how we promote positive social impacts in order to reach the SDGs.



2. Footprint of activities, meaning what types of direct impacts our activities have on the environment and society.



The aim of the NESA's sustainability reporting is to communicate to the personnel and stakeholders on the progress towards the SDGs in a transparent and clear manner.

Materiality analysis

Materiality as the basis of sustainability efforts

Through a materiality analysis, the National Emergency Supply Agency ensures that its sustainability efforts and reporting focus on areas significant to both our personnel and other stakeholders.

Key themes identified

In 2024, we conducted background interviews with our personnel and important stakeholders and held two internal ESG workshops in order to identify the NESA's most essential sustainability themes.

When defining these themes, we considered two perspectives: the NESA's most significant economic, social and environmental impacts as well as our stakeholders' most important expectations and concerns regarding these impacts.

The response rate to our online stakeholder survey was 51%, and 74% of our personnel took part in the workshops. NESA experts in different fields took part in the in-depth interviews, allowing us to cover all of the important themes.

Based on the materiality analysis, the key areas are climate change; the wellbeing, equality and competence of our personnel; the develop-

ment of our Code of Conduct; and the development of the sustainability of procurement and material preparedness. The NESA's administrative director confirmed the results of the materiality analysis and the sustainability goals based on these results in November 2024.

The updated sustainability analysis will also guide the focuses in our sustainability reporting in the coming years. The path to sustainability serves as a roadmap towards a more sustainable organisation and features some of the key milestones along the way.

PATH TO SUSTAINABILITY 2024–2027





Focus areas of sustainability efforts



RESPONSIBILITY FOR THE ENVIRONMENT

- We determine how our activities impact the climate and the environment.
- We define goals and prepare an action plan for reducing harmful impacts and mitigating climate change.
- We increase awareness and knowledge of the mitigation of and adaptation to climate change. We determine how climate change impacts Finland's security of supply and find ways to prepare for these impacts.
- We promote the circular economy, enhance the use of materials and develop material recycling.



RESPONSIBILITY FOR PEOPLE

- We promote equality in our work community by ensuring equal treatment of all employees.
- We are committed to improving wellbeing at work and occupational safety as well as offering continuous opportunities for employees to develop their skills and participate in training.
- We comply with the legal provisions, decrees and goals guiding our activities.
- We ensure the continuity of the functioning of society during crises and emergency situations together with the business community, the third sector and public authorities.




RESPONSIBILITY FOR GOOD GOVERNANCE

- We seek to build a responsible organisational culture by preventing corruption and bribery.
- We commit our personnel, stakeholders and partners to our Code of Conduct.
- We are committed to managing information responsibly, promoting good governance and protecting whistleblowers.
- We ensure that the National Emergency Supply Fund is managed responsibly, transparently and in a socially impactful manner.
- We develop procurements to be more sustainable.



Highlights of sustainability efforts

THEME AND GOAL		METRIC/ACTIONS	RESULTS	FURTHER INFORMATION
Climate	We determine the impact of our activities on the climate. We define goals and prepare an action plan for reducing harmful impacts and mitigating climate change.	<ul style="list-style-type: none">Carbon dioxide emissions, CO₂.	Scope 1–2 emissions and action plan.	Emissions calculation in accordance with the Greenhouse Gas Protocol (GHG) will be started by calculating scope 1–2 emissions in 2025. The calculation of scope 3 emissions will be started in 2026.
People: wellbeing at work	We are committed to improving wellbeing at work and occupational safety.	<ul style="list-style-type: none">Focus: wellbeing of employees, job satisfaction in total = total index.	 3.89 /5 (2023: 3.80)	The National Emergency Supply Agency continuously develops and improves the wellbeing of its employees while at work. As our experts work in a changing operating environment, the reconciliation of work and leisure in particular is highlighted. A key resource in security of supply work are the people who carry out this work. A change in the operating environment requires further development of previous activities and preparedness for more severe threat scenarios.
People: equality and non-discrimination	We promote equality in our work community by ensuring equal treatment of all employees.	<ul style="list-style-type: none">Realisation of equality in my work community.	 4.17 /5 (2023: 3.97)	The goal of the equality and non-discrimination plan is to ensure the realisation and promotion of equality and non-discrimination as well as the prevention of discrimination in all activities. We seek to promote equality and non-discrimination actively and systematically in order to ensure an equal and non-discriminatory work community for everyone. Another aim of the plan is to remind everyone that they are able to promote an equal and non-discriminatory workplace with their own actions and example.
Organisational culture	We seek to build a sustainable organisational culture.	<ul style="list-style-type: none">Sustainable organisational culture.Operating culture of the work community / personnel survey.	 4.25 /5 (2023: 4.15)	We have developed a sustainable organisational culture by incorporating the NESAs values into the way in which we act in our work community. The NESAs values were defined in early 2023 in cooperation with the entire body of personnel, in addition to which we defined our management principles in 2024 as part of the management team’s value proposition. In 2025 and 2026, the NESAs will develop its practices by defining its Code of Conduct.

Sustainability commitments

The National Emergency Supply Agency is committed to the UN Global Compact

In October 2024, the National Emergency Supply Agency joined the world’s largest corporate sustainability initiative, the UN Global Compact. Consequently, the NESA was accepted into Finland’s Global Compact network, which organises events around the corporate sustainability theme as well as Open Academy courses.

What is the initiative all about?

The UN Global Compact is a corporate sustainability initiative by the UN and the world’s largest corporate sustainability network, with more than 20,000 companies and almost 4,000 other organisations from more than 160 countries as its members. More than 1,700 companies from the Nordic countries have already joined the initiative. The organisations involved in the UN Global Compact are committed to promoting the Ten Principles of the UN Global Compact and the UN’s Sustainable Development Goals, which together form the global framework for sustainability efforts.

TEN PRINCIPLES OF THE
UN GLOBAL COMPACT

All of the organisations involved in the UN Global Compact initiative are committed to adopting, supporting and implementing, within their sphere of influence, the Ten Principles of the UN Global Compact, which comprise fundamental values related to human rights, labour principles, the environment and actions against corruption.

Human rights

- 1. The organisation should respect and support universal human rights.
- 2. The organisation should ensure that it is not complicit in human rights abuses.

Labour

- 3. The organisation should uphold the freedom of association and the right to collective bargaining.
- 4. The organisation should eliminate all forms of forced and compulsory labour.
- 5. The organisation should completely abandon child labour.
- 6. The organisation should eliminate discrimination of the workforce.

Environment

- 7. The organisation should adopt a precautionary approach to actions affecting the environment.
- 8. The organisation should support initiatives that promote greater responsibility in the use of natural resources.
- 9. The organisation should promote the development and adoption of environmentally friendly technologies.

Corruption

- 10. The organisation should work against corruption in all its forms, including extortion and bribery.



These principles are derived from the following universal principles, declarations and conventions:

- [United Nations Universal Declaration of Human Rights](#)
- [International Labour Organization’s Declaration on Fundamental Principles and Rights at Work](#)
- [United Nations Rio Declaration on Environment and Development](#)
- [United Nations Convention Against Corruption.](#)

The commitment to the UN Global Compact supports and speeds up the sustainability efforts by the National Emergency Supply Agency and increases the agency’s credibility and level of ambition.

Environmental sustainability

Responsibility for the environment contributes to security of supply

The focuses of our environmental sustainability efforts include mitigation of climate change, adaptation to climate change, sustainable and efficient use of resources, and recycling.

Of the UN's Sustainable Development Goals (SDGs) related to the environment, we are committed to goals 7 (affordable and clean energy) and 13 (climate action).

In 2024, we also made progress in environmental sustainability in line with our own path to sustainability. We defined our sustainability frameworks and clarified our goals. Over the course of 2025, we will determine our impacts on the climate and the environment. Our goal is for the assessment of our climate and environmental impacts and the preparation of action plans to be completed in 2026.

How does climate change affect Finland's security of supply?

Through our definition efforts, we have specified our goal as being to increase awareness and knowledge of the mitigation of and adaptation to climate change. The National Emergency Supply Agency is tasked with determining both the impacts of climate change on Finland's security of supply and ways to prepare for these impacts.

Through several cooperation projects, we already carry out work that contributes to this goal. For example, in 2024 we funded TUHKA 2, a joint project with the Finnish Meteorological Institute for improving the prediction of widespread wildfires that threaten safety. As climate change advances, the risk of wildfire is also expected to increase in Finland.

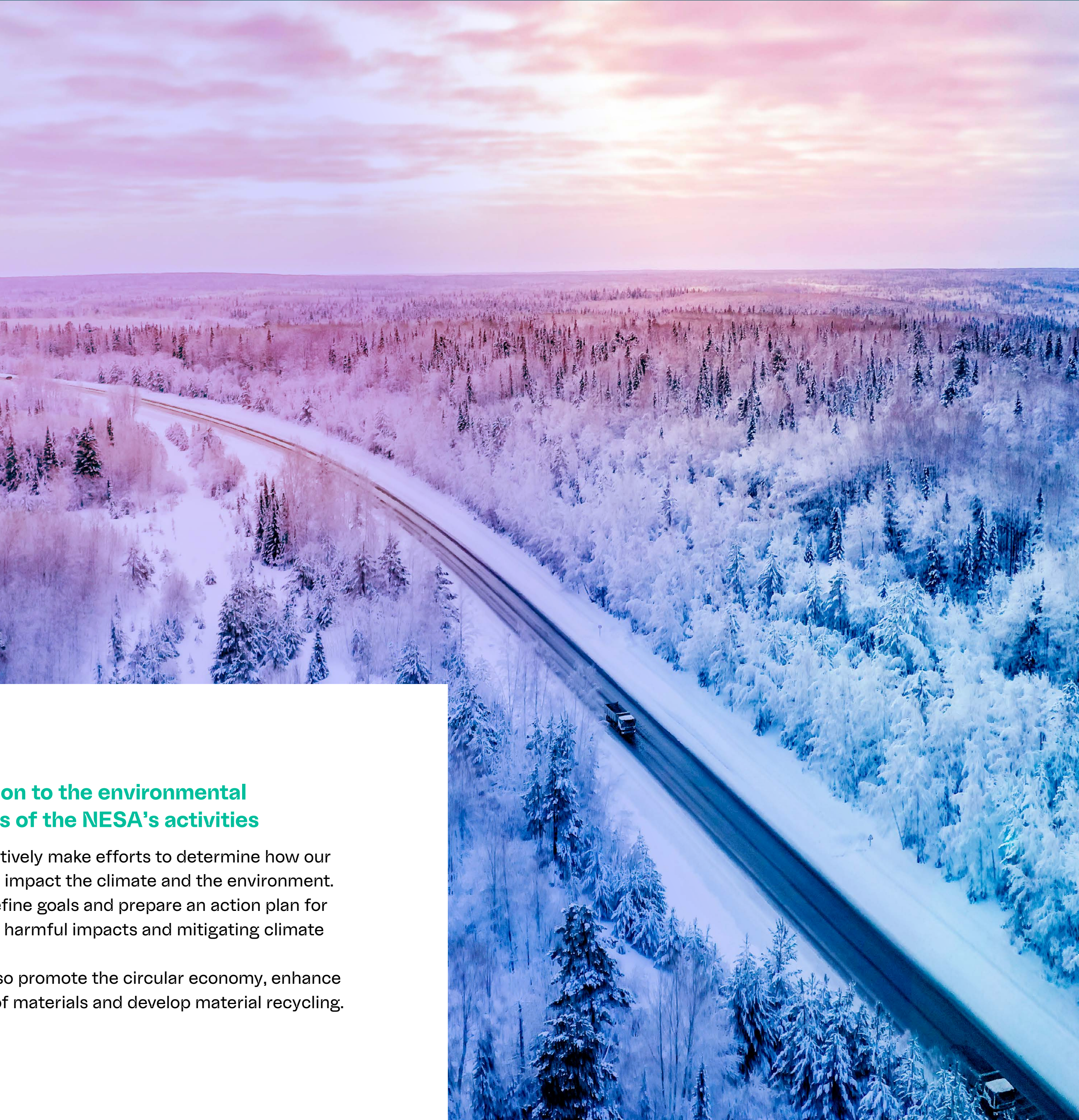
That is why the three-year ILHU project between the NESA and the Finnish Institute of International Affairs will examine the impacts of climate change on Finland's security of supply and ways to prepare for these impacts.

Attention to the environmental impacts of the NESA's activities

We actively make efforts to determine how our activities impact the climate and the environment.

We define goals and prepare an action plan for reducing harmful impacts and mitigating climate change.

We also promote the circular economy, enhance the use of materials and develop material recycling.



Environmental sustainability

Actions aimed at mitigating and adapting to climate change lay the foundation for the NESA’s climate goals.



FOCUS	GOALS	METRICS	ACTIONS
Mitigation of climate change	We determine how our activities impact the climate and the environment.	<ul style="list-style-type: none">• Scope 1–3 emissions in accordance with the Greenhouse Gas Protocol (GHG).	<ul style="list-style-type: none">• 2025: Completion of scope 1–2 calculation.• 2026: Completion of scope 3 calculation.
	We define goals and prepare an action plan for reducing harmful impacts and mitigating climate change.	<ul style="list-style-type: none">• Preparation of a goal and action plan.	<ul style="list-style-type: none">• 2025: Goal and action plan for scope 1–2 emissions.• 2026: Goal and action plan for scope 3 emissions.
	We increase awareness and knowledge of the mitigation of and adaptation to climate change.	<ul style="list-style-type: none">• Monitoring of the amount of training.	<ul style="list-style-type: none">• Joining the FIBS corporate sustainability network and the UN Global Compact Finland Network.
Adaptation to climate change	Climate change affects functions and infrastructure that are important for security of supply. We ensure the continuity of our activities and the safeguarding of society’s critical functions and infrastructure by adapting to climate change and its risks.	<ul style="list-style-type: none">• Impact assessment of the NESA’s projects that promote adaptation to climate change.• Development of an assessment method and monitoring the assessment results.	<ul style="list-style-type: none">• Chosen case example: TUHKA 2 project.
Sustainable and efficient use of resources and recyclability	We promote the circular economy, enhance the use of materials and develop material recycling.	<ul style="list-style-type: none">• Determining and increasing the recycling rate of premises and other properties.• Determining the circular economy potential of material preparedness and increasing the recycling rate.	<ul style="list-style-type: none">• To be developed in 2025–2027.

Example of environmental work

The TUHKA 2 project predicts wildfires

The risk of widespread wildfires is also increasing in Finland as a result of the impacts of climate change. Although there is a well-functioning wildfire warning system in Finland, the changing climate and the depopulation of rural areas may increase the risk of wildfire and reduce the resources for first-aid firefighting.

In the prevention of the spread of wildfires, early detection and efficient first-aid firefighting are the specific factors that prevent a wildfire from becoming widespread. The accuracy of wildfire alerts also plays a key role in influencing people’s actions and caution. Each wildfire that does not occur is significant. This is important because a major fire may cause an emergency situation with a broad impact on society.

The TUHKA 2 project is developing a better wildfire alert service

Adaptation to climate change is one of the National Emergency Supply Agency’s focus areas in environmental sustainability. Carried out in cooperation with the Finnish Meteorological Institute, the TUHKA 2 project is a good example of the creation of practical tools through cooperation. The project, which started in 2023 and ended in early 2025, focused specifically on the prediction of widespread wildfires that threaten safety.

The project produced an additional service that improves preparedness for wildfires and the allocation of resources. The wildfire index was developed based on geographic data and lightning strike data, which allowed the spatial and temporal accuracy of alerts and forecasts to be improved.

The additional service will help reduce the risk of wildfire or at least keep the risk at the current level

even with climate change. In this way, the project specifically responds to the risks posed by climate change.

Broad involvement by public authorities

The Finnish Meteorological Institute was responsible for the project’s implementation. The project was jointly funded, with the NESa providing 70% and the Finnish Meteorological Institute 30% of the funding. Most of the funding was spent in 2024.

A wide variety of representatives of public authorities were involved in the project. The TUHKA 2 project was directed by a steering group comprising representatives not only from the NESa and the Finnish Meteorological Institute but also from the Ministry of the Interior Department for Rescue Services, the Regional State Administrative Agency and rescue services.



The wildfire index was developed based on geographic data and lightning strike data, which allowed the spatial and temporal accuracy of alerts and forecasts to be improved.



The NESa is multidisciplinary and an attractive employer.

Social responsibility

Motivated by meaningful work

Our employees are strongly motivated by the opportunity to take part in building a resilient society, and they find their work at the NESa to be very meaningful in the changed global situation. We aim for the holistic wellbeing of our employees and focus on good supervisory work, as well as the maintenance and development of our personnel’s skills, to ensure our experts’ ability to also take action during crises.

The National Emergency Supply Agency has acquired new expertise in recent years and is now an organization of about 100 employees. At the same time, the COVID-19 pandemic and the war in Ukraine have led to a fundamental change in the views on security of supply and highlighted the importance of the work for security of supply. We have evolved into an organisation that employs a wide variety of professionals from different industries. This multi-professionalism provides us with a broad view of the different sectors of society, making our work more meaningful.

The NESa is also viewed as an interesting employer. In 2024, we received 741 job applications in total for 15 vacancies. In our recruitment, we ensure equal treatment of the applicants. We do not ask about the applicants’ age in our recruitment process, and we assess applicants based on the nondiscriminatory criteria presented in the job advertisement in all phases of the process. The recruitment decisions are based on the individual’s skills and suitability for the position. Our goal is to pilot anonymous recruitment in 2025 and, based on the pilot, assess whether we should make it an established practice in our recruitment process.

Social responsibility

We take part in the central government's joint employee survey each year. According to the survey results, the NESA's employees are highly committed to their work. In 2024, the response rate was 88%, with 87 employees taking the survey. The survey found that overall satisfaction, on a scale of 1–5, was 3.9 (3.8 in the previous survey). Overall satisfaction across the central government was 3.7 (2023).

Continuous learning

We focus on developing our personnel's skills, and in 2024 we planned a joint personnel training programme for the purpose of deepening our common security of supply expertise and strengthening the working life skills required in expert work. We ensure the smooth induction of new employees through the NESA's general induction and team-specific employee induction. In 2024, we worked on an online course on the basics of security of supply, which will be an important part of our employee inductions going forwards.

We support supervisors and experts in their management skills. In 2024, we worked on the NESA's management principles in order to put in concrete terms what supervisory work stemming from the NESA's values means and what employees can expect from their supervisors. We also continued to provide team coaching for team leaders and members.

We take care of wellbeing

Wellbeing at work is a package comprising things such as a safe work community, good supervisory work and the employee's balanced and motivating range of work responsibilities. Last year, we paid particular attention to clarifying job descriptions as well as workloads and working hours. We increased supervisors' and personnel's awareness of matters related to working hours, addressed deviations and made the necessary changes to the monitoring of time tracking, among other things. At the NESA, the workload is affected by a typical challenge related to expert work: strong commitment to work.

Leaves of absence due to illness among the personnel averaged 3.4 calendar days / person (2023: 3.6 calendar days), which can be considered very low. The self-assessment of wellbeing in the employee survey has risen steadily, reaching 8.3 on a scale of 4–10 last year (2023: 8.0).

Due to the nature of our work, most of the work is carried out at the office in interaction with various actors. Remote work is possible if the employee's responsibilities allow it, adding flexibility to our personnel's everyday work routines. Hence, we have a close work community with a community spirit, and we appreciate in-person work. Moreover, a warm atmosphere, an active employee association and common staff events are also important to us.



THE FIBS NETWORK SUPPORTS SUSTAINABILITY GOALS

In 2024, the NESA joined FIBS, a corporate sustainability network that provides all employees with the opportunity to develop their skills related to the themes of sustainability, responsibility and sustainable development.

The members of the FIBS network include almost 500 companies and organisations with thousands of experts, decision-makers and influential figures from dozens of industries. In terms of its membership, FIBS is the largest corporate sustainability network in the Nordic countries and one of the largest country-specific corporate sustainability networks in the world.

For the NESA, membership in FIBS provides support for internal training and is a significant employee benefit and asset in recruitment that promotes the integration of responsibility and sustainability into the activities of the entire organisation.

More than
100 employees

741 job applications for 15 recruitments

Overall personnel satisfaction
3.9 / 5

Personnel's self-assessment of wellbeing
8.3 / 10

Social responsibility

The National Emergency Supply Agency takes responsibility for people by focusing on its personnel's wellbeing, diversity, equality and competence.



FOCUS	GOALS	METRICS	ACTIONS	RESULTS
Wellbeing, diversity and equality of employees	We promote equality and diversity in our work community by ensuring equal treatment of all employees.	<ul style="list-style-type: none">Realisation of non-discrimination in my work community.Realisation of gender equality in the work community.	<ul style="list-style-type: none">Anonymous recruitment: The goal is to ensure non-discrimination and diversity in recruitment.Equality and non-discrimination plan: The goal is to ensure the realisation and promotion of equality and non-discrimination as well as the prevention of discrimination in all activities.Hazards and risks related to work: An analysis conducted in 2024 assessed the potential risks and hazards encountered by the NESA's teams. The goal is to ensure a safe work environment and identify sufficient actions.Personnel survey: The personnel's wellbeing at work and coping are monitored through an annual survey.	Realisation of non-discrimination in my work community: ↗ 4.17 /5 (2023: 3.97, 2022: 3.58)
	We are committed to improving wellbeing at work and occupational safety.	<ul style="list-style-type: none">Number of accidents at work.Number of leaves of absence due to illness.		Realisation of gender equality in the work community: ↗ 4.27 /5 (2023: 4.14, 2022: 3.71)
Training and development of competence	We offer opportunities to develop competence and participate in training. We increase awareness and knowledge of social responsibility and diversity.	<ul style="list-style-type: none">Self-assessment of wellbeing at work.Job satisfaction.Reconciliation of work and private life.	<ul style="list-style-type: none">The metrics for training and competence will be developed in 2025.	Number of accidents at work: → 0 (2023: 0, 2022: 0)
		<ul style="list-style-type: none">Competence and training: aggregate indicator		Number of leaves of absence due to illness: ↗ 3.4 (2023: 3.6, 2022: 4.6)
Social sustainability	We ensure the continuity of the functioning of society during crises and emergency situations together with the business community, the third sector and public authorities.	<ul style="list-style-type: none">Interaction: keeps in contact – listens to and understands stakeholders.Products and services: produces products or services that are of good value.	<ul style="list-style-type: none">Network cooperation and the National Emergency Supply Organisation (NESO): The NESA engages in extensive cooperation with public authorities, the private sector and industry associations. Together with the NESO's sectors and pools, we coordinate the objectives and benefits of society and the private sector with regard to preparedness measures. Our role is to coordinate, promote and facilitate security of supply work in areas that are considered critical for security of supply.	Self-assessment of wellbeing at work: ↗ 8.3 on a scale of 4–10 (2023: 8.02, 2022: 7.85)
				Job satisfaction: ↗ 3.89 /5 (2023: 3.80, 2022: 3.38)
				Reconciliation of work and private life: ↗ 4.14 /5 (2023: 3.95, 2022: 3.79)
				Competence and training: aggregate indicator: ↗ 3.95 /5 (2023: 3.74, 2022: 3.43)
				Trust & reputation – Interaction: keeps in contact – listens to and understands stakeholders: ↗ 3.05 /5 (2023: 2.77, 2022: 2.67)
				Trust & reputation – Products and services: produces products or services that are good value: ↗ 3.38 /5 (2023: 3.03, 2022: 2.96)

Example of social responsibility

On the path to becoming a shockproof expert

At the National Emergency Supply Agency, learning and the development of expertise primarily occur through work. Various methods are used in diverse ways in the development of competence in accordance with the traditional 70-20-10 model: Most of the learning is work-based learning, while the second highest amount is communal learning and the lowest amount is formal education.

In our close-knit work community, where we work in person a great deal, we try to support learning in day-to-day life and in the communal meetings of teams and networks.

A learning organisation as the goal

The development of our common competence is based on the NESA's strategy, its goals, and strengthening the employees' capabilities. Competence needs are identified with the help of e.g. team discussions and individual performance appraisals. We are developing a human resources planning model that leverages competence information.

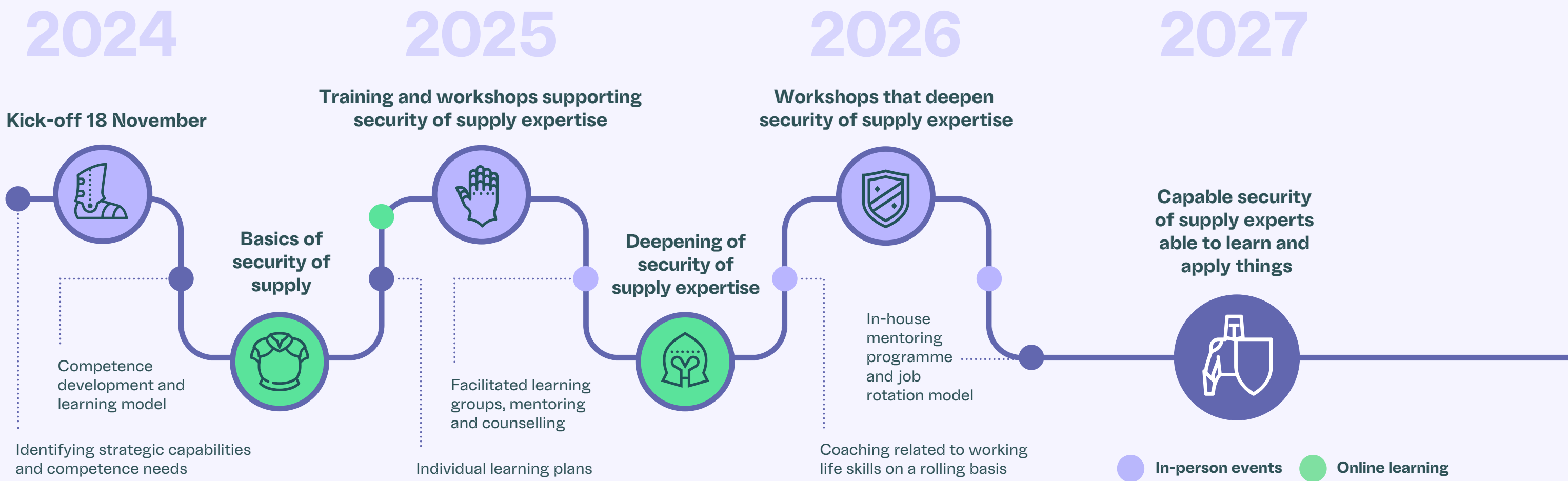
In 2024, we clarified our competence development and learning model. Our focus is on facilitating learning as part of day-to-day life and in communal contexts, such as work teams and networks. We place importance on the building of shared understanding and thinking with the help of active dialogue.

The organisation's common competence development goals guide our efforts. The teams have the best understanding of the needs and ways to develop substantive competence, whereas employees are responsible for maintaining and developing their own skills. Supervisors and HR support and facilitate the devel-

opment of competence and learning by using various methods.

Shockproof Expert coaching

In 2024, the NESA launched an agency-wide programme to strengthen security of supply expertise and the working life skills required in expert work. The programme will continue for the duration of the strategy period, until the end of 2027. The goal is competent experts in security of supply who are able to learn and apply things, i.e. shockproof experts.



Administrative responsibility

Good governance is the basis of responsibility

Financial responsibility and the principles of good governance are at the core of the National Emergency Supply Agency’s activities. They promote transparency and ensure that we operate in an ethical, fair and efficient manner. At the NESAs, good governance and financial responsibility are also strongly linked to management, monitoring and decision-making. We continuously develop our activities in order to ensure the realisation of our organisation’s administrative responsibility.

Clearly described common practices support management and activities

The NESAs’ productivity and development programme (2024–2027) is part of the implementation of the strategy and the performance agreement with the Ministry of Economic Affairs and Employment. The development programme aims to support the realisation of our strategic goals, improve the productivity of our activities and implement the focuses in capability development in line with our strategy.

The performance agreement for 2024–2027 between the NESAs and the Ministry of Economic Affairs and Employment sets developing facility and digital security and improving knowledge-based management as the focuses in internal development. Together with the Ministry, we promote the realisation of the target state of knowledge-based management. The NESAs’ goal in knowledge-based management is the systematic utilisation of information in preparation, decision-making and implementation.

Responsible organisational culture

We seek to build a sustainable and responsible organisational culture by incorporating the NESAs’ values in our work community’s practices. The NESAs’ values are defined together with the entire personnel, and the NESAs’ management principles are included in the management team’s value proposition.

The way we operate forms the ethical and responsible basis of our activities. Our stakeholders and partners can trust that we comply with the applicable laws and our ethical principles: neutrality, independence and reliability.

The goal of our equality and non-discrimination plan is to ensure the realisation and promotion of equality and non-discrimination as well as the prevention of discrimination in all activities. We work for equality and non-discrimination actively and systematically because we want to ensure an equal and non-discriminatory work community for everyone. Another aim of the plan is to remind everyone that they are able to promote an equal and non-discriminatory workplace with their own actions and example.

A key resource in security of supply work are the people who carry out this work. A change in the operating environment requires further development of previous activities and preparedness for more severe threat scenarios. Additionally, we continuously develop the NESAs’ preparedness activities.

We seek solutions to the sufficiency of our personnel through digital operating models that support work and by making every effort to streamline administration. The NESAs use digital operating models to implement the central government’s productivity programme.

Development of internal control

By developing internal control, we promote the realisation of good governance and compliance. We continuously assess our activities together with the internal audit team by making use of various assessment tools.

Internal control and risk management will be more strongly tied to our management, steering and operating processes. This way, we support the NESAs’ goals and ensure the uninterrupted continuity and security of our activities as well as the maintenance of operating conditions.



The NESAs’ values are defined in cooperation with the entire personnel.

Safeguarding security of supply and open procurement procedures

The changed operating environment and continuous crises over the last few years have required critical investments in order to safeguard security of supply. It is crucial to safeguard the capacity of the National Emergency Supply Fund in accordance with the policies stated in the report on security of supply. The planning and implementation of investments are part of the financial planning process. The investments are compiled into a package in the investment programme, and the planning and implementation of this package is monitored by the steering group.

In procurement, we comply with the legal provisions concerning public procurement as well as the principles of openness, non-discrimination and proportionality. We treat participants in our procurement procedures and other suppliers equally and without discrimination, and we operate openly in accordance with the principle of proportionality.

We have improved knowledge-based management by updating our description of access to documents, training our personnel in data processing and developing reporting in order to make the monitoring and reporting of activities sufficiently consistent. We also have a whistleblowing channel.

Administrative responsibility

The National Emergency Supply Agency takes responsibility for people by focusing on its personnel’s wellbeing, diversity, equality and competence.



FOCUS	GOALS	METRICS	ACTIONS	RESULTS
Administrative responsibility	We seek to build a sustainable and responsible organisational culture.	<ul style="list-style-type: none">The work community’s operating culture.Realisation of the workplace’s values in day-to-day life.Supervisory work and management.	<ul style="list-style-type: none">The NESA's productivity and development programme (2024–2027) implements the focuses in capability development as specified in the strategy and supports the implementation of the strategic goals.The focuses in internal development as defined in the performance agreement include development of facility and digital security, improving knowledge-based management and developing project management.	<p>The work community's operating culture: ↗ 4.25/5 (2023: 4.15, 2022: 3.73)</p> <p>Realisation of the workplace's values in day-to-day life: ↗ 3.74/5 (2023: 3.62, 2022: 2.60)</p> <p>Supervisory work and management: ↗ 3.67/5 (2023: 3.51, 2022: 3.08)</p> <p>Trust & reputation: Administration: operates openly and transparently – behaves appropriately in its activities: ↗ 3.02/5 (2023: 2.77, 2022: 2.53)</p> <p>Trust & reputation: Responsibility: acts correctly and responsibly – takes society and the environment into account: ↗ 3.49/5 (2023: 3.37, 2022: 2.97)</p> <p>Trust & reputation: Finances: are financially stable: ↗ 3.55/5 (2023: 3.46, 2022: 3.18)</p>
	We comply with the laws, decrees and goals guiding our activities.	<ul style="list-style-type: none">Administration: operates openly and transparently – behaves appropriately in its activities.		
	We are committed to managing information responsibly, promoting good governance and protecting whistleblowers.	<ul style="list-style-type: none">Responsibility: acts correctly and responsibly – takes society and the environment into account.		
	We ensure that the National Emergency Supply Fund is managed responsibly and in a socially impactful manner.	<ul style="list-style-type: none">The finances are financially stable.		
Code of Conduct	We will prepare a Code of Conduct for our activities. We will train our personnel and commit our suppliers and partners to our Code of Conduct.	<ul style="list-style-type: none">The development work was launched in 2025.	<ul style="list-style-type: none">The NESA has launched a project to update the organisation's common Code of Conduct. The main purpose of these guidelines is to offer the employees common ground rules for what is and what is not permitted at the organisation – what the common practice is. In order for the Code of Conduct to genuinely correspond to our day-to-day activities, we must make sure that it is written and explained in a meaningful way for the personnel and stakeholders.	
	We will train our personnel and commit our suppliers and partners to our Code of Conduct.			
Sustainability of procurement and material preparedness	We develop procurements to be more sustainable.	<ul style="list-style-type: none">The development work was launched in 2025.	<ul style="list-style-type: none">In procurement, we comply with the legal provisions concerning public procurement as well as the principles of openness, non-discrimination and proportionality. We treat participants in our procurement procedures and other suppliers equally and without discrimination, and we operate openly, taking the requirements of proportionality into account. In 2025-2026, we will determine the current sustainability of our procurements and develop them to be more sustainable in accordance with our action plan.	

Example of administrative work

Ownership steering policy

In 2024, the National Emergency Supply Agency prepared a new ownership steering policy that compiles the principles and practices followed in the ownership steering of subsidiaries and associated companies.

The aim of the preparation of the new policy was to harmonise and systemise ownership steering, taking the specific characteristics of each subsidiary and associated company as well as the ownership interests of the NESA into account. The principle was that ownership steering must be based on transparency, sustainability, responsibility and reliability.

Through its shareholdings, the NESA seeks to promote goals in line with its strategy. The ownership steering policy sets strategic and financial goals for the company that reflect the shareholder value expected of shareholdings. Through the policy, the NESA seeks to harmonise the steering of companies, increase transparency and enhance the flow of information. The preparation of the ownership steering policy also took into account the Government Resolution on Ownership Policy, which is revised once per government term.

The NESA examines and develops its shareholdings actively and in the long term, with consideration to its strategy and the overall interest of the Group. As part of ownership steering, the NESA requires its subsidiaries and associated companies to engage in open and transparent dialogue. This is evident in things such as the board of directors of a subsidiary having to ensure that the company has a well-functioning management system and regular reporting proportionate to the nature and scope of the business activities. Furthermore, internal control and risk management must ensure the efficiency and effectiveness

of activities, the reliability of information, and compliance with legal provisions and operating principles.

The NESA's shareholdings are based on various interests. The companies may be subject to strategic interest from the perspective of security of supply, security, or safeguarding infrastructure, for instance. A shareholding may be justified because security of supply is ensured through the company's activities and duties.

In the companies in which it has a financial interest, the NESA particularly seeks long-term growth in the shareholder value or a flow of dividends as well as the best possible profit at the chosen accepted level of risk. The fiscal perspective is based on the NESA's activities being funded with dividend yield and safeguarding the NESA's financial position.

Perspectives related to sustainability are also highlighted in ownership steering policy. The NESA's subsidiaries must be at the forefront of sustainable business and focus on promoting sustainability goals that are relevant to their competitiveness. The aim is for the companies to report on corporate sustainability at general meetings and as part of their other annual reporting. In ownership steering policy, the sustainability of subsidiaries and associated companies covers environmental sustainability, social responsibility and financial responsibility.

Environmental sustainability takes into account the impacts of the business value chain on climate change and the environment as well as the impacts of climate change on the com-

pany's activities. The companies set goals for their climate and environmental impacts and prepare an action plan to reach these goals. With regard to social responsibility, the subsidiaries and associated companies are required to be responsible employers, which involves having a non-discriminatory and equal work culture and consideration of human rights.

In order to operate in a financially responsible manner, the subsidiary or associated company must operate on market terms and pursue profitability, and its activities must not cause disruption in the market environment. The companies must operate in a way that safeguards the profitability, growth and continuity of business activities.

Taru Mellin,
Head of
Administration



Example of administrative work

SUOMEN HUOLTOVARMUUS-DATA OY

Suomen Huoltovarmuusdata Oy (SHVD) is a company fully owned by the National Emergency Supply Agency that provides data centre services.

SHVD provides services to companies critical for security of supply that operate in Finland and central government operators. The most important task of server rooms is to guarantee a continuous operating environment under all circumstances for the information systems critical for security of supply that are placed in these server rooms and ensure the retention of the systems and information.

The NESA established the company in 2008. In addition to data centre services, SHVD develops new continuity management services that have been offered to customers since the beginning of 2024. The company employs 29 people.



NAVIDOM OY AND SHIPPING COMPANIES

In 2024, the NESA, Ilmarinen and Neste agreed to continue their framework agreement that ensures that Finland has four tankers and three tugboats at its disposal under all circumstances.

The NESA owns 25% of Navidom Oy, while Ilmarinen owns 25% and Neste 50%. The company employs two people. The framework agreement covers a total of seven ships, with

the NESA and Ilmarinen owning 50% of each ship (shipping companies).

Navidom Oy is a Finnish ship management company. This Navidom arrangement between the NESA, Ilmarinen Mutual Pension Insurance Company, Neste Shipping Oy and Neste Corporation was established in 2013. The arrangement is based on the need to also safeguard the security of supply of the transport of liquid fuels during disruptions in society and emergency conditions as

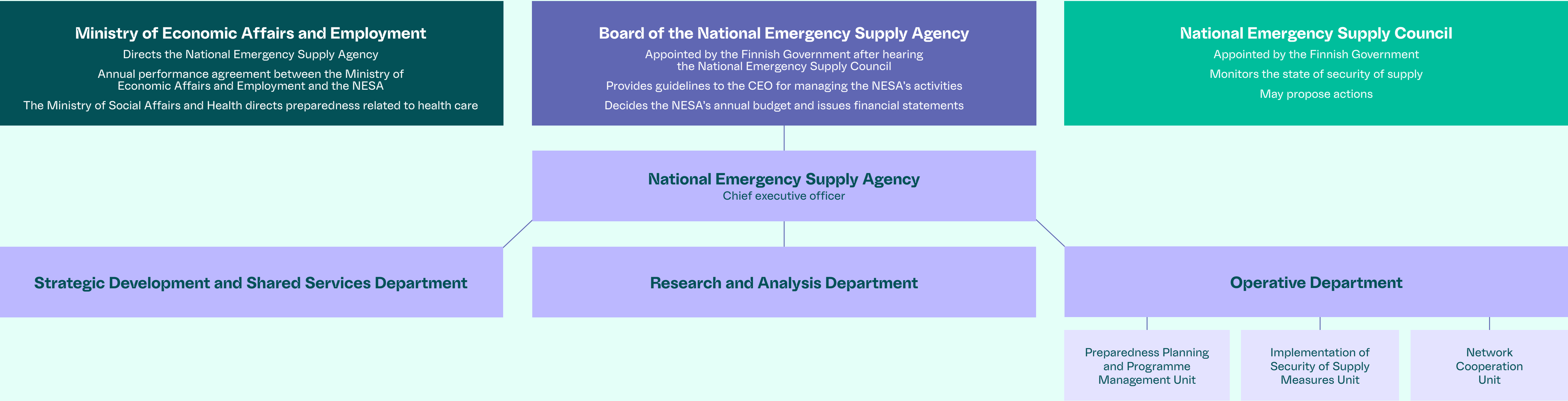
well as the retention of transport capacity under Finnish ownership and control.

Neste has rented the ships, comprising four tankers and three tugboats, from shipping companies with long-term rental agreements. The ships are registered in the Finnish Register of Ships. Under normal conditions, Neste uses the ships to transport its own products, but the ships can be used for security of supply purposes when needed.



The National Emergency Supply Organisation and management

National Emergency Supply Organisation



Management

MANAGEMENT TEAM OF THE NATIONAL EMERGENCY SUPPLY AGENCY
1 JANUARY 2024 – 31 DECEMBER 2024

CEO Janne Känkänen
Administrative Director **Rain Mutka**
Executive Vice President, Operations, **Jaakko Pekki**
Director, Research and Analysis, **Axel Hagelstam**
Director of Communications **Riitta Väkeväinen**

BOARD OF DIRECTORS OF THE NATIONAL EMERGENCY SUPPLY AGENCY
1 JULY 2023 – 30 JUNE 2026

Chair: Director General of the Energy Department **Riku Huttunen**, Ministry of Economic Affairs and Employment (as of 1 January 2025)

Director General of the Regions and Growth Services Department **Tiina Korhonen**, Ministry of Economic Affairs and Employment (until 31 December 2024)

Vice chair: President and CEO **Tero Kiviniemi**, Destia Oy
Members: Managing Director **Mervi Airaksinen**, Microsoft Finland Oy
Counsellor **Kirsi Heinonen**, Ministry of Agriculture and Forestry
Director-General of the Resource Policy Department **Tarja Jaakkola**, Ministry of Defence (until 12 September 2024)
Director of Administrative Governance and Development, Director-General **Anu Nousiainen**, Ministry of Finance (as of 10 October 2024)
Director General of the Department for Safety, Security and Health **Taneli Puumalainen**, Ministry of Social Affairs and Health
Director General of the Ministerial Governance Department **Olli-Pekka Rantala**, Ministry of Transport and Communications (as of 18 January 2024)
Deputy Director General of the Resource Policy Department **Olli Ruutu**, Ministry of Defence (as of 12 September 2024)
Director General of the Public Governance Department **Juha Sarkio**, Ministry of Finance (until 10 October 2024)
CEO **Ilkka Tykkyläinen**, Pohjolan Voima Oyj
Lic. Med. M.D., MBA, **Antti Viitanen**

NATIONAL EMERGENCY SUPPLY COUNCIL 1 JULY 2024 – 31 DECEMBER 2026

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Permanent Secretary: Permanent Secretary **Timo Jaatinen**, Ministry of Economic Affairs and Employment
State Secretary: **Risto Artjoki**, Prime Minister’s Office
Director General of the Department for Clients and Services in Healthcare and Social Welfare **Anna Cantell-Forsbom**, Ministry of Social Affairs and Health
CEO **Annika Hurme**, Valio Ltd
Director General **Jyri Häkämies**, Confederation of Finnish Industries (EK)
Permanent Secretary **Linnea Johansson**, Government of Åland
CEO **Mika Joukio**, Metsä Board Corporation
CEO **Piia Karjalainen**, Finnish Ports Association
Director General for Rescue Services **Kimmo Kohvakka**, Ministry of the Interior
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Executive Vice President, Oil Products business unit, **Markku Korvenranta**, Neste Corporation
Mayor **Soile Lahti**, City of Kuopio
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Director General **Satu Mäkelä**, Centre for Economic Development, Transport and the Environment for Southeast Finland
Deputy Director General of the Department for International Trade **Marianne Nissilä**, Ministry for Foreign Affairs
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Managing Director **Anne-Mari Virolainen**, Pharma Industry Finland
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CEO **Merja Ylä-Anttila**, Yleisradio Oy



Huoltovarmuuskeskus
Försörjningsberedskapscentralen
National Emergency Supply Agency

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